



PKNS

MENGUTAMAKAN PERTUMBUHAN BERASASKAN KELESTARIAN

PRIORITISING GROWTH WITH SUSTAINABILITY

LAPORAN TAHUNAN 2021 ANNUAL REPORT





RASIONAL KULIT

Mengutamakan Pertumbuhan Berasaskan Kelestarian

Meskipun pertumbuhan adalah satu keperluan untuk kelangsungan perbadanan ini, namun iltizam kami lebih mengutamakan kepada pertumbuhan berasaskan kelestarian. Justeru, kami sentiasa memberi tumpuan kepada pembangunan yang bersamanya menitikberatkan nilai-nilai kelestarian. Kami tidak hanya pentingkan kualiti pembangunan kami dari aspek fizikal, bahkan, kami memberi tumpuan yang sama penting dalam membangunkan sebuah persekitaran yang hijau, sihat dan makmur.



COVER RATIONALE

Prioritising Growth With Sustainability

Although growth is an imperative for the survival of this corporation, our commitment is to prioritise growth with sustainability. Thus, we always focus on development which also emphasizes on the values of sustainability. We are not only concern about the quality of our development from physical aspect, in fact, we focus equally on developing a green, healthy and prosperous environment.

Buku Laporan Tahunan ini boleh didapati di
This Annual Report is available at

www.pkns.gov.my



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BAB / CHAPTER 01

LATAR BELAKANG

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04 Penubuhan PKNS
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08 Nilai Bersama
Shared Values





PENUBUHAN PKNS ESTABLISHMENT OF PKNS

Perbadanan Kemajuan Negeri Selangor atau lebih dikenali sebagai PKNS telah ditubuhkan pada 1 Ogos 1964 di bawah Enakmen Perbadanan Kemajuan Negeri Selangor 1964, sebagai sebuah badan berkanun dan agensi pembangunan peringkat negeri.

Penubuhan bertujuan untuk mengisi kemerdekaan negara menerusi pengagihan ekonomi yang adil dan pertumbuhan sosial-ekonomi yang berpandukan kepada dasar-dasar kerajaan agar dapat mewujudkan kestabilan, keharmonian dan keadilan sosial khususnya di negeri Selangor.

PKNS berusaha untuk membawa kemajuan dan kemakmuran yang berterusan di negeri Selangor dengan menjana serta menggabungkan idea dan aktiviti untuk kepentingan rakyat yang secara tidak langsung dapat menyatupadukan masyarakat Malaysia. Semua ini dapat digambarkan melalui slogan “Kemajuan untuk Rakyat” yang menjadi amalan kepada seluruh keluarga PKNS.

Selangor State Development Corporation or commonly known as PKNS was established on 1 August, 1964, under the Selangor State Development Corporation Enactment (1964) as a statutory body and development agency for the state of Selangor.

Guided by government policies, its establishment was intended to uphold the country’s independence through fair economic distribution and socioeconomic growth with the aim of creating stability, harmon and social justice, throughout the state of Selangor.

PKNS strives to bring about continuous progress and prosperity in the State of Selangor by generating and consolidating ideas and activities for the benefit of the people besides contributing towards the creation of a united Malaysian society. All this is manifested in the slogan of “Progress for the People” which is always put into practice, appreciated and observed by the entire PKNS family.



AKTIVITI ACTIVITIES



**Pusat
Pertumbuhan Baharu**
New Growth Centre



**Pembangunan
Kawasan Perumahan**
Development of
Residential Area



**Pembangunan
Kawasan Perindustrian**
Development of
Industrial Area



**Penempatan
Semula Setinggan**
Resettlement
of Squatters



**Kedai, Kompleks
Perniagaan/Pejabat**
Shop, Business
Complex/Office



**Agen Pelaksana Projek-
Projek Kerajaan Negeri**
Implementation Agent of
State Government Projects



Pelaburan
Investment



Pengurusan Harta
Property Management



Hospitaliti
Hospitality



Pengurusan Alam Sekitar
Environmental
Management



Perdagangan
Trading



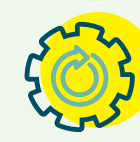
Pembinaan
Construction



**Perubatan dan
Kesihatan**
Medical and Healthcare



**Tenaga dan
Telekomunikasi**
Power and
Telecommunication



**Menubuhkan Masyarakat
Perdagangan & Perindustrian
Bumiputera (MPPB)**
Establishing the Bumiputera Commercial
and Industrial Community (BCIC)

OBJEKTIF OBJECTIVE

- ▶ Menggalak, memaju dan membangunkan pusat pertumbuhan baharu, kawasan kediaman, zon perindustrian, perdagangan dan menjalankan aktiviti-aktiviti seumpamanya serta aktiviti lain yang dibenarkan.
- ▶ Melaksana semua dasar kerajaan yang melibatkan pembasmian kemiskinan dan penyusunan semula masyarakat.
- ▶ Meneroka dan menyertai bidang-bidang pelaburan dan perdagangan untuk mewujudkan penyertaan ekuiti dan pengurusan Bumiputera yang berkesan dalam perindustrian dan perdagangan.
- ▶ Menyedia landasan ke arah mewujudkan Masyarakat Perdagangan dan Perindustrian Bumiputera (MPPB) selaras dengan Dasar Pembangunan Nasional.
- ▶ Menjalankan sebahagian atau keseluruhan tugas atau kuasa-kuasa tempatan di kawasan-kawasan yang dibenarkan.
- ▶ To encourage, develop and establish new growth center, residential areas, industrial zones, trading and execute other such activities as well as permitted activities.
- ▶ Executing all government policies that involves in eradicating poverty and community restructuring.
- ▶ To explore and participate in investment and trade sectors to encourage equity participation and effective Bumiputera management in industry and trading.
- ▶ To provide the platform to create Bumiputera Commercial and Industrial Community (BCIC) consistent with the National Development Policy (NDP).
- ▶ To execute part of or all of the task or power of the local authorities in permitted areas.

FALSAFAH KORPORAT CORPORATE PHILOSOPHY

PKNS sentiasa menggalak dan mengamalkan nilai-nilai murni, tradisi keilmuan, penguasaan teknologi seiring dengan usaha untuk terus meningkatkan pegangan harta yang teguh, berpandangan jauh serta menggalakkan inovasi di samping terus menerajui dan meneroka pembangunan yang mewujudkan peluang-peluang untuk memenuhi keperluan rakyat dan aspirasi negara.

PKNS constantly encourages and upholds values together with the effort to embrace knowledge and technology as it aims to enlarge holdings of assets, while remaining visionary and innovative for PKNS to continue to spearhead developments that create fulfilling opportunities for the people and the nation.

VISI VISION

**Membina Komuniti,
Memperkasakan
Kehidupan...
Merealisasi impian.**

Building Communities,
Enriching Lives...
Realising Dreams

MISI MISSION

Untuk membentuk persekitaran kehidupan yang vibran dan lestari melalui:

- ▶ Inovasi berterusan
- ▶ Perkhidmatan melangkaui ekspektasi
- ▶ Modal insan yang komited dan kompeten

To create a vibrant and sustainable living environment through:

- ▶ Continuous improvement
- ▶ Service beyond expectation
- ▶ Committed and competent human capital



NILAI BERSAMA SHARED VALUES



PK

PELANGGAN DIUTAMAKAN Customer First



Menyantuni dengan Prihatin
Serving and Interact with Care



Penyampaian Melangkaui Jangkaan
Delivering Beyond Expectation



Pelanggan adalah Rakan Niaga
Customers - Partners in Business

KOMITED KE ARAH KECEMERLANGAN Committed To Excellence



Menanda Aras kepada Terbaik
Benchmarking Against the Best



Memastikan Kesempurnaan
Ensuring Perfection



Komited Menjadi yang Terbaik
Comitted to be the Best



NIS

NILAI PROFESIONAL Professionalism



Kompeten dan Beretika Profesional
Competent and Ethically Professional



Jujur dan Amanah
Honest and Trustworthy



Berpaksikan Prinsip
Principle Centered

SINERGI BERPASUKAN Team Synergy



Semangat Setiakawan dan Kerjasama
Esprit de Corps



Kesepakatan untuk Mencapai yang Terbaik
Collaborate for Excellence



Berkongsi Tanggungjawab, Raikan Kejayaan
Sharing responsibilities, Celebrate Success



BAB / CHAPTER 02

MAKLUMAT KORPORAT Corporate Information

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AHLI PERBADANAN BOARD MEMBERS



Y.A.B. DATO' SERI HAJI AMIRUDIN BIN SHARI

S.P.M.S.

Pengerusi / Chairman

Dato' Menteri Besar Selangor /
Selangor Chief Minister



Y.B. DATO' MOHD. AMIN BIN AHMAD AHYA

D.P.M.S., B.C.M., B.K.T., P.J.K.

Timbalan Pengerusi / Deputy Chairman

(Sehingga: 01 Februari 2021) / (Until: 01 February 2021)

Setiausaha Kerajaan Negeri Selangor /
Selangor State Secretary



Y.B. DATO' NOR AZMIE BIN DIRON

D.P.M.S.

Timbalan Pengerusi / Deputy Chairman

(Sehingga: 31 Oktober 2021) / (Until: 31 October 2021)

Setiausaha Kerajaan Negeri Selangor /
Selangor State Secretary

Pegawai Kewangan Negeri Selangor /
Selangor State Financial Officer

(Sehingga: 01 Februari 2021) / (Until: 01 February 2021)

Y.B. DATO' HAJI HARIS BIN KASIM

D.P.M.S., S.I.S., A.S.A., P.P.T.

Timbalan Pengerusi / Deputy Chairman

(Mulai: 01 November 2021) / (Starting: 01 November 2021)

Setiausaha Kerajaan Negeri Selangor /
Selangor State Secretary

Pegawai Kewangan Negeri Selangor /
Selangor State Financial Officer

(Sehingga: 31 Oktober 2021) / (Until: 31 October 2021)

AHLI PERBADANAN BOARD MEMBERS



**Y.B. TUAN DR AHMAD FADZLI
BIN AHMAD TAJUDDIN**
Ahli Perbadanan / Board Member
(Mulai: 16 Disember 2021) / (Starting: 16 December 2021)

Pegawai Kewangan Negeri Selangor /
Selangor State Financial Officer



**Y.BHG. DATO' IR. SHAHABUDDIN
BIN MOHD MUHAYIDIN**
B.C.N.
Ahli Perbadanan / Board Member
(Sehingga: 12 Februari 2021) / (Until: 12 February 2021)

Pengarah Jabatan Kerja Raya Negeri Selangor /
Director of Selangor Public Works Department



Y.BRS. TUAN IR. HAJI LOKMAN BIN HAJI NASIR

Ahli Perbadanan / Board Member

(Mulai: 14 Jun 2021) / (Starting: 14 June 2021)

Pengarah Jabatan Kerja Raya Negeri Selangor /
Director of Selangor Public Works Department

Y.B. DATO' TENG CHANG KHIM

D.P.M.S.

Ahli Perbadanan / Board Member

Exco Industri dan Perdagangan /
Industry and Trade Exco

AHLI PERBADANAN BOARD MEMBERS



Y.B. PUAN RODZIAH BINTI ISMAIL
Ahli Perbadanan / Board Member

**Exco Perumahan, Kesejahteraan Bandar dan
Pembangunan Usahawan /**
Housing, Urban Wellbeing and Entrepreneur
Development Exco

Y.B. TUAN IR. IZHAM BIN HASHIM
Ahli Perbadanan / Board Member

Exco Infrastruktur dan Pertanian /
Infrastructure and Agriculture Exco



**Y.BHG. DATUK HAJI ANWARI
BIN SURI**

P.J.N., D.S.A.P., J.S.M., A.N.S., A.M.N., P.M.C.

Ahli Perbadanan / Board Member

**Ahli Bebas,
Mantan Timbalan Ketua Audit
Negara Malaysia /**
Independent Member,
Former Deputy Auditor General of
Malaysia

**Y.BHG. DATUK ZAINAL ABIDIN
BIN ABU HASSAN**

P.M.W.

Ahli Perbadanan / Board Member
(Sehingga: 05 Oktober 2021) /
(Until: 05 October 2021)

Ketua Setiausaha /
Secretary General

**Y.BHG. DATUK M. NOOR AZMAN
BIN TAIB**

K.M.W.

Ahli Perbadanan / Board Member
(Mulai: 05 November 2021) /
(Starting: 05 November 2021)

Ketua Setiausaha /
Secretary General

AHLI PERBADANAN BOARD MEMBERS



Y.BRS. DR. HAJAH MAZIAH BINTI CHE YUSOFF
Ahli Perbadanan / Board Member
(Sehingga: 24 Mac 2021) / (Until: 24 March 2021)

Timbalan Ketua Pengarah (Dasar) /
Deputy Director General (Policy)



Y.BRS. ENCIK ABDUL HALIM BIN ABDUL AZIZ
Ahli Perbadanan / Board Member
(Sehingga: 17 Oktober 2021) / (Until: 17 October 2021)

Timbalan Ketua Pengarah (Dasar) /
Deputy Director General (Policy)



YBHG. DATUK DR. ZUNIKA BINTI MOHAMED

P.J.N.

Ahli Perbadanan / Board Member
(Mulai: 15 Disember 2021) / (Until: 15 December 2021)

Timbalan Ketua Pengarah (Dasar) /
Deputy Director General (Policy)



**Y.BRS. DR. SHARIFAH ADLINA
BINTI SYED ABDULLAH**

Ahli Perbadanan / Board Member

Timbalan Setiausaha Bahagian /
Deputy Secretary of Division

JAWATANKUASA PERINGKAT PERBADANAN BOARD COMMITTEE

01 JAWATANKUASA PERJAWATAN KUMPULAN PENGURUSAN TERTINGGI SERTA KUMPULAN A & B TOP MANAGEMENT GROUP COMMITTEE AND A & B GROUP

- ▶ **YB Dato' Mohd. Amin bin Ahmad Ahya**
(Sehingga: 01 Februari 2021)
(Until: 01 February 2021)
- ▶ **YB Dato' Nor Azmie bin Diron**
(Sehingga: 31 Oktober 2021)
(Until: 31 October 2021)
- ▶ **YB Dato' Haji Haris bin Kasim**
(Mulai: 01 November 2021)
(Starting: 01 November 2021)
- ▶ **YB Dato' Salim bin Soib @ Hamid**
- ▶ **YBhg. Datuk Zainal Abidin bin Abu Hassan**
(Sehingga: 05 Oktober 2021)
(Until: 05 October 2021)
- ▶ **YBhg. Datuk M. Noor Azman bin Taib**
(Mulai: 05 November 2021)
(Starting: 05 November 2021)
- ▶ **Ketua Pegawai Eksekutif PKNS**
PKNS Chief Executive Officer

03 JAWATANKUASA TENDER TENDER COMMITTEE

- ▶ **YB Dato' Mohd. Amin bin Ahmad Ahya**
(Sehingga: 01 Februari 2021)
(Until: 01 February 2021)
- ▶ **YB Dato' Nor Azmie bin Diron**
(Sehingga: 31 Oktober 2021)
(Until: 31 October 2021)
- ▶ **YB Dato' Haji Haris bin Kasim**
(Mulai: 01 November 2021)
(Starting: 01 November 2021)
- ▶ **YB Dr. Ahmad Fadzli bin Ahmad Tajuddin**
(Mulai: 16 Disember 2021)
(Starting: 16 December 2021)
- ▶ **YBhg. Dato' Ir Shahabuddin bin Mohd. Muhayidin**
(Sehingga: 12 Februari 2021)
(Until: 12 February 2021)
- ▶ **YBrs. Tuan Ir. Haji Lokman bin Haji Nasir**
(Mulai: 14 Jun 2021)
(Starting: 14 June 2021)
- ▶ **YBrs. Dr. Sharifah Adlina binti Syed Abdullah**
- ▶ **Ketua Pegawai Eksekutif PKNS**
PKNS Chief Executive Officer

02 LEMBAGA TATATERTIB KUMPULAN PENGURUSAN TERTINGGI SERTA KUMPULAN A & B TOP GOVERNING GROUP COMMITTEE AND A & B GROUP

- ▶ **YB Dato' Mohd. Amin bin Ahmad Ahya**
(Sehingga: 01 Februari 2021)
(Until: 01 February 2021)
- ▶ **YB Dato' Nor Azmie bin Diron**
(Sehingga: 31 Oktober 2021)
(Until: 31 October 2021)
- ▶ **YB Dato' Haji Haris bin Kasim**
(Mulai: 01 November 2021)
(Starting: 01 November 2021)
- ▶ **YB Dato' Salim bin Soib @ Hamid**
- ▶ **YBhg. Datuk Zainal Abidin bin Abu Hassan**
(Sehingga: 05 Oktober 2021)
(Until: 05 October 2021)
- ▶ **YBhg. Datuk M. Noor Azman bin Taib**
(Mulai: 05 November 2021)
(Starting: 05 November 2021)
- ▶ **Ketua Pegawai Eksekutif PKNS**
PKNS Chief Executive Officer

04 JAWATANKUASA KEWANGAN DAN PELABURAN FINANCE AND INVESTMENT COMMITTEE

- ▶ **YB Dato' Nor Azmie bin Diron**
(Sehingga: 01 Februari 2021)
(Until: 01 February 2021)
- ▶ **YB Dato' Haji Haris bin Kasim**
(Sehingga: 31 Oktober 2021)
(Until: 31 October 2021)
- ▶ **YB Dr. Ahmad Fadzli bin Ahmad Tajuddin**
(Mulai: 16 Disember 2021)
(Starting: 16 December 2021)
- ▶ **YBrs. Dr. Nor Fuad bin Abdul Hamid**
- ▶ **YBrs. Dr. Sharifah Adlina binti Syed Abdullah**
- ▶ **YBhg. Datuk Zainal Abidin bin Abu Hassan**
(Mulai: 27 Januari 2021)
(Starting: 27 January 2021)
- ▶ **YBhg. Datuk M. Noor Azman bin Taib**
(Mulai: 05 November 2021)
(Starting: 05 November 2021)
- ▶ **Ketua Pegawai Eksekutif PKNS**
PKNS Chief Executive Officer

05 JAWATANKUASA KEUTUHAN TADBIR URUS DAN INTEGRITI
COMMITTEE ON SOUND GOVERNANCE AND
INTEGRITY

- ▶ **Y.Bhg. Dato' Haji Zamani Ahmad bin Mansor**
(Sehingga: 13 Jun 2021)
(Until: 13 June 2021)
- ▶ **YBrs. Tuan Mohamad Zahri bin Samingon**
(Mulai: 14 Jun 2021)
(Starting: 14 June 2021)
- ▶ **Y.Brs. Dr. Hajah Maziah binti Che Yusoff**
(Sehingga: 24 Mac 2021)
(Until: 24 March 2021)
- ▶ **YBrs. Encik Abdul Halim bin Abdul Aziz**
(Sehingga: 17 Oktober 2021)
(Until: 17 October 2021)
- ▶ **YBhg. Dato' Dr. Zunika binti Mohamed**
(Mulai: 15 Disember 2021)
(Starting: 15 December 2021)
- ▶ **Y.Bhg. Dato' Akhbar bin Satar**
- ▶ **Y.Bhg. Dato' Ir. Shahabuddin bin Mohd Muhayidin**
(Sehingga: 12 Februari 2021)
(Until: 12 February 2021)
- ▶ **YBrs. Tuan Ir. Haji Lokman bin Haji Nasir**
(Mulai: 14 Jun 2021)
(Starting: 14 June 2021)
- ▶ **Y.Bhg. Dato' Shamsun Baharin bin Mohd. Jamil**
- ▶ **Ketua Pegawai Eksekutif PKNS**
PKNS Chief Executive Officer

06 JAWATANKUASA AUDIT
AUDIT COMMITTEE

- ▶ **Y.Bhg. Datuk Haji Anwari bin Suri**
- ▶ **Y.B. Puan Rodziah binti Ismail**
- ▶ **Y.Bhg. Dato' Ir. Haji Abd. Ghani bin Hashim**
- ▶ **YBhg. Dato' Mustafa bin Hj. Saman**
(Sehingga: 14 Mac 2021)
(Until: 14 March 2021)
- ▶ **Encik Oi Chu Khim Teng @ Rezoui bin Abdullah**
(Mulai: 12 Mei 2021)
(Starting: 12 May 2021)
- ▶ **Ketua Pegawai Eksekutif PKNS**
PKNS Chief Executive Officer

07 JAWATANKUASA PENCALONAN PKNS
PKNS NOMINATION COMMITTEE

- ▶ **YB Dato' Nor Azmie bin Diron**
(Sehingga: 01 Februari 2021)
(Until: 01 February 2021)
- ▶ **YB Dato' Haji Haris bin Kasim**
(Sehingga: 31 Oktober 2021)
(Until: 31 October 2021)
- ▶ **YB Dr. Ahmad Fadzli bin Ahmad Tajuddin**
(Mulai: 16 Disember 2021)
(Starting: 16 December 2021)
- ▶ **Y.Brs. Dr. Hajah Maziah binti Che Yusoff**
(Sehingga: 24 Mac 2021)
(Until: 24 March 2021)
- ▶ **YBrs. Encik Abdul Halim bin Abdul Aziz**
(Sehingga: 17 Oktober 2021)
(Until: 17 October 2021)
- ▶ **YBhg. Dato' Dr. Zunika binti Mohamed**
(Mulai: 15 Disember 2021)
(Starting: 15 December 2021)
- ▶ **Y.Bhg. Datuk Haji Anwari bin Suri**
- ▶ **Ketua Pegawai Eksekutif PKNS**
PKNS Chief Executive Officer



AHLI PENGURUSAN MANAGEMENT TEAM



01
YBHG. DATO' MAHMUD BIN ABBAS
D.S.I.S.

Ketua Pegawai Eksekutif
Chief Executive Officer
(Mulai: 01 Oktober 2021)
(Starting: 01 October 2020)

02
**PUAN HAJAH SITI ZUBAIDAH
BINTI HAJI ABD. JABAR**
S.M.S., PPT.

Ketua Pegawai Eksekutif
Chief Executive Officer
(Sehingga: 10 Ogos 2021)
(Until: 10 August 2021)

03
TUAN HAJI SUHAIMI BIN HAJI KASDON

Ketua Pegawai Operasi
Chief Operating Officer

04
**TUAN IR. HAJI MD. KAMARZAN
BIN MD. RAIS**
S.M.S.

Ketua Pegawai Teknikal
Chief Technical Officer

05
TUAN HAJI IDRIS BIN ISHAK

Ketua Pegawai Korporat
Chief Corporate Officer

06
**PUAN HAJAH NOR AZLINA BINTI
AMRAN**
A.I.S.

Ketua Pegawai Kewangan
Chief Financial Officer

07
**TUAN HAJI LOKMAN
BIN HAJI ABD. KADIR**
S.M.S., PPT.

Pengurus Besar
Pembangunan Wilayah Selatan
General Manager of
Southern Region Development
(Sehingga: 19 Januari 2021)
(Until: 19 January 2021)

08
TUAN HAJI SAHAROM BIN MOHNI

Pengurus Besar
Pembangunan Wilayah Selatan
General Manager of
Southern Region Development
(Mulai: 20 Januari 2021)
(Starting: 20 January 2021)

Pengurus Besar Pembangunan Strategik
General Manager of Strategic Development
(Sehingga: 20 Januari 2021)
(Until: 20 January 2021)



09
TUAN IR. HAJI MOHD. MUHIDIN BIN FAHARUDDIN

A.I.S., P.P.T.

**Pengurus Besar
Pembangunan Wilayah Tengah**
General Manager of
Central Region Development
(Sehingga: 28 Februari 2021)
(Until: 28 February 2021)

10
**TUAN HAJI MOHD WAZIR
BIN ABDUL GANI**

A.I.S., P.P.T.

**Pengurus Besar
Pembangunan Wilayah Tengah**
General Manager of
Central Region Development
(Mulai: 01 Mac 2021)
(Starting: 01 March 2021)

11
TUAN IR. HAJI AHMAD FERUZ BIN IZHARUDDIN

B.P.C.

**Pengurus Besar
Pengurusan Projek**
General Manager of
Project Management

12
PUAN HAJAH AZILAH BINTI ARASAD @ ARSHAD

**Pengurus Besar
Pembangunan Wilayah Utara**
General Manager of
North Region Development

13
PUAN SAPNA BINTI TURMIDI

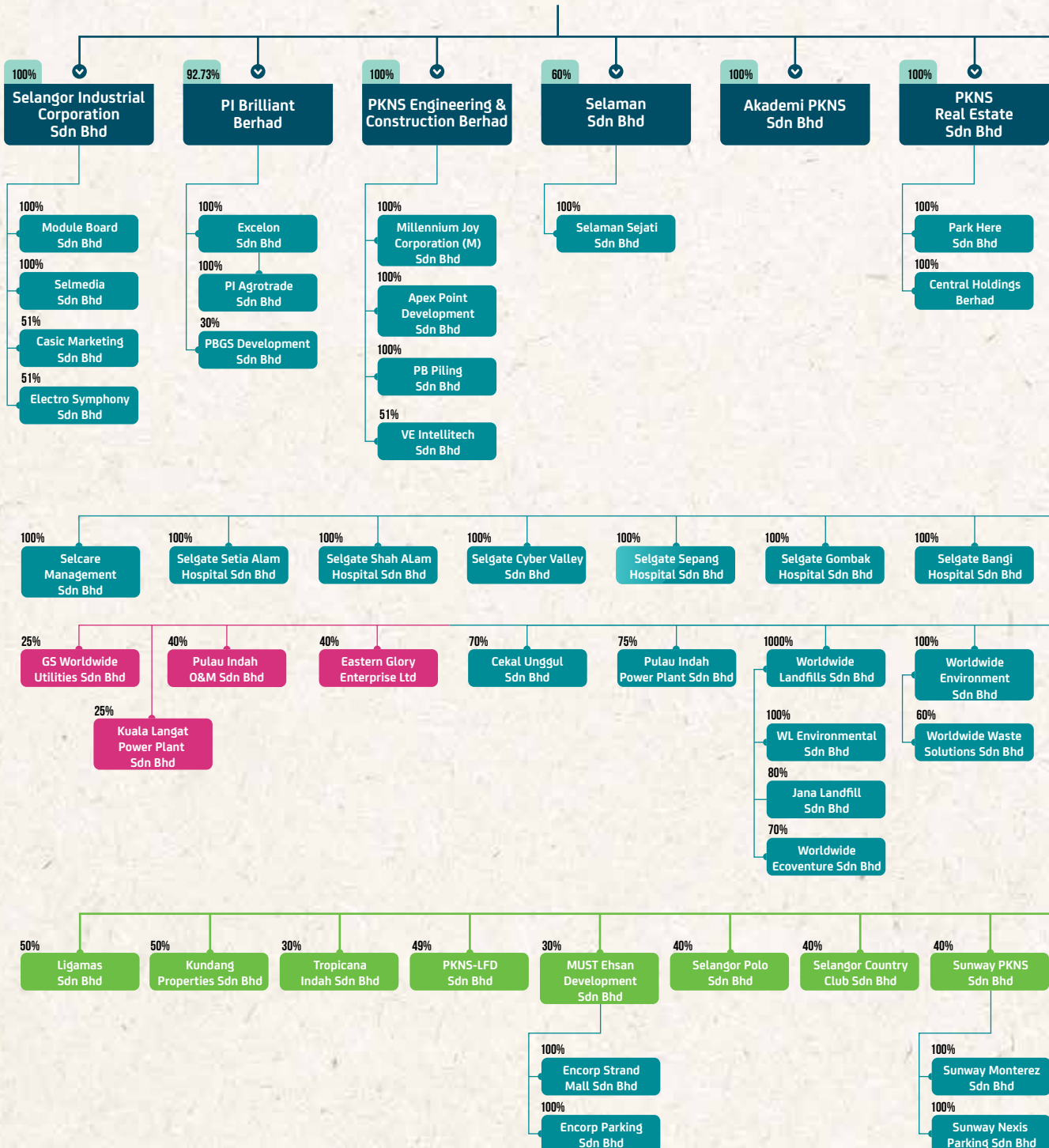
**Pengurus Besar
Perhubungan Korporat**
General Manager of
Corporate Relation

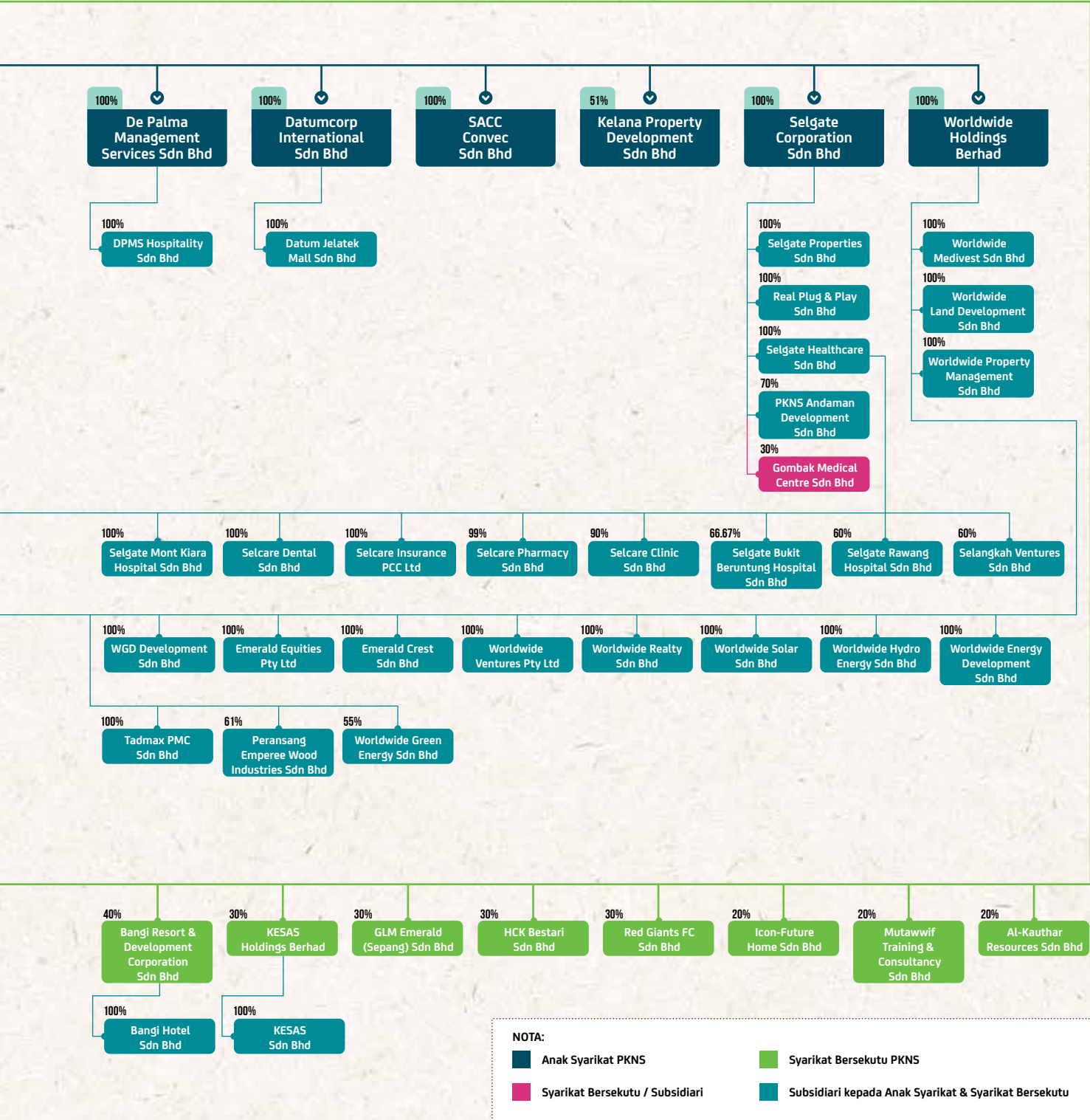
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TUAN HAJI IBRAHIM BIN SURIB

A.M.S.

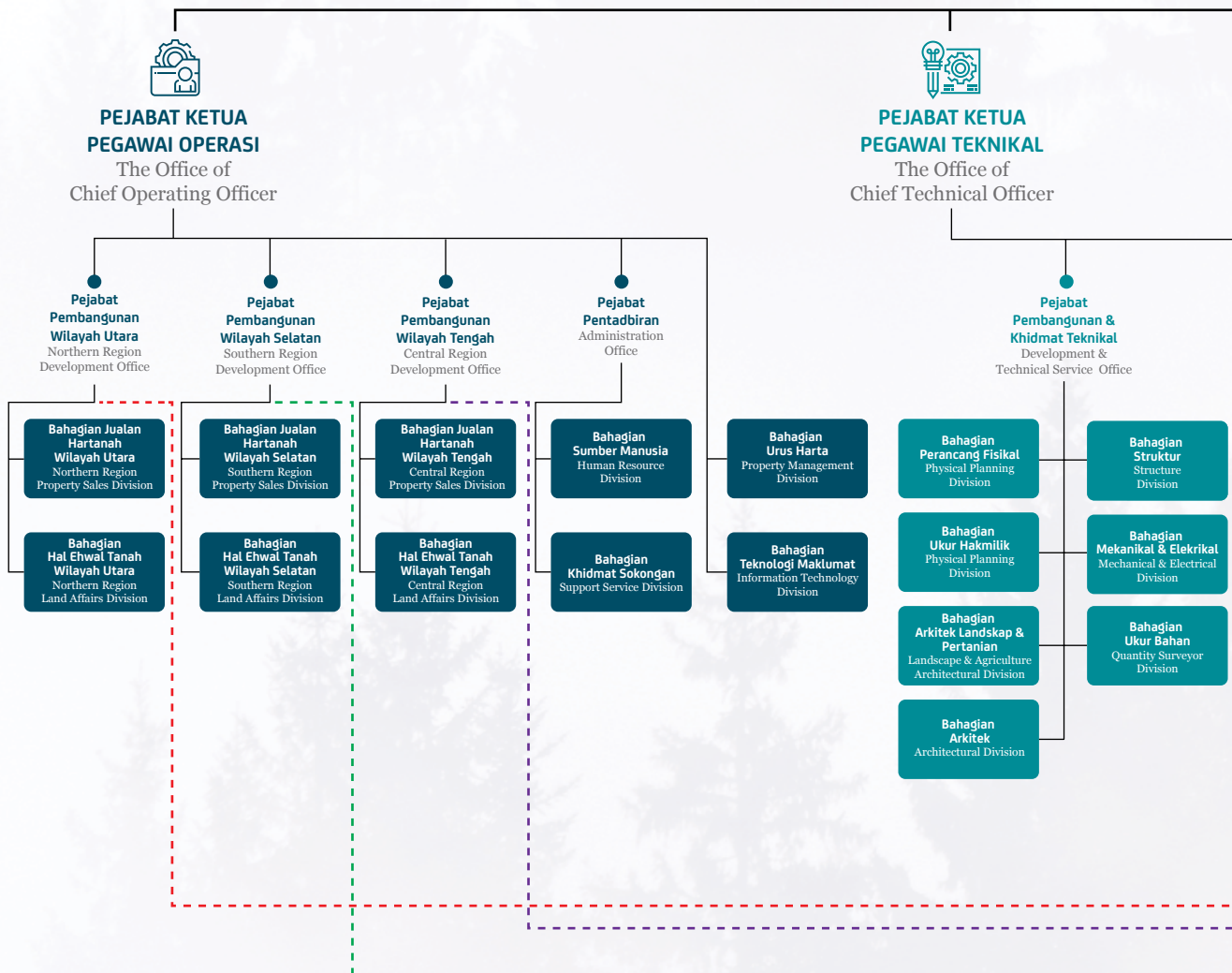
**Pengurus Besar
Pentadbiran & Sumber Manusia**
General Manager of Administration
and Human Resources

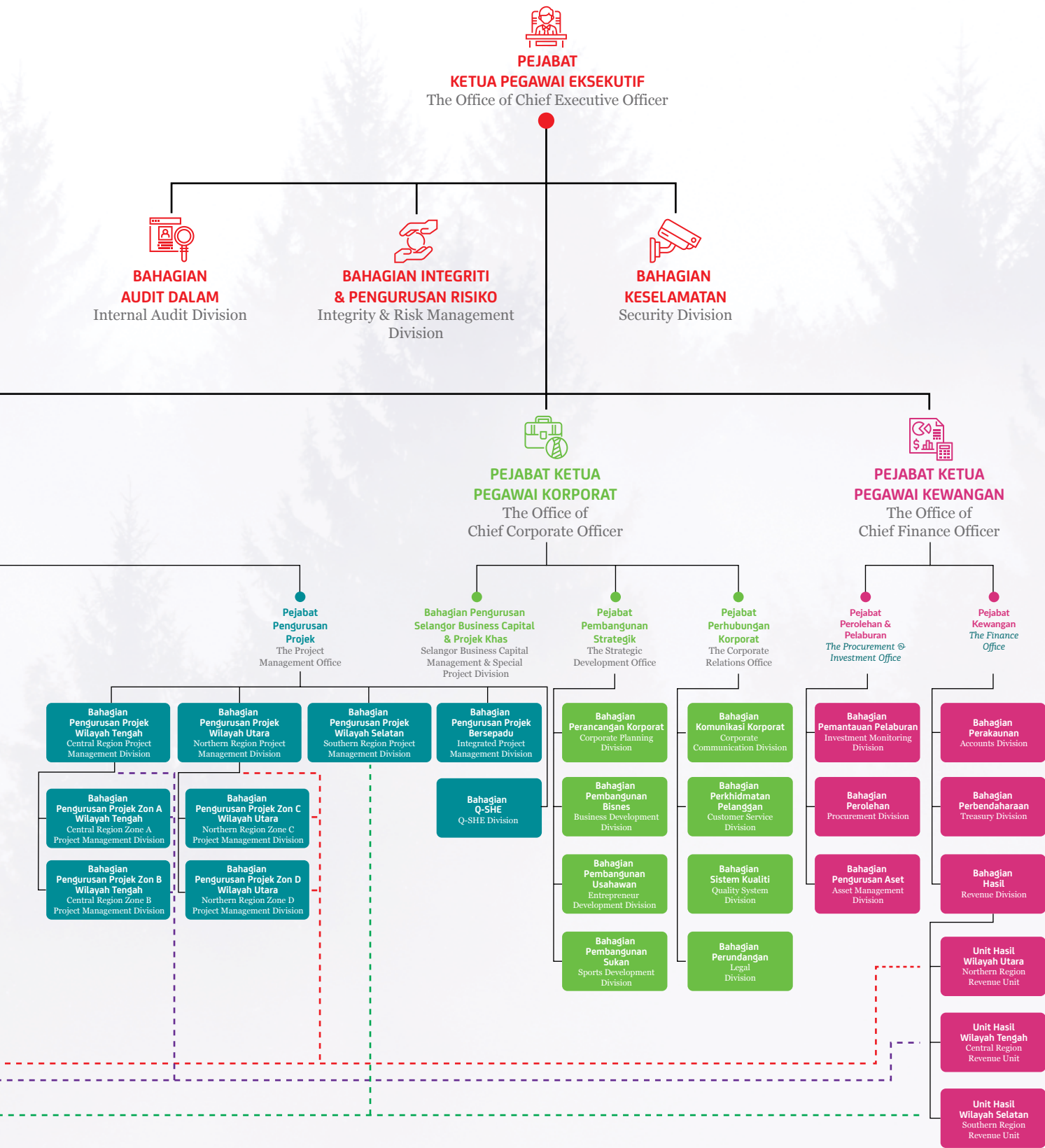
STRUKTUR KORPORAT KUMPULAN GROUP CORPORATE STRUCTURE





CARTA ORGANISASI ORGANISATION STRUCTURE





PENCAPAIAN & ANUGERAH AWARDS & ACHIEVEMENTS

Perbadanan Kemajuan Negeri Selangor (PKNS), diumumkan sebagai pemenang Anugerah Pengiktirafan Berlian untuk Kategori Rakan Kongsi dalam Majlis Anugerah Bandar Rendah Karbon 2020. Anugerah itu disampaikan oleh Menteri Alam Sekitar dan Air, Dato' Seri Tuan Ibrahim bin Tuan Man kepada YM. Raja Muhammad bin Raja Harun, Pengurus Kanan Urus Harta, pada 6 April 2021 di Hotel Marriot, Putrajaya.

Pengiktirafan Berlian itu diberikan oleh Kementerian Alam Sekitar dan Air kerana bangunan itu terbukti berjaya mengurangkan pelepasan karbon di samping kecanggihan reka bentuk dan penggunaan teknologi tinggi. Ibu pejabat PKNS itu diiktiraf sebagai zon rendah karbon sejak 2017 kerana berjaya mengurangkan pelepasan GHG (ukuran pelepasan karbon) sebanyak 13.9 peratus.

Berikutan itu PKNS menerima Anugerah Platinum, Indeks Bangunan Hijau atau *Green Building Index* (GBI). Bangunan itu adalah simbol kepesatan teknologi berimej progresifi dan dinamik, menepati konsep dan ciri-ciri bentuk mesra alam, menjadikannya bangunan bersifat harmoni dengan alam sekitar. Bangunan ibu pejabat PKNS ini berjaya mencapai anugerah platinum tertinggi GBI dengan mengamal dan mengguna-pakai ciri-ciri hijau untuk memastikan kehidupan yang sejahtera dan lestari.

Bagi PKNS, bangunan ini adalah penanda aras dalam senibina dan reka bentuk berteraskan GBI untuk Malaysia dan Asia. Penilaian GBI adalah berteraskan kepada cekap tenaga, kualiti persekitaran dalaman, kemampunan perancangan dan pengurusan tapak, bahan dan sumber, pengurusan air dan inovasi. Bangunan GBI merangkumi kesan aspek alam sekitar terhadap masyarakat dan organisasi menerusi kecekapan tenaga dan pembaharuan tenaga.

The Selangor State Development Corporation (PKNS), was announced as the winner of the Diamond Recognition Award for the Partner Category in the 2020 Low Carbon City Awards Ceremony. The award was presented by the Minister of Environment and Water, Dato' Seri Tuan Ibrahim bin Tuan Man to the Honourable Raja Muhammad bin Raja Harun, Senior Property Manager, on 6 April 2021 at Marriot Hotel, Putrajaya.

The Diamond Recognition was given by the Ministry of Environment and Water because the building has proven to be successful in reducing carbon emissions in addition to the sophistication of its design and the use of high technology. The PKNS headquarters has been recognised as a low-carbon zone since 2017 for successfully reducing GHG emissions (a measure of carbon emissions) by 13.9 percent.

Following that PKNS received the Platinum Award for Green Building Index (GBI). The building is a symbol of the speed of technology with a progressive and dynamic image, conforming to the concept and characteristics of an environmentally friendly form, making it a harmonious building with the environment. The PKNS headquarters building successfully achieved GBI's highest platinum award by practicing and using green features to ensure a prosperous and sustainable life.

For PKNS, this building is a benchmark in GBI-based architecture and design for Malaysia and Asia. The GBI evaluation is based on energy efficiency, indoor environmental quality, sustainability planning and site management, materials and resources, water management and innovation. GBI buildings include the impact of environmental aspects on society and organisations through energy efficiency and energy renewal.



**Anugerah Pengiktirafan Berlian 2021 -
Kategori Rakan Kongsi Ibu Pejabat PKNS**

Diamond Recognition Award 2021 -
Partner Category PKNS Headquarter

06 April 2021 / 06 April 2021

Anjuran / Organised by

Malaysian Green Technology and Climate Change Centre (MGTC)
Malaysian Green Technology and Climate Change Centre (MGTC)



Anugerah Pengiktirafan Berlian untuk Kategori Rakan Kongsi Ibu Pejabat PKNS 2020 disampaikan oleh Menteri Alam Sekitar dan Air, Dato' Seri Tuan Ibrahim bin Tuan Man kepada YM, Raja Muhammad bin Raja Harun, Pengurus Kanan Urus Harta pada Majlis Anugerah Bandar Rendah Karbon 2020 pada 6 April 2021 di Hotel Marriot, Putrajaya.

The Diamond Recognition Award for the PKNS Headquarters Partner Category 2020 was presented by the Minister of Environment and Water, Dato' Seri Tuan Ibrahim bin Tuan Man to the Honourable Raja Muhammad bin Raja Harun, Senior Property Manager at the 2020 Low Carbon City Award Ceremony on 6 April 2021 at Marriott Hotel, Putrajaya



BAB / CHAPTER 03

LAPORAN PRESTASI

Performance Report

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PERUTUSAN Pengerusi CHAIRMAN'S STATEMENT



Alhamdulillah, syukur kepada Allah SWT di atas segala limpah kurniaan-Nya yang menjadikan bumi bertuah ini, Negeri Selangor Darul Ehsan, sebuah negeri yang aman, makmur dan berkeadilan.

Selepas kejutan pandemik COVID-19 pada tahun lalu, dunia memasuki tahun 2021 dengan lebih yakin dan optimis, meskipun di tengah-tengah cabaran yang masih berleluasa dengan kemunculan varian baharu yang menular, di samping ketegangan geopolitik yang meningkat, harga komoditi yang lebih tinggi dan gangguan rantai bekalan global. Namun begitu, impak terhadap kesihatan awam yang teruk daripada varian COVID-19 itu telah berjaya diatasi melalui vaksinasi, sekali gus menyaksikan negara melonggarkan sekatan pergerakan, lantas memberi ruang kepada pemulihan ekonomi secara beransur-ansur pada tahun 2021. Di samping itu, kerajaan terus melaksanakan pakej bantuan untuk meringankan keadaan ekonomi rakyat untuk menghadapi tempoh yang masih mencabar ini.

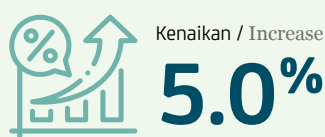
PERSEKITARAN MAKROEKONOMI

Menurut Tabung Kewangan Antarabangsa (IMF), keluaran dalam negara kasar (KDNK) global diunjurkan meningkat sebanyak 5.9% pada 2021. Bagi Malaysia, keadaan ekonomi nampaknya semakin pulih apabila negara memasuki tahun 2021. Tindakan berkesan kerajaan terhadap krisis global telah membuka jalan kepada pemulihan ekonomi yang pantas. Program pelancaran vaksinasi komprehensif pada awal tahun 2021, antara lain, telah membawa kepada pelonggaran langkah pembendungan dan penyambungan semula aktiviti ekonomi. Selain itu, antara pendekatan lain yang telah diambil untuk keluar dengan selamat daripada pandemik COVID-19, termasuk pelbagai pakej rangsangan ekonomi daripada kerajaan persekutuan dan negeri, serta pelaksanaan Pelan Pemulihan Nasional. Hasilnya, ekonomi Malaysia pulih pada tahun 2021, dan meningkat sebanyak 3.1% (-5.5% pada tahun 2020). Begitu juga, semua negeri mulai pulih daripada Krisis COVID-19 dan melaporkan prestasi yang bertambah baik pada tahun 2021.

PERKEMBANGAN EKONOMI SELANGOR

Seiring dengan pemulihan ekonomi global dan negara, ekonomi Selangor juga menunjukkan tanda-tanda kebangkitan pada tahun 2021, dengan pertumbuhan sebanyak 5.0% berbanding dengan negatif 5.2% pada tahun 2020. Selangor kekal sebagai ekonomi terbesar di Malaysia pada tahun 2021, dengan nilai ditambah sebanyak RM343.5 bilion (2020: RM327.1 bilion).

Dari segi pelaburan, Selangor telah menerima sebanyak RM7.5 bilion nilai pelaburan dalam sektor pembuatan pada tahun 2021 (tahun 2020:8.5 bilion), disumbangkan terutamanya



ekonomi Selangor pada 2021 berbanding
-5.2% pada tahun 2020

Selangor's economy in 2021 compared
to -5.2% in 2020



Selangor kekal sebagai ekonomi terbesar di Malaysia pada tahun 2021, dengan nilai ditambah sebanyak RM343.5 bilion (2020: RM327.1 bilion).

Selangor remained the largest economy in Malaysia in 2021, with a value added of RM343.5 billion (2020: RM327.1 billion).



Y.A.B. DATO' SERI AMIRUDIN BIN SHARI

Pengerusi / Chairman

Alhamdulillah, all praises be to Allah SWT for all His bounties that make this blessed land, Negeri Selangor Darul Ehsan, a peaceful, prosperous and benevolent state.

After the shock of the COVID-19 pandemic last year, the world entered 2021 with more confidence and optimism, despite the ongoing challenges of the emergence of new infectious variants, amidst heightened geopolitical tensions, higher commodity prices and disruptions to the global supply chain. Nevertheless, the severe health impact of this variant of COVID-19 has been successfully overcome through vaccination, thus leading the whole world including Malaysia, to enforce more relax movement restrictions. This situation provided opportunity for a gradual economic recovery in 2021. In addition, the government continued to implement stimulus package to help alleviate the economic hardship faced by the people in this challenging period.

MACROECONOMIC ENVIRONMENT

According to the International Monetary Fund (IMF), the global gross domestic product (GDP) will increase by an estimated 5.9% in 2021. For Malaysia, the economic situation seemed to be recovering as the country entered endemic phase in 2021. The government's effective response to the global crisis has opened path to rapid economic recovery. The comprehensive inoculation program in early 2021, among other, has led to the easing of containment measures and the resumption of economic activity. Additional measures have also been taken including various economic stimulus packages from the federal and state governments, and the National Recovery Plan to safely exit the COVID-19 pandemic phase. As a result, the Malaysian economy recovered in 2021, albeit an increase of 3.1% (-5.5% in 2020). Likewise, all states in Malaysia, including Selangor began to recover from the Global COVID-19 crisis and reported improved performance in 2021.

ECONOMIC DEVELOPMENT IN SELANGOR

Along with the recovery in the global and national economy, Selangor, as the biggest economy in Malaysia, also showed

PERUTUSAN Pengerusi CHAIRMAN'S STATEMENT



RM 7.5
billion / billion

nilai pelaburan dalam sektor pembuatan
pada 2021
of investment in the manufacturing
sector in 2021

Sejak tahun 2017, pelaburan yang masuk ke Selangor
Since 2017, investments values that have been channeled into the state



Menghasilkan / Generate

1,329

projek / projects



Mewujudkan / Create

83,934

peluang pekerjaan / job opportunities

oleh pelaburan langsung domestik (DDI) dengan nilai pelaburan RM6.1 bilion. Kesan pandemik dan pertumbuhan ekonomi yang perlahan telah menyumbang kepada pelaburan yang lebih rendah ke negeri ini pada tahun 2021. Pelaburan yang lebih rendah ini turut disebabkan oleh ketiadaan misi promosi dan sesi libat urus di luar negara. Namun begitu, Selangor sentiasa ke hadapan dari segi pelaburan berbanding dengan negeri lain di Malaysia. Sejak tahun 2017, pelaburan yang masuk ke negeri ini telah berjaya menghasilkan 1,329 projek dan mewujudkan sebanyak 83,934 peluang pekerjaan dalam sektor pembuatan. Selangor akan terus menumpukan usaha ke arah menarik projek berimpak tinggi serta memberi kesan kepada pelabur domestik dan asing yang berpotensi, di samping berupaya mewujudkan peluang pekerjaan berkualiti tinggi kepada lebih 6.5 juta penduduknya.

PASARAN HARTANAH

Pasaran hartanah melalui aliran pemulihan yang tidak sekata pada tahun 2021. Memandangkan ekonomi masih bergelut dengan impak pandemik, pengguna secara amnya kurang bersedia untuk berbelanja untuk barangan bernilai tinggi. Justeru, kerajaan telah melaksanakan beberapa dasar untuk merangsang industri hartanah. Dasar ini termasuk, Kempen Pemilikan Rumah (HOC) yang diperkenalkan pada 2019 dan telah dilanjutkan setahun lagi hingga 2021. Insentif lain seperti pengecualian Cukai Keuntungan Harta Tanah (RPGT) untuk merangsang pasaran rumah sekunder, manakala pengecualian duti setem pula dapat memberi manfaat kepada pembeli rumah kali pertama. Dasar monetari mengembang juga memainkan peranan dalam meningkatkan pasaran. Pada 2021, Kadar Polisi Semalaman (OPR) terus berada pada paras terendah iaitu pada 1.75%, sekali gus mengurangkan kos pinjaman untuk bakal pembeli rumah dan pembeli sedia ada.

DAYA TAHAN NEGERI SELANGOR DALAM MENGHADAPI CABARAN EKONOMI

Tahun 2021 merupakan tahun kedua pandemik melanda negara, dengan impak yang ketara ke atas ekonomi masih dirasai merentas semua negeri di negara ini. Namun begitu, keadaan ekonomi di negeri Selangor kekal bedaya tahan,

signs of recovery in 2021, with a positive growth of 5.0% compared with negative 5.2% recorded in 2020. Selangor remained the largest economy in Malaysia in 2021, with a value added of RM343.5 billion (2020: RM327.1 billion).

In terms of investment, Selangor has received as much as RM7.5 billion worth of investment in the manufacturing sector in 2021 (2020: 8.5 billion), contributed mainly by domestic direct investment (DDI) with an investment value of RM6.1 billion. The effects of the pandemic and sluggish economic growth have contributed to lower investment into the state in 2021. This lower investment was also due to the absence of promotional missions and engagement sessions by state officials abroad. Nevertheless, in term value, Selangor always in the forefront in investment compared to other states in Malaysia. Since 2017, investments values that have been channeled into the state have successfully produced 1,329 projects and created 83,934 job opportunities in the manufacturing sector. Moving forward, Selangor will continue to focus its efforts towards attracting potential domestic and foreign investors that will contribute to high-impact projects in this state, hence creating high-quality job opportunities for more than 6.5 million of its residents.

REAL ESTATE MARKET

The real estate market had been going through an uneven recovery in 2021. As the economy was still struggling with the impact of the pandemic, consumers were generally less willing to spend on high-value items. Therefore, the government has implemented several policies to stimulate the real estate industry. These policies include, the Home Ownership Campaign (HOC) which was introduced in 2019 and was extended by another year to 2021. Other incentives such as Real Estate Gains Tax (RPGT) exemptions to stimulate the secondary housing market, while stamp duty exemptions can offer benefits to first-time home buyers. Expansionary monetary policy also plays a role in boosting the market. In 2021, the Overnight Policy Rate (OPR) remains at an all-time low of 1.75%, thus reducing borrowing costs for prospective and existing homebuyers.

waima ditekan dengan hebatnya oleh krisis yang dicituskan oleh pandemik.

Penting untuk dilaporkan di sini bahawa ekonomi Selangor telah menghadapi krisis ini dengan berbekalkan kedudukan ekonomi yang kukuh, berkat pelbagai inisiatif dan usaha reformasi yang dimulakan sejak tahun 2008 lagi. Lantas, negeri ini sudah bersiap siaga untuk berdepan dengan cabaran, serta tangkas dan pantas untuk menentang gelombang krisis yang ganas. Justeru, dengan sokongan kedudukan kewangan yang mantap, kerajaan negeri telah melancarkan lima (5) Pakej Rangsangan Ekonomi sepanjang dua tahun krisis, iaitu tiga (3) Pakej Selangor Prihatin pada tahun 2020 dengan implikasi kewangan sebanyak RM415 juta dan dua (2) Pakej Kita Selangor pada tahun 2021 dengan implikasi kewangan sebanyak RM627 juta selain daripada Belanjawan 2021, dengan kesemua pakej rangsangan ini berjumlah melebihi RM1 bilion yang diberikan secara terus melalui pelbagai program kepada setiap lapisan masyarakat di negeri Selangor, tanpa menyisih sesiapa pun jua.

Menerusi pakej rangsangan ini, rakyat dan sektor perniagaan negeri ini bukan sahaja dapat mengekalkan daya tahan mereka dalam persekitaran ekonomi yang tidak menentu, malah akan terus menjadi asas untuk menyokong kebangkitan semula mereka pada tempoh pasca pandemik.

MEMBINA MASA HADAPAN YANG LESTARI BERSAMA PKNS

Melangkah ke hadapan, PKNS akan memberi penekanan yang lebih tinggi terhadap agenda kelestarian. Kita sedar bahawa keperluan untuk pandangan holistik mengenai operasi dan matlamat perniagaan kita, yang bukan sahaja menyampaikan mandat yang diamanahkan, tetapi juga memberikan nilai yang sewajarnya kepada pihak berkepentingan kita. Oleh itu, kita akan terus berusaha ke arah mewujudkan persekitaran yang kondusif di dalam organisasi dan luar organisasi untuk melaksanakan agenda kelestarian yang berpaksikan kepada Alam Sekitar, Sosial dan Tadbir Urus (ESG) yang kukuh. Kita akan terus komited untuk menjejaki metrik utama agenda ini dan seterusnya membuat penambahbaikan pada tahun-tahun berikutnya.

PENGHARGAAN

Bagi pihak Lembaga Pengarah, saya ingin merakamkan setinggi-tinggi penghargaan kepada pihak pengurusan dan semua kakitangan PKNS dan anak syarikatnya. Dedikasi dan kerja keras yang ditunjukkan oleh semua warga PKNS telah berjaya membawa perbadanan ini untuk terus mampan meskipun dalam persekitaran operasi yang cukup mencabar. Semoga kita terus cecal dan kekal bersemangat untuk tempoh yang mendatang.

SELANGOR'S ECONOMIC RESILIENCE IN FACING ECONOMIC CHALLENGES

2021 marked the second year of pandemic, with severe impact on the country's economic conditions still being felt across all states. Nevertheless, the economic situation in the state of Selangor remains resilient, despite being severely pressured by the crisis, brought about by the pandemic. It is important to report here that Selangor's economy has entered this crisis with a strong economic position, as result of various initiatives and reform efforts initiated since 2008. Hence, the state is ready to face the challenge, and well-equipped with the agility and swiftness to counter the waves from this violent crisis. Apparently, with the support of a solid financial position, the state government has launched five (5) Economic Stimulus Packages throughout the two years crisis period, namely three (3) Selangor Prihatin Packages in 2020 with financial implications of RM415 million and two (2) *Kita Selangor* Packages in 2021 with a financial implication of RM627 million, apart from the 2021 Budget, with all these stimulus packages amounting to more than RM1 billion given directly through various programs to every level of society in the state of Selangor, without leaving anyone out.

Through these stimulus packages, the people and the state's business sector will not only be able to maintain their resilience in an uncertain economic environment, but will also be able to revive their strength in the post-pandemic period.

BUILDING A SUSTAINABLE FUTURE WITH PKNS

Moving forward, PKNS will place a high emphasis on sustainability. We are aware of the need for a holistic view of our business operations and goals, which not only delivers on the entrusted mandate, but also provides appropriate value to our stakeholders. Therefore, we will continue to work towards creating a conducive environment inside and outside the organisation to implement a sustainability agenda centered on a strong Environmental, Social and Governance (ESG). We will continue and commit to tracking the key metrics of this agenda and further make improvements in the following years.

APPRECIATION

On behalf of the Board of Directors, I would like to express my deepest appreciation to the management and all employees of PKNS, and its subsidiaries companies, for their unwavering dedication, commitment, and hard work during this volatile and challenging. Indeed, all PKNS employees have shown the nerve of steel in steering the sustainability of the corporation despite the unprecedented operating environment. May we continue to remain persistent and committed in the ensuing period.

LAPORAN KETUA PEGAWAI EKSEKUTIF CHIEF EXECUTIVE OFFICER'S REVIEW





Bagi Selangor Darul Ehsan pula, negeri ini mencatat pertumbuhan ekonomi yang memberangsangkan dengan KDNKnya meningkat 5% peratus berbanding dengan tahun 2020, sekali gus membuktikan strategi pembinaan ekonomi pasca pandemik terlaksana dengan baik.

As for Selangor Darul Ehsan, the state recorded an encouraging economic growth with its GDP increased by 5% compared to 2020, thus proving that the state's post-pandemic economic strategies were well-implemented.



DATO' MAHMUD BIN ABBAS

Ketua Pegawai Eksekutif / Chief Executive Officer

Tahun 2021 terus diselubungi dengan keadaan yang tidak menentu dalam persekitaran ekonomi negara, sekali gus memberi impak kepada operasi PKNS. Perintah Kawalan Pergerakan (PKP) yang terus berkuat kuasa sehingga pertengahan tahun tersebut telah menimbulkan gangguan operasi kepada banyak perniagaan besar dan kecil domestik. Sektor hartanah negara juga turut terkesan dengan impak pandemik dan ketidakpastian ekonomi.

Namun begitu, masih terdapat banyak perkembangan positif pada tahun itu. Antaranya, tindakan pantas dan cekap oleh pasukan barisan hadapan dan petugas vaksinasi telah mendorong peningkatan populasi dewasa domestik menerima inokulasi vaksinasi. Selain itu, keadaan ekonomi juga bertambah baik dengan bantuan pakej rangsangan oleh Kerajaan Pusat dan negeri. Selepas menempuh tahun yang cukup sukar pada tahun 2020, kita akhirnya mula nampak cahaya di hujung terowong, menjelang tahun 2021. Walau bagaimanapun, pada akhir tahun 2021, seluruh negara dilanda pula bencana banjir yang luar biasa dan menjejaskan beberapa negeri, termasuk Selangor. Beberapa kawasan di Selangor teruk dilanda musibah banjir yang dahsyat dan menyedihkan. Mangsa yang baru sahaja hendak pulih daripada trauma COVID-19, tiba-tiba datang pula bencana yang meragut harapan mereka untuk kembali bangkit. Demi warga Selangor yang dikasihi, PKNS, yang sememangnya perbadanan yang cakna kepada kebajikan rakyat, terus terjun ke gelanggang menghulur bantuan kepada yang rentan dan terkesan.

PERKEMBANGAN MAKROEKONOMI DAN PASARAN HARTANAH

Ekonomi Malaysia berada pada landasan pemulihan kukuh pada tahun 2021. Bagi keseluruhan tahun itu, ekonomi negara berkembang 3.1%, disokong oleh permintaan luaran

The country's economic environment remained uncertain in 2021, thus impacting PKNS operations. The Movement Control Order (MCO) which continues to be in effect until the middle of the year has caused operational disruption to many large and small domestic businesses. The country's real estate sector is also affected by the impact of the pandemic and economic uncertainty.

But overall, there were still many positive developments in the year. Among them, the quick and efficient action by the front liners and vaccination team had led to an increase in the adult population in the country that had received vaccination inoculation. In addition, the economic situation has also improved with the help of stimulus packages by the Federal and State Governments. After going through quite a difficult year in 2020, we finally started to see the light at the end of the tunnel, approaching 2021. However, at the end of 2021, the whole country was hit by an extraordinary flood disaster and affected several states, including Selangor. Several areas in Selangor have been hit by devastating and heartbreaking floods. Victims who are just about to recover from the trauma of COVID-19, suddenly hit by the disaster that affected their hope to survive again. For the beloved citizens of Selangor, PKNS quickly went down to the affected areas to deliver assistance to the vulnerables and affected people. This is a reflection of how the corporation really care about the welfare of the people.

MACROECONOMIC DEVELOPMENT AND REAL ESTATE MARKET

Malaysia's economy is on a strong recovery path in 2021. For the whole year, the country's economy grew by 3.1%, supported by strong external demand and public sector spending. During the year, growth halted briefly in the first quarter following the resurgence of the COVID-19 infection, thus witnessing the reinforcement of the strict movement control in January 2021. As a result, the country's real Gross Domestic Product (GDP) contracted in the third quarter. This has dampened the hopes of real estate sector players for a quick recovery of the real estate market as has been forecasted. However, due to the rapid progress of vaccination, a decrease in cases of infection has been achieved. This has led to a gradual easing of movement control, and eventually, economic growth picked up again in the last quarter of 2021.

In line with domestic economic growth, the country's real estate market also gradually increased in the fourth quarter of 2021, following the easing of movement controls and the reopening of economic activities. The high vaccination rate, increasing business activities and the moderation of the unemployment rate to 4.3% in the quarter, which is the lowest since the second quarter of 2020, led to a significant increase in the overall activity of the country's real estate market.

As for Selangor Darul Ehsan, the state recorded an encouraging economic growth with its GDP increased by 5% compared to 2020, thus proving that the state's post-pandemic economic strategies were well-implemented. The drastic measures implemented by the state government serves as main drivers for the state's strong economic performance. This includes the provision of an economic stimulus package that has supported

LAPORAN KETUA PEGAWAI EKSEKUTIF CHIEF EXECUTIVE OFFICER'S REVIEW



PKNS turut serta dalam *Selangor International Business Summit 2021*
PKNS Participates in *Selangor International Business Summit 2021*



Majlis Gemilang Pra Pelancaran Rafflesia 2, Bernam Jaya
Rafflesia 2, Bernam Jaya Pre-launch Grand Ceremony

dan perbelanjaan sektor awam yang kukuh. Pada tahun itu, pertumbuhan terhenti seketika pada suku pertama susulan kebangkitan semula jangkitan COVID-19, sekali gus menyaksikan sekatan pergerakan yang ketat dikuatkuasakan semula, pada bulan Januari 2021. Pada suku ketiga, Keluaran Dalam Negara Kasar (KDNK) benar negara menguncup, susulan pelaksanaan semula langkah-langkah pembendungan pandemik yang ketat. Ini telah memudahkan harapan pemain-pemain sektor hartanah untuk pemulihan yang cepat bagi pasaran hartanah seperti jangkitan. Walau bagaimanapun, seiring dengan kemajuan vaksinasi yang pesat, penurunan dalam kes jangkitan telah dicapai. Ini telah mendorong kepada pelonggaran sekatan pergerakan secara beransur-ansur, sekali gus menyaksikan pertumbuhan ekonomi melonjak semula pada suku terakhir tahun 2021.

Seiring dengan pertumbuhan ekonomi domestik, pasaran hartanah negara juga meningkat secara beransur-ansur pada suku keempat 2021, berikutan pelonggaran kawalan pergerakan dan pembukaan semula aktiviti ekonomi. Kadar vaksinasi yang tinggi, peningkatan aktiviti perniagaan dan penyederhanaan kadar pengangguran kepada 4.3% pada suku itu, iaitu paling rendah sejak suku kedua 2020, mendorong kepada peningkatan yang ketara dalam keseluruhan aktiviti pasaran hartanah negara.

Bagi Selangor Darul Ehsan pula, negeri ini mencatat pertumbuhan ekonomi yang memberangsangkan dengannya KDNK meningkat 5% peratus berbanding dengan tahun 2020, sekali gus membuktikan strategi pembinaan ekonomi pasca pandemik terlaksana dengan baik. Langkah-langkah drastik yang dilaksanakan oleh kerajaan negeri menjadi pemacu utama kepada prestasi ekonomi negeri yang kukuh. Ini termasuk penyediaan pakej rangsangan ekonomi yang telah menyokong usaha mengukuhkan asas-asas perniagaan untuk melonjakkan pertumbuhan sejurus selepas sempadan negara

the efforts to strengthen business fundamentals and boosted growth immediately after the country's borders were reopened. In addition, the Selangor Vaccination Programme (SelVAX) also encouraged the rapid decline of the pandemic curve.

PKNS PROPERTY SALES PERFORMANCE

Following the Movement Control Order (MCO) in 2020 and the Full Movement Control Order (FMCO) in 2021, construction activities at the PKNS development sites have been stopped, causing delays in the completion date of several projects. PKNS property sales were also affected due to the closure of sales galleries and showrooms. In addition, the decline in transaction activities added further downward pressure on price levels in the first half of 2021. However, the supply situation continues to develop as the construction industry is among the few important sectors allowed to operate during FMCO between May and July 2021.

As the country entered the endemic phase, the MCO has been removed and customers could return to the sales gallery to see the products for themselves, thus boosting their confidence. This positive aspect certainly has an impact on the productivity increase as well as the sales performance of the corporation's properties sales.

Along with the economic gradual recovery and better operating environment in the real estate market, PKNS has recorded an encouraging sales performance for the whole of 2021, with a staggering increased in total sales of RM385.6 million compared to RM218 million as of 31 December 2020. This reflects an increased of RM167.6 million or 77% from 2020, with the Central Region recorded the highest sales revenue collection.



Sehingga 31 Disember 2021 /
As of 31 December 2021

RM385.6

juta / million

jumlah kutipan hasil jualan berbanding dengan
RM218 juta pada 31 Disember 2020

An encouraging sales performance compared to
RM218 million as of 30 December 2020



Kenaikan / Increase

77%

Wilayah Tengah mencatat kutipan
hasil tertinggi

Central Region recorded the highest
sales revenue collection

dibuka semula. Di samping itu, Program Vaksin Selangor (SelVAX) juga mendorong kepada pelandaian leku pandemik dengan cepat.

PRESTASI JUALAN HARTANAH PKNS

Susulan PKP pada tahun 2020 dan Perintah Kawalan Pergerakan Penuh (PKPP) pada tahun 2021, aktiviti pembinaan di tapak pembangunan PKNS telah dihentikan, menyebabkan kelewatan dalam tarikh penyiapan beberapa projek. Jualan hartanah PKNS turut terjejas berikutan penutupan galeri jualan dan rumah pameran. Di samping itu, penurunan dalam aktiviti urus niaga menambah lagi tekanan ke bawah terhadap paras harga pada separuh tahun pertama 2021. Namun, keadaan bekalan terus berkembang kerana industri pembinaan adalah antara beberapa sektor penting yang dibenarkan beroperasi semasa PKPP pada tempoh antara bulan Mei hingga Julai 2021.

Berikutan kelonggaran tatkala negara memasuki fasa endemik, pelanggan mula dibenarkan mengunjungi semula galeri jualan untuk melihat sendiri produk, sekali gus meningkatkan keyakinan mereka. Aspek positif ini pastinya memberi impak kepada peningkatan produktiviti serta prestasi jualan hartanah perbadanan secara keseluruhan.

Seiring dengan pemulihan ekonomi dan pasaran hartanah, PKNS telah mencatat prestasi jualan yang amat memberangsangkan. Sehingga 31 Disember 2021, jumlah kutipan hasil jualan yang direkodkan ialah RM385.6 juta berbanding dengan RM218 juta pada tempoh sama tahun 2020, mencerminkan iaitu peningkatan yang mendadak sebanyak RM167.6 juta atau 77%, dengan Wilayah Tengah mencatat kutipan hasil jualan yang paling tinggi.

TINJAUAN PRESTASI KEWANGAN DAN OPERASI PKNS PADA TAHUN 2021

Bagi tempoh berakhir 31 Disember 2021, PKNS dan Kumpulan telah mencatatkan pendapatan berjumlah RM2,065.3 juta dan keuntungan sebelum cukai dan zakat berjumlah RM719.2 juta,



PKNS mencatatkan keuntungan sebelum cukai dan zakat /
PKNS recorded profit before tax and zakat

RM719.2

juta / million

berbanding dengan kerugian sebelum cukai dan zakat sebanyak
RM68.6 juta pada tempoh yang sama tahun sebelumnya
compared to a loss before tax and zakat of RM68.6 million in the
same period the previous year

PKNS FINANCIAL AND OPERATIONAL PERFORMANCE REVIEW IN 2021

For the period ending 31 December 2021, PKNS and the Group have recorded income totaling RM2,065.3 million and profit before tax and zakat totaling RM719.2 million, compared to income of RM1,146.4 million and loss before tax and zakat totaling RM68.6 million in 2020. The income received for 2021 is the result of the Property Development sector which is the main contributor to PKNS and the Group, in addition to income from the Health and Environment sectors. While the profit before tax and zakat recorded is from the Investment Holding sector through the profit sharing of associated companies. As of December 31, 2021, PKNS and the Group have assets amounting to RM 11,554.5 million and the cumulative profit of RM6,067.7 million.

Based on PKNS as an individual entity basis, it has recorded income amounting to RM1,870.8 million and profit before tax and zakat amounting to RM862.3 million in 2021 compared to an income of RM510.2 million and a loss before tax and zakat amounting to RM1,043.2 million in 2020. The main contributor to the income and profit recorded in 2021 is the result of receipt from PKNS operating income. As of December 31, 2021, PKNS has assets amounting to RM7,705.3 million consisting of RM4,123.8 million in current assets, RM201.6 million in fixed assets, RM350.9 million in real estate investments, RM2,412.7 million in investments and RM616.2 million in other property. Meanwhile, PKNS' accumulated profit amounted to RM4,875.9 million.



Sumbangan Bencana Banjir ke Tabung Ikhtiar Selangor Bangkit
Flood Disaster Contribution to the Tabung Ikhtiar Selangor Bangkit

LAPORAN KETUA PEGAWAI EKSEKUTIF CHIEF EXECUTIVE OFFICER'S REVIEW



Jawatankuasa Penyelarasan Banjir PKNS memberi Sebahagian Bantuan Pantas ke Mangsa-mangsa Banjir yang Terkesan di Kuala Langat
The PKNS Flood Coordination Committee Provides Quick Assistance to the Affected Flood Victims in Kuala Langat

berbanding dengan pendapatan RM1,146.4 juta dan kerugian sebelum cukai dan zakat berjumlah RM68.6 juta pada tahun 2020. Pendapatan yang diterima bagi tahun 2021 adalah hasil daripada sektor Pembangunan Hartanah yang mana merupakan penyumbang utama kepada PKNS dan Kumpulan, di samping juga pendapatan daripada sektor Kesihatan dan Alam Sekitar. Manakala keuntungan sebelum cukai dan zakat yang dicatatkan adalah daripada sektor Pegangan Pelaburan menerusi perkongsian keuntungan syarikat-syarikat bersekutu. Sehingga 31 Disember 2021, PKNS dan Kumpulan mempunyai harta berjumlah RM 11,554.5 juta dan keuntungan terkumpul PKNS dan Kumpulan ialah RM6,067.7 juta.

Manakala dari segi prestasi PKNS pada asas syarikat secara individu, perbadanan ini telah mencatatkan pendapatan berjumlah RM1,870.8 juta dan keuntungan sebelum cukai dan zakat berjumlah RM862.3 juta pada tahun 2021 berbanding pendapatan RM510.2 juta dan kerugian sebelum cukai dan zakat berjumlah RM1,043.2 juta pada tahun 2020. Penyumbang utama pendapatan dan keuntungan yang dicatatkan pada tahun 2021 adalah hasil daripada penerimaan pendapatan operasi PKNS. Sehingga 31 Disember 2021, PKNS mempunyai harta berjumlah RM7,705.3 juta yang terdiri daripada RM4,123.8 juta harta semasa, RM201.6 juta harta tetap, RM350.9 juta pelaburan hartanah, RM2,412.7 juta pelaburan dan RM616.2 juta lain-lain harta. Manakala keuntungan terkumpul PKNS pula adalah berjumlah RM4,875.9 juta.

TANGGUNGJAWAB SOSIAL KORPORAT (CSR) PKNS

Sorotan penting agenda CSR PKNS pada tahun 2021 ialah apabila warga kerja perbadanan ini turun ke padang membantu mangsa-mangsa banjir di sekitar negeri Selangor, akibat bencana banjir yang luar biasa, pada penghujung tahun. Berat mata memandangi, berat lagi bahu yang memikul, begitulah prihatinnya PKNS terhadap nasib mangsa-mangsa banjir, baik yang melibatkan warga kerja PKNS sendiri, mahupun masyarakat awam. Justeru, PKNS tampil menyalurkan bantuan yang pantas kepada mangsa yang terlibat. Menerusi

PKNS CORPORATE SOCIAL RESPONSIBILITY (CSR)

One of the important highlights in PKNS CSR activities for 2021 took place when the corporation staff went to the affected areas to help flood victims around the state of Selangor, following an extraordinary flood disaster, at the end of the year. It was a reflection of how PKNS care about the welfare of the people in particular the flood victims, involving both PKNS employees, and the general public. Thus, PKNS came forward to channel fast aids to the victims. Through PKNS Flood Coordination Committee, a variety of aids was channeled including cash donation, essential goods and house cleaning services.

OVERVIEW AND PROSPECTS FOR THE YEAR 2022

The global economy is expected to continue its recovery path in 2022. However, this outlook is subject to significant uncertainty and remains uneven across economies. Despite the continued evolution of the pandemic, geopolitical uncertainty, the interplay between supply chain disruptions, inflationary pressures and policy normalisation in major economies will have a major influence on the durability of the global recovery. Malaysia's economy is expected to recovery, amid a recovery in external demand, the reopening of the domestic economy and continued domestic policy support. However, downside risks to growth remain mainly due to external uncertainties, while the pace of economic recovery is expected to remain uneven across sectors, with stronger momentum expected in export-oriented sectors. This development is expected to provide strong support to the real estate sector performance.

In order for PKNS to remain competitive in the future, a strategic plan will be implemented in 2022, to restore its financial and business position. Through this plan, PKNS 's business and operations will be more focused according to the pre-determined period, that is, for the short-term, the focus is

penubuhan Jawatankuasa Penyelarasan Banjir PKNS pelbagai bantuan disalurkan meliputi wang tunai yang disumbangkan oleh tujuh persatuan dalaman PKNS termasuk kutipan sumbangan daripada anggota, barangan keperluan serta bantuan khidmat pembersihan rumah.

TINJAUAN DAN PROSPEK BAGI TAHUN 2022

Ekonomi global dijangka meneruskan pemulihannya pada 2022. Namun, tinjauan ini tertakluk kepada ketidaktentuan yang ketara dan kekal tidak sekata merentas ekonomi. Kebimbangan berterusan terhadap pandemik, ketidaktentuan geopolitik, interaksi antara gangguan rantai bekalan, tekanan inflasi dan normalisasi dasar dalam ekonomi utama akan mempunyai pengaruh utama terhadap ketahanan pemulihan global. Ekonomi Malaysia dijangka kekal dalam laluan pemulihan pada 2022, dalam keadaan pemulihan permintaan luaran, pembukaan semula ekonomi domestik dan sokongan dasar domestik yang berterusan. Walau bagaimanapun, risiko penurunan kepada pertumbuhan kekal terutamanya berikutan ketidaktentuan luaran, manakala kadar pemulihan ekonomi dijangka kekal tidak sekata merentas sektor, dengan momentum yang lebih kukuh dijangka dalam sektor berorientasikan eksport. Perkembangan ini dijangka memberikan sokongan yang kukuh kepada sektor hartanah.

Bagi mempersiapkan perbadanan ini untuk terus berdaya saing pada masa hadapan, PKNS akan melaksanakan rancangan strategiknya pada tahun 2022, bagi memulihkan kedudukan kewangan serta perniagaannya. Menerusi rancangan ini, perniagaan dan operasi PKNS akan lebih terfokus mengikut jangka yang ditetapkan, iaitu, fokus jangka pendek adalah memastikan semua rumah yang dibina PKNS terjual, jangka sederhana pula memfokuskan pada pengurangan kos manakala untuk jangka panjang difokuskan pada meningkatkan keuntungan syarikat.

Meskipun PKNS sedang giat berusaha ke arah pemulihan prestasi, perbadanan kebanggaan Selangor ini tidak akan mengorbankan prinsip pemuliharaan Alam Sekitar, Sosial dan Tadbir Urus (*Environmental, Social, and Governance*) yang menjadi paksi untuk kesejahteraan masyarakat, yang sememangnya telah pun menjadi pegangan kukuh PKNS. Justeru, melangkah ke hadapan, PKNS akan berusaha secara aktif usaha untuk mengurangkan penggunaan karbon bagi mematuhi piawaian Alam Sekitar, Sosial dan Tadbir Urus (ESG), iaitu satu langkah yang setanding dengan syarikat terkemuka lain baik di dalam mahupun di luar negara.

HARAPAN DAN PENGHARGAAN

Pada kesempatan ini saya dengan berbesar hati ingin menyampaikan ucapan terima kasih yang tidak terhingga kepada Ahli Lembaga PKNS, terutamanya kepada Yang Amat Berhormat Dato' Seri Amirudin bin Shari, Menteri Besar Negeri Selangor Darul Ehsan, merangkap Pengerusi Ahli Lembaga PKNS di atas segala sokongan dan bimbingan yang diberikan sepanjang tahun itu. Sekalung penghargaan juga ikhlas dinukilkan buat rakan-rakan dalam pasukan pengurusan tertinggi PKNS yang bersama-sama berganding bahu sepanjang tahun itu mengemudi PKNS mendepani risiko ketidaktentuan ekonomi dan pasaran. Buat seluruh warga PKNS, diucapkan setinggi-tinggi ucapan penghargaan, semoga kita melangkah ke tahun 2022 dengan penuh tekad dan keazaman yang jitu.

to ensure that all houses built by PKNS are sold, the medium-term focus is on cost reduction while the long-term focus is on increasing the company's profits.

Whilst PKNS actively pursuing its recovery plans, this proud corporation of Selangor will not sacrifice the principles of environmental, social and governance (ESG), which is the thrust for the well-being of the society, and has indeed become a strong principle of PKNS. Moving forward, PKNS will actively strive to reduce carbon consumption in order to comply with ESG standards. This is in line with the agenda of other pre-eminence companies both domestically and abroad.

EXPECTATION AND APPRECIATION

I would like to take this opportunity to express my sincere gratitude to the PKNS Board Members, especially to the Honorable Dato' Seri Amirudin bin Shari, the Menteri Besar of Selangor Darul Ehsan, who is also the Chairman of the PKNS Board Members for all the support and guidance throughout the year. A wreath of appreciation is also sincerely accorded to my colleagues in the top management team, who are together with me, forming a strong team in steering PKNS to face the economic risk and market uncertainty. To all fellow PKNS employees, I would like to express my heartfelt appreciation, and may we step into the year 2022 with strong commitment and determination to success.



Aktiviti Promosi dan Jualan di Galeri Jualan Kota Puteri
Sales and Promotion Activities at the Kota Puteri Sales Gallery



PKNS kini ke arah Mematuhi Standard Piawaian ESG
PKNS is Now Towards Complying with ESG Standards

SISTEM SKOR PRESTASI PKNS & KUMPULAN ANAK SYARIKAT PKNS & GROUP OF SUBSIDIARIES PERFORMANCE SCORING SYSTEM

PRESTASI KPI PKNS

Dalam sebuah organisasi besar seperti PKNS, setiap bahagian dan anak syarikat mempunyai peranan yang penting demi memastikan urus tadbir PKNS berjalan dengan lancar, cekap dan berkesan. Bagi memastikan setiap pelan tindakan dan sasaran tahunan yang ditetapkan dapat dilaksanakan, ia mestilah diterjemahkan ke dalam bentuk KPI dan dipertanggungjawabkan kepada pihak-pihak yang berkenaan pada setiap awal tahun, sekali gus dapat memastikan PKNS berada pada landasan yang tepat dalam memberikan perkhidmatan terbaik untuk rakyat Selangor.

Selaras dengan penetapan visi dan misi yang menjadi titik tolak kepada penggubalan strategi yang terbaik, dan penggunaan KPI untuk menilai pencapaian strategik PKNS setiap tahun, pelaksanaan Balanced Scorecard (BSC) pula telah digunakan sebagai salah satu alternatif yang relevan dalam pelaksanaan perancangan strategik oleh PKNS, khususnya untuk mengukur pencapaian KPI yang disasarkan. BSC merupakan salah satu kaedah atau alat kawalan pengurusan yang mengukur prestasi PKNS dip peringkat penilaian dan pemantauan pelaksanaan strategi dan pelan tindakan yang ditetapkan. Pelaksanaan strategi perlu diukur dan setiap strategi serta pelan tindakan yang telah dikenal pasti mengikut empat perspektif yang ditetapkan harus mempunyai pengukuran yang menyatakan tahap pelaksanaan strategi berkenaan. Antara empat perspektif utama yang digariskan ialah Kewangan, Pelanggan, Proses dan Modal Insan dan pengukuran ini hanyalah terhadap objektif yang strategik sahaja tanpa mengambil kira sesuatu yang bersifat operasi.

Sejak tahun 2015, PKNS telah mewujudkan dan melaksanakan BSC, yang dikenali sebagai sistem skor prestasi untuk memantau dan menilai prestasi pencapaian PKNS dan anak syarikatnya. Sistem skor ini diwujudkan sejajar dengan Pelan Perancangan Strategik PKNS Lima (5) tahun bagi penggal 2015 - 2019. Setiap bahagian dalam PKNS diberikan KPI untuk menjadi panduan agar segala perancangan pembangunan serta program dapat dijalankan secara sistematik dan mencapai tujuan. Selain menjadi tanda aras

PKNS KPI PERFORMANCE

In a large organisation like PKNS, each division and subsidiary have important roles to play as to ensure that PKNS administration runs smoothly, efficiently and effectively. In order to ensure that every action plan and annual target set can be implemented, it must be translated into KPI form and held accountable to the relevant parties at the beginning of each year, thus ensuring that PKNS is on the right track in providing the best service for the people of Selangor.

In line with the setting of the vision and mission that is the starting point for the formulation of the best strategy, and the use of KPI to evaluate the strategic achievements of PKNS every year, the implementation of Balanced Scorecard (BSC) has been used as one of the relevant alternatives in the implementation of strategic planning by PKNS, especially to measure the achievement of targeted KPIs. BSC is one of the methods or management control tools that measure PKNS performance staged evaluation and monitoring of the implementation of the set strategy and action plan. Strategy implementation needs to be measured and each strategy and action plan that has been identified according to the four perspectives sets should have measurements that state the level of implementation of the strategy. Among the four main perspectives outlined are Finance, Customer, Process and Human Capital and this measurement is only against strategic objectives without taking into account anything of an operational in nature.

Since 2015, PKNS has established and implemented BSC, known as a performance score system to monitor and evaluate the performance of PKNS and its subsidiaries. This score system was created in line with the PKNS's Five-Year Strategic Planning Plan for the period covering 2015 - 2019. Each section in the PKNS is given KPIs to be a guide so that all development planning and programmes can be carried out systematically and achieve the goal. In addition to being a benchmark for the achievement of each part in forming unity, this KPI score system can help PKNS improve each planned activities, in order to provide more satisfactory results.

Melangkah ke hadapan, pelaksanaan strategi-strategi jangka pendek di bawah Pelan Pemulihan Perniagaan PKNS yang merupakan sebahagian daripada pelan Rancangan Strategik PKNS 2020-2029 dilihat mampu untuk meningkatkan lagi prestasi PKNS ke arah yang lebih baik dan berdaya maju baik untuk jangka pendek, sederhana dan panjang.

pencapaian setiap bahagian dalam membentuk kesepaduan, sistem skor KPI ini dapat membantu PKNS menambah baik setiap pelan yang dirancang agar memberikan keputusan yang lebih memuaskan.

Berdasarkan penilaian yang telah dibuat bagi tempoh Januari – Disember 2021, pencapaian skor prestasi PKNS adalah pada kedudukan skor 3.66 iaitu pencapaian yang sederhana. Pencapaian ini menunjukkan peningkatan 3.10% berbanding dengan pencapaian skor PKNS pada tahun 2020 bagi tempoh yang sama yang mencatatkan skor 3.55 iaitu perbezaan 0.11 mata. Skor ini dicapai dalam keadaan pemulihan ekonomi secara keseluruhan, susulan penularan pandemik COVID-19 yang telah melumpuhkan kegiatan ekonomi global, termasuk Malaysia. Susulan pandemik dan perintah kawalan pergerakan (PKP) pada sebahagian besar tahun 2020, pemulihan pada tahun 2021 berlaku secara beransur-ansur, dan tidak semua kegiatan ekonomi bergerak secara aktif. Lantaran itu, terdapat cabaran bagi organisasi untuk mencapai KPI sepenuhnya.

Pencapaian skor pada tempoh kali ini menunjukkan sedikit penurunan berbanding tempoh yang sama pada tahun 2020. Hal ini kerana, terdapat beberapa KPI yang tidak berjaya dicapai seperti yang disasarkan pada awal tahun.

Melihat kepada prestasi pencapaian di peringkat bahagian pula, bagi tempoh Januari sehingga Disember 2021, terdapat dua bahagian yang telah mencatat skor tertinggi dengan skor penuh iaitu Bahagian Struktur dan Bahagian Pemantauan Pelaburan.

Secara keseluruhannya, pencapaian prestasi PKNS bagi tempoh Januari – Disember 2021 ini berada pada kedudukan sederhana dan memuaskan. Skor Ketua Kluster juga berada pada tahap memuaskan iaitu antara 3.15 sehingga 4.37 bagi keseluruhan tahun 2021.

Going forward, the implementation of short-term strategies under the PKNS Business Recovery Plan which is part of the PKNS Strategic Plan 2020-2029 is seen to be able to further improve the performance of PKNS in a better and viable direction for both the short, medium and long term.

From January to December 2021, PKNS recorded a performance score of 3.66, which marked a moderate achievement. This achievement showed an increase of 3.10 % compared with the achievement for the same period a year earlier, which recorded a score of 3.55, which is a difference of 0.11 points. This score was achieved in a state of overall economic recovery, following the spread of the COVID-19 pandemic, which has paralyzed global economic activity, including Malaysia. Following the pandemic and movement control order (MCO) for most of 2020, the recovery in 2021 was gradual, and not all economic activities were moving actively. Hence, there were challenges for organisations to fully achieve KPIs.

The achievement of scores in this period shows a slight decrease compared to the same period in 2020. This is because, there are several KPIs that were not successfully achieved as targeted at the beginning of the year.

Looking at the performance of achievements at the division level, for the period from January to December 2021, there are two divisions that have recorded the highest scores with full marks, namely the Structure Division and the Investment Monitoring Division.

PKNS performance for the period January - December 2021 is at a moderate and satisfactory level. The Cluster Leader's score is also at a satisfactory level, which is between 3.15 and 4.37 for the entire year.

PKNS SUBSIDIARIES KPI PERFORMANCE

PKNS Subsidiaries as a whole is at a good level which is 3.31 points despite experiencing a slight decrease of 0.22 points for the same period in 2020. Among the 11 PKNS Subsidiaries, the average performance score of Selangor Industrial Corporation Sdn.Bhd (SIC) has the highest score of 3.93 points while Selaman Sdn. Bhd. 3.68 and followed by PREC with a score of 3.44.

SISTEM SKOR PRESTASI PKNS & KUMPULAN ANAK SYARIKAT

PKNS & GROUP OF SUBSIDIARIES PERFORMANCE SCORING SYSTEM

PRESTASI KPI KUMPULAN ANAK SYARIKAT

Prestasi Anak Syarikat PKNS secara keseluruhannya berada pada tahap baik iaitu 3.31 mata walaupun mengalami sedikit penurunan sebanyak 0.22 mata bagi tempoh yang sama pada tahun 2020. Antara 11 Anak Syarikat PKNS, purata skor prestasi syarikat Selangor Industrial Corporation Sdn.Bhd (SIC) merupakan skor yang tertinggi dengan skor sebanyak 3.93 mata manakala Selaman Sdn. Bhd. 3.68 dan diikuti PREC dengan skor sebanyak 3.44.

Sepanjang tempoh 2021, pendapatan bagi sebilangan anak syarikat sedikit terjejas dan memerlukan masa untuk aliran tunai kembali pulih. Adalah dijangka prestasi pencapaian KPI PKNS tahun hadapan akan bertambah baik oleh kerana PKNS sedang giat melaksana strategi pemulihan ke arah mengurangkan kemerosotan pendapatan, meminimumkan unjuran kerugian, memanfaatkan peluang peningkatan potensi jualan, menyegerakan adaptasi model bisnes baharu dan mengoptimumkan produktiviti warga kerja semasa krisis.

Melangkah ke hadapan, pelaksanaan strategi-strategi jangka pendek di bawah Pelan Pemulihan Perniagaan PKNS yang merupakan sebahagian daripada pelan Rancangan Strategik PKNS 2020-2029 dilihat mampu untuk meningkatkan lagi prestasi PKNS ke arah yang lebih baik dan berdaya maju baik untuk jangka pendek, sederhana dan panjang.



Skor prestasi PKNS pada tahun 2021
PKNS performance score in 2020

Skor kumpulan Anak Syarikat mencatatkan
The subsidiary Group score recorded

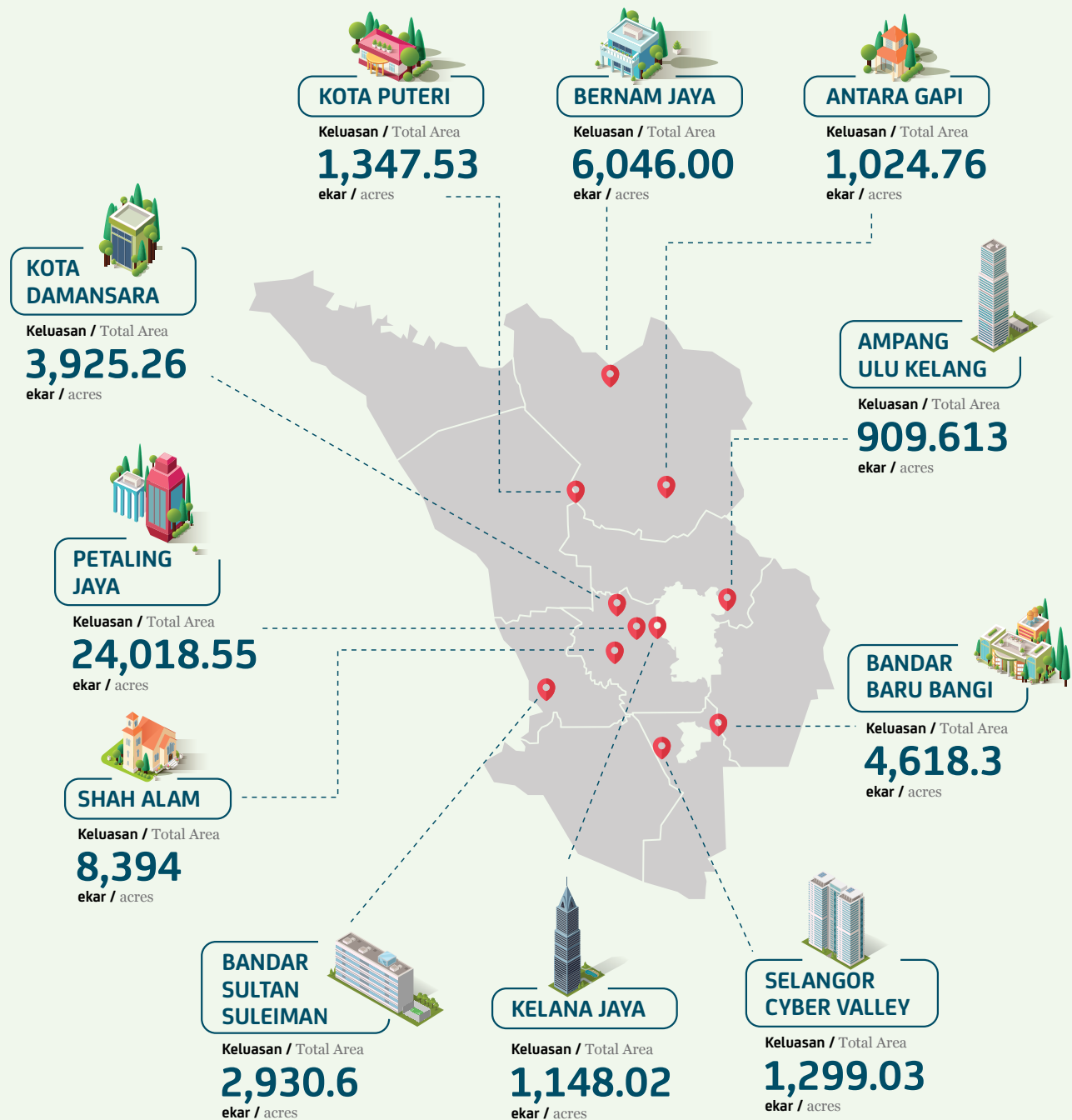


Throughout 2021, income for a number of subsidiaries was slightly affected and it will take time for cash flow to recover. The PKNS's KPI achievement is projected to improve next year because the corporation is actively implementing a recovery strategy towards reducing the decline in income, minimizing projected losses, taking advantage of opportunities to increase sales potential, hastening the adaptation of new business models and optimising employee productivity during the crisis.

Going forward, the implementation of short-term strategies under the PKNS Business Recovery Plan which is part of the PKNS Strategic Plan 2020-2029 is seen to be able to further improve the performance of PKNS in a better and viable direction for short, medium and long-term.

PUSAT PERTUMBUHAN BAHARU NEW GROWTH CENTRES

11 Pusat Pertumbuhan Baharu telah dibangunkan PKNS untuk merencanakan aktiviti sosio-ekonomi di negeri Selangor.
11 New Growth Centres developed by PKNS to facilitate the socio-economic activities in Selangor.

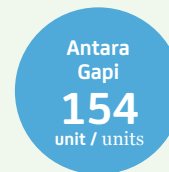


PEMBANGUNAN HARTANAH PROPERTY DEVELOPMENT



711

Unit rumah berjaya disiapkan dari 4 projek perumahan
Housing units successfully completed from 4 housing projects



Tatkala berlaku peralihan aktiviti ekonomi ke fasa endemik pada tahun 2021, banyak kelonggaran telah dilaksanakan oleh Kerajaan Pusat, terutamanya langkah-langkah yang diambil ke arah merencanakan semula kegiatan ekonomi domestik. Keadaan ini pastinya memberi kelegaan kepada semua pemain sektor perniagaan, termasuk PKNS.

Seiring dengan kelonggaran yang diberikan oleh Kerajaan Pusat, maka kerajaan negeri juga telah bertindak untuk memacu semula kegiatan ekonomi dan perniagaan dalam negeri ini. Pelbagai langkah telah diambil dan antara langkah tersebut ialah pemansuhan had waktu operasi perniagaan, sekali gus membolehkan PKNS beroperasi sepenuhnya dan seperti biasa. Ini memberi ruang kepada perbadanan ini untuk mengoptimalkan semula sumbernya sama ada dari aspek tenaga kerja, masa, kewangan dan sebagainya. Langkah ini telah mendorong PKNS untuk meneruskan semula projek-projek pembangunannya yang terhenti buat seketika, di samping membantu kebolehsualan hartanah PKNS yang telah siap dibina.

PRESTASI PEMBANGUNAN & JUALAN HARTANAH

Perjalanan ekonomi negara yang sebelum ini tersekat, dilihat kembali pulih pada tahun 2021 dan melonjak semula berikutan usaha kerajaan pusat dan negeri untuk mencapai kadar vaksinasi sebanyak mungkin. Perkembangan ini telah memberi harapan dan membuka jalan khususnya kepada PKNS untuk bangkit daripada cabaran ketidaktentuan pasaran hartanah dan kelembapan ekonomi pada tahun lalu. Selepas menempuh tahun 2020 yang paling mencabar, apabila negara dilanda pandemik COVID-19 disusuli dengan Perintah Kawalan Pergerakan (PKP), akhirnya cahaya di hujung terowong telah mula kelihatan.

Sehubungan dengan keadaan persekitaran yang beransur pulih PKNS telah berjaya menyiapkan empat projek perumahan dengan jumlah 711 unit kediaman pada tahun 2021 berbanding dengan hanya tiga projek perumahan dengan jumlah 267 unit kediaman pada tahun 2020. Projek-projek yang berjaya disiapkan oleh PKNS meliputi pembangunan Selangor Cyber Valley (300 unit), Kota Puteri (101 unit), Antara Gapi (154 unit) dan Bernam Jaya (156 unit), yang mencakupi rumah kediaman kos sederhana dan tinggi.

As the economic activity shifted towards the endemic phase in 2021, many relaxations have been implemented by the federal government, especially the steps taken towards revitalising domestic economic activities. This situation certainly gives relief to all players in the business sector, including PKNS

Along with the relaxation given by the federal government, the state government has also acted to re-stimulate economic and business activities in the state. Various measures have been taken and one of those measures was the abolition of the business operating hours limit, hence allowing businesses, including PKNS to operate fully and as usual. This paved away some spaces to this corporation to re-optimised its resources either in terms of manpower, time, finance and so on. This step encouraged PKNS to resume its development projects that have been stopped for a while, as well as boosted PKNS properties sales for the completed projects.

PROPERTY DEVELOPMENT & SALES PERFORMANCE

The country's economic activity, which nearly stood still in 2020, was seen very well on the path of recovery in 2021, following efforts by the federal and state governments to achieve as many vaccination rates as possible. This development has given hope and paved the way especially for PKNS to rise from the challenge of real estate market uncertainty and economic slowdown in the past year. After going through the most challenging year of 2020, when the country was hit by the COVID-19 pandemic and thereafter, followed by the Movement Control Order (MCO), finally the light at the end of the tunnel has started to appear.

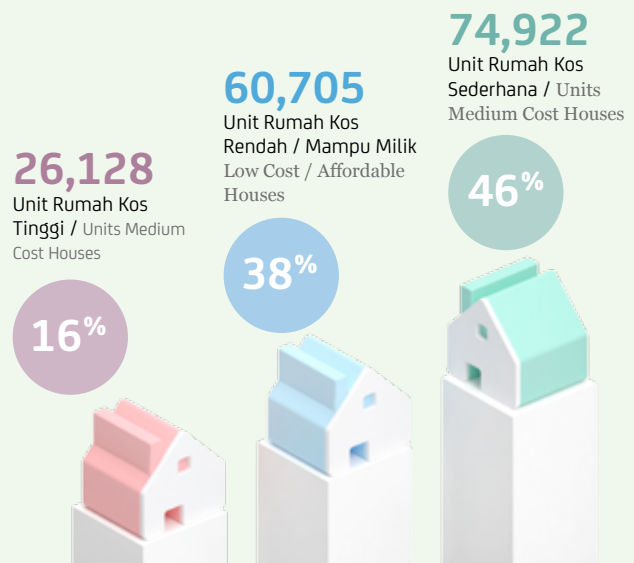
In relation to the gradually recovering environment, PKNS has successfully completed four housing projects with a total of 711 residential units in 2021 compared to only three housing projects with a total of 267 residential units in 2020. The projects successfully completed by PKNS include the development of Selangor Cyber Valley (300 units), Kota Puteri (101 units), Antara Gapi (154 units) and Bernam Jaya (156 units), which include medium and high cost residential houses.

JUMLAH PROJEK YANG SIAP DIBINA DARI 1963 - 2021

Sehingga 31 Disember 2021, PKNS dan Kumpulan secara keseluruhan telah berjaya membina sebanyak 161,755 unit rumah yang merangkumi pecahan seperti berikut:

TOTAL PROJECTS COMPLETED BY PKNS FROM 1963 - 2021

As of December 31, 2021, PKNS and the Group had successfully built a total of 161,755 housing units comprising the breakdown as follows:



Prestasi Jualan pada tahun 2021

Berikutan kelonggaran yang diberikan kerajaan tatkala negara memasuki tempoh endemik daripada pandemik pada tahun 2021, pelanggan telah dibenarkan untuk mengunjunginya semula dan melihat sendiri produk yang dijual, sekali gus meningkatkan keyakinan mereka untuk membeli. Aspek positif ini pastinya memberi impak kepada peningkatan produktiviti serta prestasi perbadanan secara keseluruhannya. Kuasa membeli masyarakat yang kian meningkat, secara tidak langsung mengukuhkan ekonomi, sekali gus membantu menstabilkan pasaran hartanah negara.

Seiring dengan pemulihan ekonomi dan pasaran hartanah, PKNS telah mencatatkan prestasi jualan yang memberangsangkan untuk keseluruhan tahun 2021, dengan ketiga-tiga wilayahnya mencatatkan peningkatan jualan yang ketara. Sehingga 31 Disember 2021, Wilayah Tengah mencatatkan jumlah kutipan sebanyak RM153.6 juta, berbanding RM92 juta pada 2020. Manakala kutipan bagi Wilayah Utara pula ialah RM86.4 juta, berbanding RM36.2 juta pada tahun sebelumnya. Manakala Wilayah Selatan, memperoleh kutipan jualan RM145.6 juta, berbanding RM89.4 juta yang dicatatkan pada 2020. Kutipan hasil rekod ini menjadikan jumlah kutipan bagi tahun 2021 bagi ketiga-tiga wilayah itu sebanyak RM385.6 juta berbanding RM218 juta pada 31 Disember 2020, iaitu peningkatan yang mendadak sebanyak RM167.6 juta atau 77%, dengan Wilayah Tengah mencatatkan kutipan hasil jualan tertinggi.

STRATEGI PEMASARAN

Sejak Perintah Kawalan Pergerakan (PKP) dikuatkuasakan pada bulan Mac tahun 2020, PKNS mula memperhebatkan promosi dan pengiklanan hartanah secara digital bagi memastikan jualan terus dapat dibuat. Ini sejajar dengan trend pemasaran pemaju hartanah sejak dua tahun lalu, yang berlumba-lumba hendak memikat hati pembeli menerusi pelbagai medium pengiklanan, termasuk secara digital. Pandemik yang melanda sejak tahun 2020 telah membuktikan bahawa kaedah pengiklanan secara

Sales Performance in 2021

Following the relaxation given by the government on the MCO as the country enters an endemic period from the pandemic in 2021, customers have been allowed to revisit and see for themselves the products being sold, thus increasing their confidence to purchase. This positive aspect certainly has an impact on productivity as well as the performance of the corporation as a whole. The increasing purchasing power of the community, has indirectly strengthens the economy, thus helping to stabilise the country's real estate market.

Along with the recovery of the economy and the real estate market, PKNS has recorded an encouraging sales performance for the whole of 2021, with all three of its Regions recording a significant increase in sales. As of 31 December 2021, the Central Region recorded a total collection of RM153.6 million, compared to RM92 million in 2020. Meanwhile, the collection for the Northern Region was RM86.4 million, compared to RM36.2 million in the previous year. While the Southern Region, obtained a sales collection of RM145.6 million, compared to RM89.4 million recorded in 2020. Overall, for the year 2021, the total sales collection recorded a remarkable growth of 77% compared with 2020, with the Central Region recorded the highest sales collection. In term of values, the total sales collection for all the three regions amounted to RM385.6 million in 2021, compared with RM218 million in 2020.

MARKETING STRATEGY

Since the MCO came into force in March 2020, PKNS began intensifying the promotion and advertising its properties sales digitally to ensure that sales can continue to be made. This is in line with the marketing trend of real estate developers over the past two years, to attract buyers through various advertising mediums, including digital. The pandemic since 2020 had proven that digital advertising methods have their own advantages. This includes more comprehensive customer outreach and efficient advertising costs.

PEMBANGUNAN HARTANAH PROPERTY DEVELOPMENT

digital mempunyai kelebihan tersendiri. Ini termasuklah capaian pelanggan yang lebih menyeluruh dan kos pengiklanan yang efisien.

Justeru, pada tahun 2021, PKNS telah melancarkan 'Kempen PKNS PLUS' secara dalam talian yang merupakan kesinambungan daripada kejayaan 'Kempen 48 Jam Mesti Beli' yang diadakan pada 2020 dengan diberi nafas baharu, memandangkan sambutan sangat menggalakkan daripada bakal pembeli.

Walaupun bagaimanapun, kaedah pemasaran konvensional juga masih diteruskan oleh PKNS memandangkan ia terus memberikan impak positif kepada prestasi jualan secara keseluruhan. Sehubungan itu, PKNS terus giat melaksanakan strategi pemasaran konvensional seperti berikut pada tahun 2021 demi meningkatkan prestasi jualan:

- ▶ Aktiviti Promosi Koleksi Hartanah
- ▶ Skim *Smart Ownership*
- ▶ Skim Insentif MyPKNS
- ▶ Insentif Sewa MyPKNS
- ▶ Skim (RTB) *Rent To Buy* Bagi Projek Komersial PKNS
- ▶ *Smart Selangor First Home Buyers*
- ▶ Strategi Jualan Secara Berpusat
- ▶ Strategi Jualan Setempat Mengikuti Bandar
- ▶ Kerjasama dengan '*Loan Negotiator*'
- ▶ Jualan Secara *En Bloc*
- ▶ Pelantikan Ajen Hartanah

RUMAH SELANGORKU IDAMAN PKNS

PKNS terus komited dengan objektif asal penubuhannya yakni untuk menyediakan bekalan kediaman yang mampu dimiliki oleh Rakyat Selangor dengan membina lebih banyak rumah mampu milik atau Rumah Selangorku (RSKU) di bawah jenama 'Rumah Selangorku Idaman PKNS'. Projek pembangunan ini adalah secara khususnya ditujukan bagi golongan berpendapatan rendah dan sederhana di negeri Selangor. Meskipun dalam keadaan persekitaran ekonomi dan perniagaan yang mencabar sejak dua tahun lalu, PKNS terus yakin bahawa perbadanan ini berada pada landasan yang betul untuk membina sebanyak 10,686 unit RSKU meliputi 23 projek di seluruh Selangor seperti mana yang termaktub dalam Perancangan Strategik PKNS 2020 - 2029.

Therefore, in 2021, PKNS has launched the 'PKNS PLUS Campaign'. This online marketing campaign, which is a continuation of the successful '48 Hours Must Buy Campaign' held in 2020, was re-launch with new features, due to overwhelming response from potential buyers.

However, PKNS still using the conventional marketing method as part of its marketing tools, since the method continue to provide positive impact on overall sales performance. Accordingly, PKNS continues to actively implement conventional marketing strategies such as the followings, throughout 2021, in order to improve its sales performance:

- ▶ Property Collection Promotion Activities
- ▶ Smart Scheme Ownership
- ▶ MyPKNS Incentive Scheme
- ▶ MyPKNS Rental Incentive
- ▶ Rent To Buy Scheme (RTB) For PKNS Commercial Projects
- ▶ Smart Selangor First Home Buyers
- ▶ Centralised Sales Strategy
- ▶ Local Sales Strategy based on respective Towns / Cities
- ▶ Cooperation with '*Loan Negotiator*'
- ▶ En Bloc Sales
- ▶ Appointment of Real Estate Agent

SELANGORKU 'S DREAM HOUSE PKNS

PKNS continues to commit to its fundamental objective of its establishment, which is to provide affordable housing for the people of Selangor by building more affordable houses or *Rumah Selangorku* (RSKU) under the brand '*Rumah Selangorku Idaman PKNS*'. This development project is specifically aimed at the low and middle income groups in the state of Selangor. Despite the challenging economic and business environment for the past two years, PKNS remain confident that the corporation is on track and capable of building as many as 10,686 RSKU units covering 23 projects throughout Selangor as stipulated in the PKNS Strategic Planning 2020 - 2029.



10,686 unit

RSKU meliputi 23 projek akan dibina
RSKU covers 23 projects to be built

PERKHIDMATAN PELANGGAN

Moto ‘Pelanggan Diutamakan’, sentiasa dijunjung dan menjadi nilai bersama yang telah sebatikan dengan PKNS demi menjamin kualiti perkhidmatannya kepada pelanggan yang sangat dihargai. Justeru, PKNS sentiasa bersikap terbuka dan berlapang dada dalam menerima maklum balas, komen serta aduan daripada pelanggannya. Pada 2021, meskipun negara masih belum pulih sepenuhnya daripada pandemik, dan urusan bersemuka dengan pelanggan masih dihadkan, PKNS terus mempergiatkan usaha untuk menerima maklum balas dan aduan pelanggan melalui medium laman media sosial seperti Facebook, PKNS Careline demi untuk tindak balas tepat pada masanya, serta cekap lagi pantas dalam masa sebenar.

Pada tahun 2021, PKNS telah menambah baik tindak balasnya terhadap aduan pelanggan, yang mana pada tahun itu, daripada 3126 aduan yang diterima 3024 telah berjaya diselesaikan, dan hanya 107 masih dalam tindakan, berbanding dengan 201 aduan masih dalam tindakan pada akhir 2020. Penambahbaikan ini mencerminkan iltizam berterusan PKNS untuk terus memberikan perkhidmatan yang terbaik kepada para pelanggannya.


Berikut merupakan perbandingan aduan yang berjaya diselesaikan dari tahun 2015 - 2021.

CUSTOMER SERVICE

The motto ‘Customers First’ has always been upheld and become a common value that has been embedded within PKNS. This is imperative in order to guarantee the quality of its services to its highly valued customers. Thus, PKNS is always positive and receptive in receiving feedback, comments and complaints from its customers. In 2021, although the country has not fully recovered from the pandemic, and face-to-face dealings with customers were at recovery phase, PKNS continues to intensify efforts to receive customer feedback and complaints through social media sites such as Facebook, PKNS Careline for a timely, efficient and fast response in real time.

In 2021, PKNS improved its response to customer complaints, whereby in that year, out of 3,126 complaints received, 3,024 were successfully resolved, and only 107 were still in action, compared to 201 complaints still in action at the end of 2020. This improvement reflects PKNS’s continuous commitment in providing the best service to its customers.

The following table highlights the comparison of complaints received that has been successfully resolved from 2015 - 2021.

 **JUMLAH ADUAN KESELURUHAN**
OVERALL TOTAL COMPLAINT

| Tahun / Year | Jumlah Aduan / Total Complaints | Aduan Selesai / Complaints Resolved | Dalam Tindakan / In Progress |
|-----------------|------------------------------------|--|---------------------------------|
| 2015 | 4,492 | 4,492 | 0 |
| 2016 | 4,097 | 4,097 | 0 |
| 2017 | 3,602 | 3,602 | 0 |
| 2018 | 3,016 | 3,016 | 0 |
| 2019 | 2,783 | 2,783 | 42 |
| 2020 | 2,875 | 2,871 | 201 |
| 2021 | 3,126 | 3,024 | 107 |

KAWASAN PERINDUSTRIAN INDUSTRIAL AREAS

Sektor perindustrian terus menjadi penyumbang utama kepada pertumbuhan ekonomi negeri Selangor. Ini seiring dengan perancangan Kerajaan Negeri Selangor yang menjadikan negeri ini sebagai gerbang pelaburan ekonomi negara. Justeru, pada tahun 2021, peranan sektor ini diperluaskan lagi menerusi kawasan perindustrian yang dibangunkan meliputi 8,817 ekar di kesemua sembilan daerah di negeri Selangor.

The industrial sector remained as a major contributor to the economic growth of the state of Selangor. This line with the Selangor State Government vision to make this state as the gateway for the nation's economic investment. Therefore, in 2021, the role of this sector was further expanded through the development of industrial areas covering 8,817 acres in all nine districts within the state of Selangor.

| Daerah / District | Bandar Baharu / New Township | Keluasan (EK) / Area (AC) |
|-----------------------------|---------------------------------|---------------------------|
| Petaling Ampang / Ulu Klang | Ampang / Ulu Kelang | 600 |
| | Kelana Jaya | 600 |
| | Selangor Science Park 1 | 455 |
| | Shah Alam | 1,621 |
| | Petaling Jaya | 600 |
| | Petaling Jaya (Selatan / South) | 387 |
| Klang | Bandar Sultan Suleiman | 1,447 |
| | Banting | 83 |
| Hulu Langat | Bangi | 800 |
| Hulu Selangor | Zurah Industrial Park | 487 |
| | Bernam Jaya | 1,090 |
| Kuala Selangor | Kuala Selangor | 121 |
| Gombak | Kota Puteri | 145 |
| Sepang | Selangor Cyber Valley | 200 |
| Sabak Bernam | Sekinchan | 20 |
| | Sungai Besar | 11 |
| Kuala Langat | Telok Panglima Garang | 150 |
| Jumlah / Total | | 8,817 |

Keluasan tanah industri terbesar pada tahun 2021 / Largest industrial land areas in 2021



SHAH ALAM

1,621

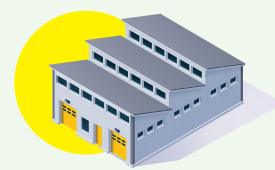
ekar / acres



BANDAR SULTAN SULEIMAN

1,447

ekar / acres



BERNAM JAYA

1,090

ekar / acres

PELABURAN INVESTMENT

PKNS terus mengekalkan pelaburannya dalam 12 Anak Syarikat dan 16 Syarikat Bersekutu, pada tahun 2021. Jumlah pelaburan PKNS dalam anak syarikatnya pada tahun itu adalah sebanyak RM2.2 bilion meningkat sebanyak 8% berbanding dengan RM2.0 bilion pada tahun 2020. Jumlah pulangan dividen terkumpul daripada 12 Anak Syarikat ini ialah sebanyak RM499.1 juta, meningkat hampir 3% berbanding dengan RM486.2 juta pada tahun yang terdahulu. Peningkatan jumlah pelaburan turut dicatatkan oleh 16 Syarikat Bersekutu dengan RM240.0 juta pada tahun 2021 berbanding dengan RM220.6 juta dengan pulangan dividen terkumpul sebanyak RM1.0 bilion berbanding dengan RM0.99 bilion pada tempoh yang sama tahun 2020. Walau bagaimanapun, jumlah pulangan dividen yang diterima bagi tahun 2021 untuk kedua-dua pelaburan ini menyusut kepada RM37.4 juta pada tahun itu, berbanding dengan RM47.8 juta yang diterima pada tahun 2020. Penyusutan ini mencerminkan keadaan ekonomi yang terjejas teruk pada tahun 2020 dan akibat pandemik COVID-19, sekali gus memberi impak yang ketara ke atas operasi perniagaan anak-anak syarikat dan syarikat bersekutu. Walau bagaimanapun, PKNS terus tangkas mengemudi pelaburannya memandangkan matlamat pelaburan yang bersifat strategik dan untuk manfaat jangka panjang.

PKNS maintained its investment in 12 Subsidiaries and 16 Associates, in 2021. PKNS's total investment in its subsidiaries that year was RM2.2 billion, increased by 8% compared to RM2.0 billion in 2020. The total cumulative dividend return from the 12 subsidiaries amounted to RM499.1 million, increased almost 3% compared to RM486.2 million in the previous year. An increase in total investment was also recorded an investment value of 16 associates companies with an investment value of RM240.0 million in 2021 compared to RM220.6 million and cumulative dividend return of RM1.0 billion compared to RM0.99 billion in the same period of 2020. However, total dividend return received for the year 2021 of these two investments decreased to RM37.4 million that year, compared to RM47.8 million received in 2020. This decrease reflects the severely of the economic conditions in 2020 and the impact of the COVID-19 pandemic, thus having a significant impact on the operations of the subsidiary and associates companies. However, PKNS continues to be agile in steering its investments in view of its strategic investment goals and for long-term benefits.

Senarai Anak Syarikat dan Syarikat Bersekutu PKNS pada tahun 2021 adalah seperti berikut:
The list of PKNS Subsidiaries and Associates in 2021 is as follows:

| Anak-anak Syarikat / Subsidiaries | Syarikat-syarikat Bersekutu / Associated |
|---|--|
| Worldwide Holdings Berhad | Kundang Properties Sdn Bhd |
| Datumcorp International Sdn Bhd | Ligamas Sdn Bhd |
| PKNS Real Estate Sdn Bhd | PKNS – LFD Sdn Bhd |
| Selgate Corporation Sdn Bhd | Sunway PKNS Sdn Bhd |
| Selangor Industrial Corporation Sdn Bhd | Bangi Resort & Development Corporation Sdn Bhd |
| PKNS Engineering & Construction Bhd | GLM Emerald (Sepang) Sdn Bhd |
| Akademi PKNS Sdn Bhd | Selangor Country Club Sdn Bhd |
| SACC Convec Sdn Bhd | Selangor Polo Sdn Bhd |
| De Palma Management Services Sdn Bhd | Kesas Holdings Berhad |
| PI Brilliant Berhad | Tropicana Indah Sdn Bhd |
| Selaman Sdn Bhd | Must Ehsan Development Sdn Bhd |
| Kelana Property Development Sdn Bhd | HCK Bestari Sdn Bhd |
| | Red Giants FC Sdn Bhd |
| | Al-Kauthar Resources Sdn Bhd |
| | Icon-futurhome Sdn Bhd |
| | Mutawwif Training & Consultancy Sdn Bhd |

ANAK SYARIKAT / SUBSIDIARIES

Pelaburan / Investment



Dividen / Dividend



SYARIKAT-SYARIKAT BERSEKUTU / ASSOCIATES

Pelaburan / Investment



Dividen / Dividend



PRESTASI KEWANGAN FINANCIAL PERFORMANCE

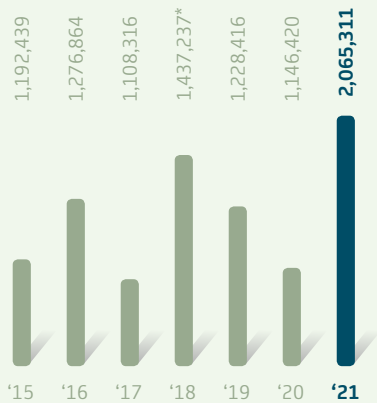
PKNS DAN KUMPULAN

Secara keseluruhan, PKNS dan Kumpulan telah mencatatkan pendapatan berjumlah RM2,065.3 juta dan keuntungan sebelum cukai dan zakat berjumlah RM109.9 juta pada tahun 2021, berbanding pendapatan RM1,146.4 juta dan kerugian sebelum cukai dan zakat berjumlah RM68.6 juta pada tahun 2020. Pendapatan yang diterima bagi tahun 2021 adalah hasil daripada sektor Pembangunan Hartanah yang mana merupakan penyumbang utama kepada PKNS dan Kumpulan, disamping juga pendapatan daripada sektor Kesihatan dan Alam Sekitar. Manakala keuntungan sebelum cukai dan zakat yang dicatatkan adalah daripada sektor Pegangan Pelaburan menerusi perkongsian keuntungan syarikat-syarikat bersekutu. Sehingga 31 Disember 2021, PKNS dan Kumpulan mempunyai harta berjumlah RM11,554.5 juta dan keuntungan terkumpul PKNS dan Kumpulan ialah RM6,067.7 juta.

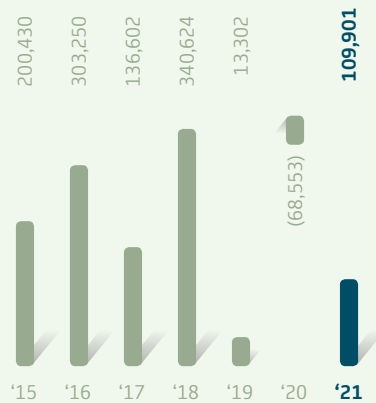
PKNS AND THE GROUP

On consolidated basis, PKNS and the Group have recorded income amounting to RM2,065.3 million and profit before tax and zakat amounting to RM109.9 million in 2021, compared to income of RM1,146.4 million and loss before tax and zakat amounting to RM68.6 million in 2020. The income received for 2021 is the result of the Real Estate Development sector which is the main contributor to PKNS and the Group, as well as the income from the Health and Environment sectors. While the profit before tax and zakat recorded is from the Investment Holding sector through the profit sharing from investment in associates. As of December 31, 2021, PKNS and the Group assets valued at RM11,554.5 million, with accumulated profit of RM6,067.7 million.

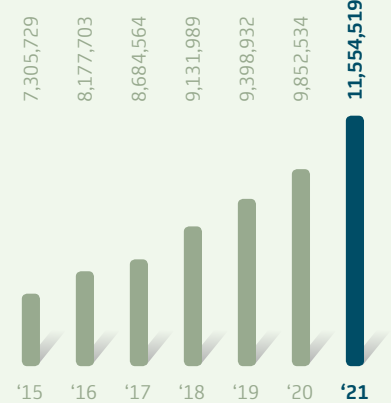
PENDAPATAN (RM'000) Revenue (RM'000)



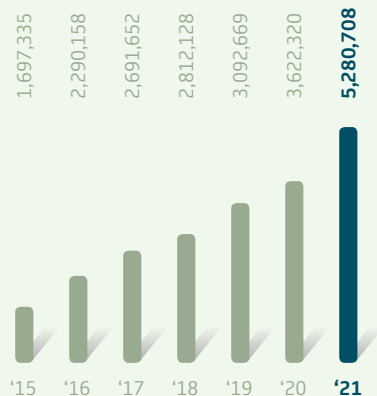
KEUNTUNGAN / (KERUGIAN) SEBELUM CUKAI (RM'000) Profit / (Loss) Before Tax (RM'000)



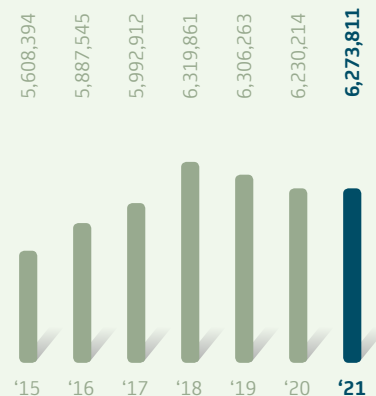
JUMLAH ASET (RM'000) Total Assets (RM'000)



JUMLAH LIABILITI (RM'000) Total Liabilities (RM'000)



JUMLAH EKUITI (RM'000) Total Equities (RM'000)



Nota / Note:
* Pengkelasan semula pendapatan pada tahun 2018.
* Reclassification of revenue in 2018.

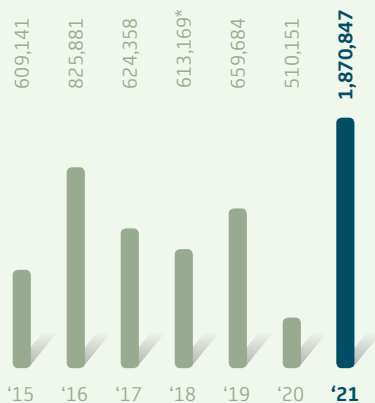
PKNS

Secara keseluruhan PKNS telah mencatatkan pendapatan berjumlah RM1,870.8 juta dan keuntungan sebelum cukai dan zakat berjumlah RM862.3 juta pada tahun 2021 berbanding pendapatan RM510.2 juta dan kerugian sebelum cukai dan zakat berjumlah RM1,043.2 juta pada tahun 2020. Penyumbang utama pendapatan dan keuntungan yang dicatatkan pada tahun 2021 adalah hasil daripada penerimaan pendapatan operasi PKNS. Sehingga 31 Disember 2021, PKNS mempunyai harta berjumlah RM7,705.3 juta yang terdiri daripada RM4,123.8 juta harta semasa, RM201.6 juta harta tetap, RM350.9 juta pelaburan hartanah, RM2,412.7 juta pelaburan dan RM616.2 juta lain-lain harta. Manakala keuntungan terkumpul PKNS pula adalah berjumlah RM4,875.9 juta.

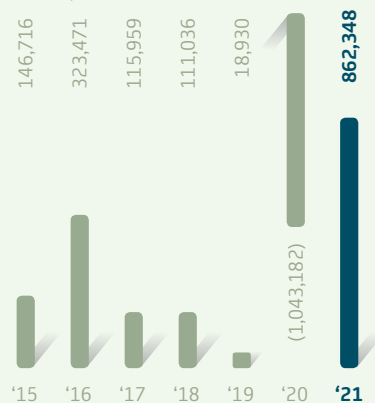
PKNS

On company basis, PKNS has recorded income amounting to RM1,870.8 million and profit before tax and zakat amounting to RM862.3 million in the year 2021 compared to an income of RM510.2 million and a loss before tax and zakat amounting to RM1,043.2 million in 2020. The main contributor to the income and profit recorded in 2021 is the result of the receipt of PKNS operating income. As of December 31, 2021, PKNS assets valued at RM7,705.3 million consisting of RM4,123.8 million in current assets, RM201.6 million in fixed assets, RM350.9 million in real estate investments, RM2,412.7 million in investments and RM616.2 million in other properties. Meanwhile, PKNS' accumulated profit amounted to RM4,875.9 million.

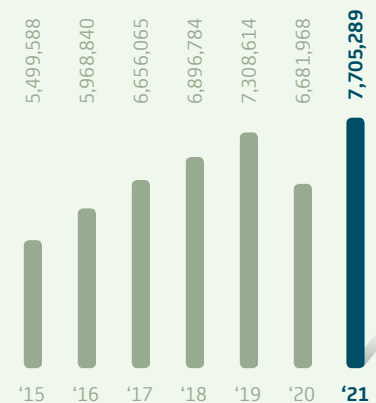
PENDAPATAN (RM'000) Revenue (RM'000)



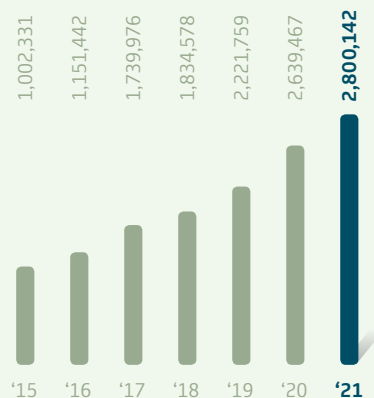
KEUNTUNGAN / (KERUGIAN) SEBELUM CUKAI (RM'000) Profit / (Loss) Before Tax (RM'000)



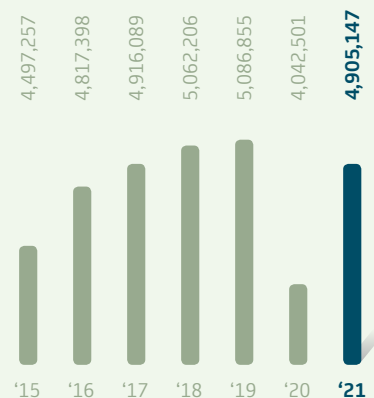
JUMLAH ASET (RM'000) Total Assets (RM'000)



JUMLAH LIABILITI (RM'000) Total Liabilities (RM'000)



JUMLAH EKUITI (RM'000) Total Equities (RM'000)



Nota / Note:
* Pengkelasan semula
pendapatan pada tahun
2018.

* Reclassification of
revenue in 2018.

PEMBANGUNAN USAHAWAN ENTREPRENEURIAL DEVELOPMENT

PENDAHULUAN

Dalam usaha membangunkan ekonomi dan ke arah kesejahteraan hidup rakyat, PKNS turut melaksanakan pelbagai inisiatif untuk merencanakan dan memantapkan pembangunan usahawan dalam kalangan penduduk di negeri Selangor. Melalui sekretariat Masyarakat Perdagangan dan Perindustrian Bumiputera (MPPB) yang ditubuhkan sejak tahun 1995, Bahagian Pembangunan Usahawan (BPU) menjadi peneraju usaha ini dalam melaksanakan segala dasar, strategi dan program MPPB di PKNS. Dalam memastikan kejayaan program pembangunan usahawan ini, segala aspek diambil kira termasuklah penyelidikan, pembangunan, khidmat nasihat dan pemantauan agar dapat membuahkan hasil.

Dasar

Membina masyarakat usahawan Bumiputera melalui pembedayaan, pembangunan, pemantapan dan jaringan usahawan.

Objektif

Mempertingkatkan keberkesanan pelaksanaan program keusahawanan bertujuan mewujudkan Masyarakat Perdagangan dan Perindustrian Bumiputera yang berdaya maju, berdaya saing dan berdaya tahan.

Pelbagai program pembangunan usahawan telah dirangka dan dilaksanakan oleh PKNS seperti berikut:

Program Pembedayaan

1. Program Perintis Usahawan (PPU)
2. Program Tunas Niaga (PROTUNe)
3. Program Usahawan Mahasiswa PKNS
4. Program Usahawan Siswazah PKNS (GROW)
5. Akademi Pembangunan Usahawan PKNS

Program Pemantapan

6. Vendor Inkubator Payung (VIP) PKNS
7. Sub Kontraktor Bumiputera (SKB) PKNS

Program Pembangunan

8. Penyewaan Ruang Niaga di Kompleks Beli Belah Swasta
9. Program Pemantapan 5 Usahawan (5U)

Program Jaringan

10. Penyewaan Ruang Pejabat Serba Lengkap (VIO by PKNS)
11. Ahli PKNS BizPoint (Program Jaringan Data Usahawan)
12. PKNS Biz Club
13. Penyewaan Bilik Seminar

INTRODUCTION

During the year, PKNS has actively implemented various efforts to develop the economy, towards enhancing the well-being of the people in the State of Selangor. These efforts includes PKNS initiatives to boost and strengthen entrepreneurial development among the people of the state. Through a secretariat, known as the Bumiputera Trade and Industry Community (MPPB) which was established since 1995, PKNS has created the Entrepreneur Development Division (EDD) to lead the efforts in implementing all MPPB policies, strategies and programmes at PKNS. In ensuring the success of this entrepreneurial development programmes, all aspects have been taken into consideration, which among others, including research, development, advisory services and monitoring in order to achieve the objective.

Policy

Building a community of Bumiputera entrepreneurs through acculturation, development, enhancement and networking of entrepreneurs.

Objective

Improving the effectiveness of the entrepreneurship programmes which have been implemented and aimed at creating a viable, competitive and resilient Bumiputera Trade and Industrial Community.

Various entrepreneur development programmes have been designed and implemented by PKNS as follows:

Acculturation Programme

1. Pioneer Entrepreneur Programme (PPU)
2. Tunas Niaga Entrepreneur Programme (PROTUNe)
3. PKNS Student Entrepreneur Programme (PUM)
4. PKNS Graduate Entrepreneur Programme (GROW)
5. PKNS Entrepreneurial Development Academy

Enhancement Programme

6. PKNS Vendor Incubator Programme (VIP)
7. PKNS Bumiputera Sub Contractor (SKB)

Development Programme

8. Commercial Space Rental in Private Shopping Complex
9. Enhancement Programme for 5 Entrepreneurs (5U)

Networking Programme

10. Fully Equipped Office Space Rental (VIO by PKNS)
11. Members of PKNS BizPoint (Entrepreneur Data Network Programme)
12. PKNS Biz Club
13. Seminar Room Rental



INISIATIF PROGRAM PEMBANGUNAN USAHAWAN OLEH PKNS PADA TAHUN 2021

Meskipun dalam keadaan kegiatan ekonomi yang masih terbatas pada sebahagian besar tahun 2021, PKNS terus melaksanakan program pembangunan keusahawannya melalui pelbagai kaedah yang bersesuaian dengan keadaan semasa berikutan langkah-langkah pembendungan penularan masih dilaksanakan pada tahun 2021, tatkala negara beransur-ansur memasuki fasa endemik daripada fasa pandemik pada tahun 2020. Walaupun tahap kawalan pergerakan telah dilonggarkan secara beransur-ansur, terdapat juga program keusahawanan yang tidak dapat dilaksanakan sepenuhnya pada tahun 2021. Berikut ialah laporan keusahawanan bagi tahun 2021:

PROGRAM PEMBUDAYAAN

1. PROGRAM PERINTIS USAHAWAN (PPU)

Mula dijalankan di enam buah sekolah rendah sejak tahun 2007, antara aktiviti yang dijalankan adalah promosi jualan, pertandingan saidinalympics keusahawanan dan kem perintis usahawan. Setiap tahun 20 pelajar dari setiap sekolah akan terlibat dalam program ini dan sehingga 2019 seramai 1,620 pelajar telah mengikuti program pembudayaan keusahawanan. Pelajar menjalankan perniagaan produk keluaran Syarikat Permainan Malaysia (SPM Games Sdn Bhd) dan juga produk Ryverra Chocolate Sdn Bhd di sekolah bermula bulan Februari sehingga Oktober 2019.

Bermula pada tahun 2015, peserta cilik ini diiktiraf di Konvensyen PROTUNE peringkat negeri Selangor.

Pada tahun 2019, lima (5) kategori telah dipertandingkan pada Konvensyen

PROTUNE peringkat negeri Selangor iaitu:

- i. Anugerah Jualan Sepanjang Tahun PPU Terbaik 2019
- ii. Anugerah Persembahan Pentas PPU Terbaik 2019
- iii. Anugerah Menara Saidina 3X PPU Terbaik 2019
- iv. Anugerah Guru Besar Terbaik 2019
- v. Anugerah Guru Perintis Terbaik 2019

ENTREPRENEURIAL DEVELOPMENT PROGRAMME INITIATIVES BY PKNS IN 2021

Despite economic activities were still limited for most of 2021, PKNS continued to implement its entrepreneurship development programme through various methods that are in line with the prevailing situation following the pandemic containment measures that were remained enforce in early part of 2021. As the year unfolded, the country makes a gradual transition to enter the endemic phase. Although the level of movement control has been gradually relaxed, there were also entrepreneurship programmes that cannot be fully implemented in 2021. Below are highlights of the entrepreneurship programme organised by PKNS in 2021:

ACCULTURATION PROGRAMME

1. PIONEER ENTREPRENEUR PROGRAMME (PPU)

Started in six primary schools in 2007, among others, the activities carried out comprising sales promotions, Saidinalympics entrepreneurship competitions and entrepreneur pioneer camps. Every year 20 students from each school will be involved in this programme. As at end of 2019, a total of 1,620 students have followed the entrepreneurship culture programme. Students run the business selling products produced by Syarikat Permainan Malaysia (SPM Games Sdn Bhd) and also Ryverra Chocolate Sdn Bhd in school from February until October 2019.

Starting in 2015, these young participants have been recognised at the PROTUNE Convention at the Selangor State level.

In 2019, five (5) categories were contested at the PROTUNE Convention, namely:

- i. Best PPU Year-round Sales Award 2019
- ii. Best PPU Stage Performance Award 2019
- iii. Saidina Tower Award 3X Best PPU 2019
- iv. Best Headmaster Award 2019
- v. Best Pioneer Teacher Award 2019

PEMBANGUNAN USAHAWAN ENTREPRENEURIAL DEVELOPMENT

Pada tahun 2020-2021, Mesyuarat sekretariat (PKNS dan JPS) telah memutuskan untuk menangguhkan program PPU kerana Kementerian Pendidikan Malaysia (KPM) tidak membenarkan para pelajar sekolah untuk membuat aktiviti kokurikulum di luar sekolah dan pihak luar tidak dibenarkan untuk memasuki kawasan sekolah.

2. PROGRAM TUNAS NIAGA (PROTUNE)

Dahulu dikenali sebagai Program Usahawan Muda (PUM) bertujuan membentuk dan memupuk budaya keusahawanan dalam kalangan pelajar sekolah menengah agar mereka mempunyai pengetahuan asas dalam memulakan dan melaksanakan perniagaan. Pada tahun 2021, PKNS telah menggunakan pendekatan secara *blended learning* (webinar dan secara fizikal) kepada pelajar yang terlibat dengan program ini. Pada tahun 2021, 50 buah sekolah menengah negeri Selangor terlibat dalam program dengan menubuhkan syarikat bertaraf Sendirian Berhad. PKNS bertindak sebagai pendaftar syarikat dan peserta dibimbing oleh dua orang guru, sementara syarikat dimiliki oleh 25 pemegang saham, serta ditadbir oleh 5 orang Pengurus Syarikat.

Pencapaian 2021

Sejak dilaksanakan pada tahun 1998 sehingga 2021, seramai 26,825 pelajar terlibat dan 1,075 buah syarikat telah ditubuhkan. Dari segi pencapaian kewangan pula, jumlah untung kasar dan bersih mengalami kemerosotan pada tahun 2021 berbanding dengan 2020. Pada tahun 2021 program ini mencatat untung kasar dan untung bersih masing-masing sebanyak RM165,497 dan RM56,094 berbanding dengan RM721,850 dan RM171,115 masing-masing pada tahun 2021. Kemerosotan diadakah dijangkakan berikutan kesan pandemik COVID-19 yang masih belum reda.

Kemenangan 2021 peringkat negeri Selangor

Johan bagi Kategori Syarikat Terbaik:
SMK Munshi Abdullah, Sabak Bernam

3. PROGRAM USAHAWAN MAHASISWA (PUM) PKNS

Program Usahawan Mahasiswa telah dilaksanakan sejak tahun 2003. Objektif PUM adalah untuk membentuk dan memupuk nilai-nilai keusahawanan dalam kalangan mahasiswa di negeri Selangor. Kumpulan sasar adalah Mahasiswa Tahun Akhir di Pusat Pengajian Tinggi Awam dan Swasta (IPTA/S). Memberi fokus latihan dan pembudayaan dalam kalangan mahasiswa Bumiputera di Institut-institut Pengajian Tinggi (IPT). Fokus kepada modul Usahawan Mahasiswa:

In 2020-2021, the secretariat, which is PKNS and Selangor Education Department (SED) has decided to postpone the PPU programme because the Ministry of Education Malaysia (MOE) did not allow school students to do extracurricular activities outside the school and outsiders were not allowed to enter school premises.

2. TUNAS NIAGA ENTREPRENEUR PROGRAMME (PROTUNE)

Formerly known as the Young Entrepreneur Programme (PUM) aimed at forming and fostering an entrepreneurial culture among high school students so that they have basic knowledge in starting and running a business. In 2021, PKNS used a blended approach learning (webinar and face-to-face) to students who involved in this programme. During the year under review, 50 secondary schools in the state of Selangor had involved in the programme by establishing companies with the status of private limited company (Sendirian Berhad). PKNS acted as the company registrar and participants were guided by two teachers, while the company is owned by 25 shareholders, and administered by 5 Company Managers.

2021 Achievement

Since the introduction of the programme in 1998 until 2021, a total of 26,825 students have been involved and 1,075 companies have been established. In term of financial achievements, the programme has experienced a decline in gross and net profit in 2021 compared with 2020. In 2021 this programme recorded gross profit and net profit of RM165,497 and RM56,094 respectively compared to RM721,850 and RM171,115 respectively in 2021. The declined is expected as the devastated impact from COVID-19 pandemic has not subsided.

Winner of Selangor State Level Programme

Champion for the Best Company Category:
SMK Munshi Abdullah, Sabak Bernam

3. PKNS STUDENT ENTREPRENEUR PROGRAMME (PUM)

The Student Entrepreneur Programme has been implemented since 2003. The objective of PUM is to nurture and inculcate entrepreneurial values among students in the state of Selangor. The target group is Final Year Students at Public and Private Higher Learning Institutions (IHL). The focus of this programme is on the training and fostering culture of entrepreneurship among Bumiputera students at IHL. The Focus of the Student Entrepreneurship module are as follows:

- ▶ Melahirkan generasi usahawan yang berilmu, beriman, berfikiran cergas, berdaya tahan, berdaya maju dan berdaya saing.
- ▶ Meningkatkan pengetahuan dan kemahiran usahawan Mahasiswa IPTA / IPTS dengan menubuhkan syarikat dan meningkatkan jualan Peserta yang mengikuti program perlu melalui temuduga yang dilakukan oleh UPM bertujuan untuk mengenal pasti calon-calon yang benar-benar berminat dan mempunyai kesungguhan di mana mereka akan dipilih dan dibimbing selama empat bulan atau satu semester.

Pengenalan Program PUM:

- ▶ Bagi Program PUM pada tahun 2021 dilaksanakan dalam tempoh 6 bulan.
- ▶ Jumlah peserta PUM bagi tahun 2021 adalah seramai 19 orang peserta.
- ▶ Kumpulan sasar adalah Mahasiswa tahun akhir atau semester akhir IPTA/S
- ▶ Pendekatan pembelajaran adalah secara *blended learning* iaitu fizikal dan secara dalam talian.
- ▶ Jumlah jualan keseluruhan peserta PUM bagi tahun 2021 adalah sebanyak RM515,896.00

4. PROGRAM USAHAWAN SISWAZAH PKNS (GROW)

Bertujuan membangun dan membimbing siswazah yang berpotensi untuk menjadi usahawan. Mereka akan dibimbing dari segi membuat rancangan perniagaan, mengurus kewangan, kaedah-kaedah pemasaran di samping pemantauan sasaran jualan secara mingguan, bulanan sehingga tamat program selama enam bulan.

Program yang dahulu dikenali sebagai PHASER telah dimulai pada tahun 2006 atas arahan Kementerian Pembangunan Usahawan dan Koperasi (MECD) sebagai usaha memartabatkan usahawan Bumiputera sejajar dengan Dasar Ekonomi Baru untuk membentuk Masyarakat Perdagangan dan Perindustrian yang berdaya tahan dan berdaya maju.

Pada tahun 2021:

- i) Sebanyak 11 kelas telah dijalankan (10 secara *online* dan 1 kelas fizikal) merangkumi 11 modul / topik.
- ii) 15 sesi *group coaching* telah dijalankan.
- iii) 25 sesi *one to one coaching* telah dijalankan.
- iv) 2 peserta GROW 2021 telah terpilih untuk menyertai Selangor

International Expo 2021 yang diadakan pada 18 – 21 November 2021 di Kuala Lumpur Convention Centre, KL.

- ▶ Creation of a generation of entrepreneurs who are knowledgeable, confident, positive thinking, resilient, viable and competitive.
- ▶ Improve the knowledge and skills of IHL students both in private and public institutions. Student entrepreneurs are given opportunity to set up companies and involve in sales. Participants who follow the programme must go through an interview conducted by UPM to identify candidates who are really interested and enthusiastic about entrepreneurship, whereby they will be selected and guided for four months or one semester.

Introduction to the PUM Programme:

- ▶ PUM Programme in 2021 will be implemented within 6 months.
- ▶ The total number of PUM participants for 2021 was 19.
- ▶ The target group is students in their final year or final semester of public and private IHL.
- ▶ The learning approach is blended learning that is face-to-face and online.
- ▶ Total sales of PUM participants for the year 2021 is RM515,896.00

4. PKNS GRADUATE ENTREPRENEURSHIP PROGRAMME (GROW)

The aimed of this programme is develop and guide graduates who have the potential to become entrepreneurs. They will be guided in terms of making a business plan, managing finances, marketing methods, in addition to monitoring sales targets on a weekly, monthly basis until the end of the six-month programme.

The programme formerly known as PHASER and started in 2006, following direction from the Ministry of Entrepreneurship and Cooperative Development (MECD) as an effort to promote Bumiputera entrepreneurs in line with the New Economic Policy to form a resilient and viable Bumiputera Commercial and Industrial Society.

Throughout 2021:

- i) A total of 11 classes have been conducted (10 onlines and 1 physical class) covering 11 modules / topics.
- ii) 15 group coaching sessions were conducted.
- iii) 25 sessions of one to one coaching were conducted.
- iv) Two participants from GROW 2021 were selected to participate in Selangor International Expo 2021 held on 18 – 21 November 2021 at the Kuala Lumpur Convention Centre, KL.

PEMBANGUNAN USAHAWAN ENTREPRENEURIAL DEVELOPMENT

Pencapaian peserta GROW 2021 secara keseluruhan:

i) Pengembangan Perniagaan

- ▶ Membina sistem agen dan stokis – melahirkan usahawan baharu
- ▶ Model perniagaan lebih jelas, berdaya maju dan berdaya tahan
- ▶ Menghasilkan produk dan perkhidmatan baru
- ▶ Mendigitalkan perniagaan melalui media sosial, *website* dan platform digital operasi perniagaan lebih teratur

ii) Peluang pekerjaan

- ▶ Menghasilkan 18 peluang pekerjaan tetap dan 8 pekerjaan separuh masa
- ▶ Memberi latihan kepada pekerja tetap / separuh masa
- ▶ Mencarum KWSP, PERKESO dan Insurans untuk pekerja

iii) Peningkatan jualan dan keuntungan

- ▶ Peningkatan jualan selepas 3 bulan program
- ▶ Peningkatan pengurusan rekod perbelanjaan dan pendapatan secara digital
- ▶ Mengawal dan merancang perbelanjaan
- ▶ Meningkatkan margin keuntungan minimum 15%

Pada tahun 2012, Program Usahawan Siswazah dinamakan semula sebagai GROW (*Graduate Realising Opportunities Way Forward*) dengan penambahbaikan modul. Sehingga kini seramai 393 peserta telah pun mengikuti program ini dengan jumlah hasil jualan keseluruhan syarikat dari tahun 2006 sehingga 2021 sebanyak RM35,699,494.15.

Jumlah jualan peserta GROW dalam tempoh 6 bulan sepanjang program pada tahun 2021 adalah sebanyak RM4,909,741.00.

5. AKADEMI PEMBANGUNAN USAHAWAN PKNS

Akademi Pembangunan Usahawan menyediakan latihan dan kelas bimbingan sebagai salah satu program dan platform yang penting untuk usahawan mendapatkan ilmu pengetahuan di samping mengukuhkan rangkaian perniagaan masing-masing. Oleh itu, BPU menganjurkan pelbagai kursus yang merangkumi latihan, seminar dan lawatan sambil belajar kepada usahawan dan bakal usahawan. Pendedahan

Achievements of GROW 2021 participants:

i) Business Development

- ▶ Building a system of agents and stockists – creating new entrepreneurs
- ▶ The business model is clearer, viable and resilient
- ▶ Produce new products and services
- ▶ Digitalise business through social media, websites and digital platforms Business operations are more organised

ii) Job opportunities

- ▶ Generated 18 permanent job opportunities and 8 part-time jobs
- ▶ Provide training to permanent / part-time employees
- ▶ Contribute to EPF, SOCSO and Insurance for employees

iii) Increased sales and profits

- ▶ Increased sales after 3 months of the programme
- ▶ Improved management of expenses and income by recording digitally
- ▶ Control and plan expenses
- ▶ Increased the minimum profit margin by 15%

In 2012, the Graduate Entrepreneur Programme was rebranded as GROW (Graduate Realising Opportunities Way Forward) with improvements to the modules. Up to now a total of 393 participants have already followed this programme with the total sales revenue of the company from 2006 to 2021 amounting to RM35,699,494.15.

The total sales of GROW 2021 participants for the first 6-month amounted to RM4,909,741.00.

5. PKNS ENTREPRENEUR DEVELOPMENT ACADEMY

PKNS Entrepreneur Development Academy provides training and guidance classes, and serves as one of the important programmes and platforms for entrepreneurs to gain knowledge. This platform also important for the participants to strengthen their respective business networks. Therefore, PKNS EDD has been organising various courses that include training, seminars and study tours for entrepreneurs and potential entrepreneurs. Exposures gained through the Entrepreneur Development Academy will have a positive impact on entrepreneurs, especially entrepreneurs who are new to business ventures.

melalui Akademi Pembangunan Usahawan ini akan memberikan impak yang positif kepada usahawan khususnya usahawan yang baru menceburi bidang perniagaan.

Pada tahun 2021, seramai 263 peserta telah menyertai bengkel yang dilaksanakan mengikut keperluan semasa usahawan samada secara maya atau fizikal. Hebahan program ini dilakukan melalui e-mail, sms blast, biz data, keahlian BizClub dan portal Bahagian Pembangunan Usahawan.

PROGRAM PEMANTAPAN

6. VENDOR INKUBATOR PAYUNG (VIP) PKNS

Program ini merupakan sebuah usaha pembangunan yang tersusun dan terancang bagi melahirkan Masyarakat Perdagangan dan Perindustrian Bumiputera yang kompeten dalam membekalkan bahan binaan dan perkhidmatan yang berkaitan dengan industri pembangunan hartanah melalui penglibatan mereka di dalam projek-projek hartanah PKNS.

Objektif Program

- ▶ Membangunkan keupayaan & kompetensi vendor bumiputera (pengilang) sebagai pembekal bahan binaan yang mempunyai daya saing yang tinggi di dalam industri hartanah.
- ▶ Membantu vendor bumiputera untuk membangunkan produk bahan binaan yang berkualiti tinggi melalui amalan pengilangan dan bekalan yang terbaik.
- ▶ Membantu pengembangan perniagaan vendor bumiputera melalui pewujudan saluran dan jaringan perniagaan dengan entiti lain di dalam pasaran.

Pencapaian

- ▶ Bagi tempoh 25 tahun iaitu dari tahun 1996 sehingga 2021, PKNS telah menggunakan produk-produk bahan binaan keluaran syarikat yang berdaftar di bawah program VIP PKNS di dalam projek-projek pembinaan PKNS. Pada tahun 2021, nilai jualan produk VIP adalah sebanyak RM822, 715.19.

Jumlah syarikat:

| | |
|-------------------------------------|----------------------|
| Bingkai pintu dan tingkap | : 5 syarikat |
| Perkhidmatan Kawalan serangga | : 4 syarikat |
| Kekuda Bumbung | : 2 syarikat |
| Lightning & Surge Protection System | : 1 syarikat |
| Pintu Kayu | : 1 syarikat |
| Cat | : 1 syarikat |
| JUMLAH | : 14 syarikat |

7. SUB KONTRAKTOR BUMIPUTERA (SKB) PKNS

Program ini merupakan sebuah usaha pembangunan yang tersusun dan terancang bagi melahirkan sub-kontraktor bumiputera yang kompeten di dalam melakukan kerja-kerja kontrak dan perkhidmatan yang berkaitan dengan industri pembangunan hartanah melalui penglibatan mereka di dalam projek-projek hartanah PKNS.

In 2021, a total of 263 participants had participated in the workshop which was carried out according to the prevailing needs of entrepreneurs either virtually or face-to-face. Announcement of these programme were done via e-mail, SMS blast, biz data, BizClub membership and Entrepreneur Development Division portal.

ENHANCEMENT PROGRAMME

6. PKNS VENDOR INCUBATOR PROGRAMME (VIP)

The programme is an organised and planned development effort to nurture a Bumiputera Commercial and Industrial Community that is competent in supplying building materials and services related to the real estate development industry through their involvement in PKNS real estate projects.

Programme's objective

- ▶ Develop the ability & competency of Bumiputera vendors (manufacturers) as suppliers for building materials that are highly competitive in the real estate industry.
- ▶ Assist bumiputra vendors to develop high quality building material products through best manufacturing and supplying practices.
- ▶ Assisting the business development of Bumiputera vendors through the creation of business channels and networks with other entities in the market.

Achievement

- ▶ For the past 25 years, that is, from 1996 to 2021, PKNS has used construction material products produced by companies registered under the PKNS VIP programme in PKNS construction projects. In 2021, the sales value of VIP products stood at RM822, 715.19.

Number of companies:

| | |
|-------------------------------------|-----------------------|
| Door and window frames | : 5 companies |
| Insect Control Services | : 4 companies |
| Roof Truss | : 2 companies |
| Lightning & Surge Protection System | : 1 company |
| Wooden Doors | : 1 company |
| Paint | : 1 company |
| TOTAL | : 14 companies |

7. PKNS BUMIPUTERA SUB-CONTRACTOR (SKB) PROGRAMME

The programme is an organised and planned development effort to produce Bumiputera sub-contractors who are competent in performing contract works and services related to the real estate development industry through their involvement in PKNS real estate projects. SKB's work allocation for a project is 10 percent of the total contract for exterior building work focused on civil, electrical and landscaping.

PEMBANGUNAN USAHAWAN ENTREPRENEURIAL DEVELOPMENT

Peruntukan kerja SKB bagi sesuatu projek adalah 10 peratus dari jumlah kontrak bagi kerja luaran bangunan tertumpu kepada bidang sivil, elektrik dan landskap.

Objektif Program

- ▶ Menjadi salah satu platform berstruktur untuk meningkatkan kualiti kerja-kerja kontrak oleh kontraktor.
- ▶ Mewujudkan kontraktor binaan yang pakar dan mahir dalam kerja-kerja kontrak
- ▶ Membuka peluang untuk kontraktor bumiputera meningkatkan keupayaan mereka bagi memastikan ruang penglibatan yang lebih tinggi di dalam industri ini.
- ▶ Membantu perkembangan kontraktor dari kelas kecil ke kelas lebih tinggi melalui proses peningkatan atau penggabungan

Jumlah Syarikat:

| | |
|--------------------|----------------------|
| Sivil | : 13 syarikat |
| Sivil & Elektrikal | : 6 syarikat |
| Elektrikal | : 10 syarikat |
| Landskap | : 9 syarikat |
| Besi | : 5 syarikat |
| JUMLAH | : 43 syarikat |

Pencapaian

- ▶ Bagi tempoh 17 tahun iaitu dari tahun 2003 sehingga 2021, PKNS telah menawarkan kerja kepada SKB dengan nilai tawaran kerja sebanyak RM132,570.304.71 juta dalam pelbagai bidang kerja iaitu sivil, elektrik dan landskap.
- ▶ PKNS juga telah berjaya melahirkan syarikat kontraktor yang berkemampuan tinggi dalam melaksanakan kerja-kerja luaran bangunan dalam projek PKNS mahupun di organisasi luar dengan pencapaian tujuh syarikat yang berjaya sebagai syarikat kontraktor dengan grad CIDB G7.

PROGRAM PEMBANGUNAN

9. PENYEWAAN RUANG NIAGA DI KOMPLEKS BELI BELAH SWASTA

PKNS telah membeli 5 lot perniagaan di Amcorp Mall dengan menggunakan geran MECD berjumlah RM6.3 juta. Program ini bertujuan memberi bantuan dari segi subsidi penyewaan di kompleks perniagaan swasta dan diberikan kepada peniaga retail.

Peniaga-peniaga Bumiputera akan mendapat tempat dan mampu bersaing di kompleks membeli belah swasta terutama di Lembah Klang.

Programme's objective

- ▶ Become one of the structured platforms to improve the quality of contract works by contractors.
- ▶ Creating construction contractors who are experts and skilled in contract works
- ▶ Opening up opportunities for bumiputera contractors to improve their capabilities and to ensure a higher involvement space in the industry.
- ▶ Assisting the development of contractors from small class to higher class through the process of upgrading or merging

Number of companies:

| | |
|--------------------|-----------------------|
| Civil | : 13 companies |
| Civil & Electrical | : 6 companies |
| Electrical | : 10 companies |
| Landscape | : 9 companies |
| Iron | : 5 companies |
| TOTAL | : 43 companies |

Achievement

- ▶ For 17 years spanning from 2003 to 2021, PKNS has been offering works to SKB valued at RM132,570.304.71 million in various fields of work namely civil, electrical and landscaping.
- ▶ PKNS has also successfully created contractors that are highly competent in carrying out external building works not only for PKNS projects but also for external organisations. A total of seven contractors have been successfully established with CIDB grades G7.

DEVELOPMENT PROGRAMME

9. RENTAL OF BUSINESS SPACES IN A PRIVATE SHOPPING COMPLEX

PKNS has bought 5 business lots in Amcorp Mall by using MECD grant amounting to RM6.3 million. This programme aims to provide assistance in terms of rental subsidies in private business complexes to be used by the retail traders.

Bumiputera traders will find spaces and be able to compete in private shopping complexes, especially in the Klang Valley.

10. PROGRAM PEMANTAPAN 5 USAHAWAN (5U)

Program 5U bertujuan melahirkan usahawan yang mampu berdaya saing ke tahap yang lebih tinggi melalui sokongan kemahiran pengurusan bisnes, kewangan dan peluang perniagaan.

Usahawan ini akan dibimbing dari mula penubuhan syarikat atau melalui pengambilalihan saham syarikat usahawan oleh PKNS berdasarkan kepada kriteria dan syarat-syarat yang ditetapkan oleh PKNS.

Objektif Program

- ▶ Untuk melahirkan usahawan yang mempunyai kualiti yang tinggi seperti ciri-ciri berikut:
 - i. Mampu bersaing di pasaran luar samada di peringkat tempatan malahan mungkin di peringkat antarabangsa. Usahawan ini tidak hanya bergantung kepada projek-projek PKNS.
 - ii. Memiliki perniagaan dan syarikat yang berdaya maju yang dapat melonjakkan syarikat ke peringkat yang lebih tinggi seperti disenaraikan di bursa saham.
 - iii. Memiliki perniagaan yang mempunyai jenama yang dipercayai dan popular di kalangan pelanggan.
 - iv. Memiliki kesinambungan perniagaan yang baik dan mampu berdikari daripada aspek sumber kewangan.
 - v. Memiliki kemahiran dan keupayaan untuk terus berjaya dan berkembang apabila PKNS tidak lagi membantu secara langsung dan boleh berdikari. Sehingga tahun 2021, tiga (3) syarikat usahawan telah berjaya dilantik sebagai usahawan di bawah program ini.

PROGRAM JARINGAN

11. PENYEWAAN RUANG PEJABAT SERBA LENGKAP (VIO) PKNS

“Virtual Office” (VIO) PKNS diwujudkan sebagai kesinambungan kepada program Skim Pejabat Inkubator PKNS, yang mula beroperasi pada 1 November 2010.

Lokasi pejabat VIO PKNS ialah di Tingkat 2, PKNS BizPoint, No. 67B, Jalan Plumbum P7/P, Seksyen 7, Shah Alam.

Sebanyak 40 pejabat eksekutif dan 500 pejabat maya disewakan kepada para usahawan dengan kadar sewa yang berpatutan antara RM60 sehingga RM3,000 sebulan bergantung pada jenis pejabat yang dipilih sama ada pejabat biasa atau eksklusif.

Sehingga tahun 2021, sebanyak RMRM4,733,516.45 nilai kutipan sewa telah dikutip melalui program ini.

10. ENTREPRENEURS STRENGTHENING PROGRAMME FOR 5 ENTREPRENEURS (5U)

The 5U programme aims to produce entrepreneurs who are able to compete at a higher level through the support of business management skills, finance and business opportunities.

These entrepreneurs will be given guidance from the commencement of the company or through the acquisition of shares of the entrepreneur’s company by PKNS based on the criteria and the conditions set by PKNS.

Objectives:

- ▶ To produce high quality entrepreneurs with the following characteristics:
 - i. Able to compete in the foreign markets either locally or even internationally. These entrepreneurs do not only depend on PKNS projects.
 - ii. Own a viable business and company that can propel the company to a higher level such as being listed on the stock exchange.
 - iii. Own a business that has a brand that is trusted and popular among customers.
 - iv. Having good business continuity and being able to be independent from the aspect of financial resources.
 - v. Having the skills and ability to continue to succeed and grow when PKNS no longer helps directly and can be independent. Until 2021, three (3) entrepreneurial companies have been successfully appointed as entrepreneurs under this programme.

NETWORKING PROGRAMME

11. WELL-EQUIPPED OFFICE SPACE (VIO) by PKNS

PKNS Virtual Office (VIO) has been introduced as a continuation for the PKNS Incubator Office Scheme programme, which began its operation on 1 November 2010.

PKNS VIO is located at the 2nd Floor, PKNS BizPoint, No. 67B Jalan Plumbum P7 /P, Section 7, Shah Alam.

A total of 40 executive offices and 500 virtual offices are rented out to entrepreneurs at reasonable rental rates ranging from RM60 to RM3,000 per month depending on the type of office chosen, either regular or exclusive types.

As at end of 2021, a total of RM4,733,516.45 worth of rental collection has been collected through the programme.

PEMBANGUNAN USAHAWAN ENTREPRENEURIAL DEVELOPMENT

12. AHLI PKNS BIZDATA

Ahli PKNS BizPoint (APB) merupakan hab simpanan data usahawan yang lengkap dan dikumpul melalui beberapa program kelolaan Bahagian Pembangunan Usahawan. Tiada caj bayaran dikenakan bagi mendaftar untuk menjadi ahli. Peserta yang menyertai program anjuran BPU secara automatik akan menjadi APB.

Hub ini merupakan satu sistem jaringan maklumat berkaitan keahlian, aktiviti, produk, penyertaan program, dan galakan dengan berkesan di antara ahli dan PKNS. Ia mewujudkan satu medium perhubungan dan perkembangan kerjaya atau perniagaan ahli yang pernah mengikuti kursus anjuran PKNS.

Sehingga tahun 2021, keahlian berdaftar adalah seramai 7,757 orang.

13. PKNS BIZCLUB

Berfungsi sebagai sebuah hub usahawan yang menyediakan ruang kerja, ruang acara dan ruang iklan yang boleh digunakan oleh usahawan yang berdaftar sebagai ahli untuk menjalankan operasi harian perniagaan.

1. Ruang Kerja: Tempat perbincangan dan ruang kerja yang produktif
2. Ruang Acara: Acara dan program santai dengan pelbagai format dan tujuan
3. Komuniti: Pertemuan komuniti usahawan pelbagai tahap dari yang baharu sehinggalah kepada yang berpengalaman.

Pada tahun 2019 hingga 2021, keahlian BizClub adalah seramai 140 orang.

14. PENYEWAAN BILIK SEMINAR

PKNS turut menyediakan pelbagai pakej sewaan yang bersesuaian dan menarik untuk usahawan yang ingin menyewa ruang lengkap dan selesa bagi menjalankan seminar, mesyuarat dan sebagainya.

Empat buah bilik seminar yang lengkap disediakan dengan kemudahan ruang menunggu, ruang jamuan, internet berkelajuan tinggi dan ruang solat di Tingkat 3, PKNS BizPoint di Seksyen 7, Shah Alam.

Pada tahun 2021, sebanyak 50 penyewa telah menggunakan kemudahan bilik seminar untuk menjalankan pelbagai program namun atas faktor PKP, jumlah penyewaan berkurang kerana perlu mematuhi SOP yang telah ditetapkan oleh pihak kerajaan.

12. PKNS BIZDATA MEMBERSHIP

PKNS BizPoint Membership (PBM) is a complete entrepreneur data storage hub that are collected through several programmes organised by the EDD. There is no fee to register to join the membership. Participants who participate in programmes organised by EDD will automatically become PBM.

This hub is an information network system related to membership, activities, products, programme participation. It serves as an effective promotional networking platform between members and PKNS. It serves as a medium of communication and tracking platform for member's career or business development, for those who participated in any courses organised by PKNS.

At the end of 2021, a total 7,757 members have registered for PBM

13. PKNS BIZ CLUB

The club has been functioning as an entrepreneur hub that provides workplace, event and advertisement spaces that can be used by entrepreneurs who are registered as members to carry out daily business operations.

1. Workplace Space: Spaces for productive discussion and workplace.
2. Event Space: Spaces for events and leisure programmes with various formats and purposes
3. Community Space: Spaces for entrepreneurs' community meeting of various levels, from new to experience entrepreneurs.

From 2019 to 2021, a total 140 entrepreneurs have become members of BizClub.

14. SEMINAR ROOM RENTAL

PKNS also provides various suitable and attractive rental packages for entrepreneurs who want to rent a complete and comfortable space to conduct seminars, meetings and others.

Four complete seminar rooms are provided with the facilities of a waiting room, a banquet room, high-speed internet and a prayer room located at the 3rd Floor, PKNS BizPoint in Section 7, Shah Alam.

In 2021, there were 50 tenants that had used the seminar room facility to run various programmes but due to MCO, the number of rentals has decreased due to the need to adhere to the SOP enforced by the government.

INISIATIF PROGRAM INTEGRITI & PENGURUSAN RISIKO (IPR)

INTEGRITY & RISK MANAGEMENT INITIATIVES PROGRAMMES (IPR)

PKNS terus unggul sebagai agensi pembangunan hartanah di bawah Kerajaan Negeri Selangor. Namun begitu, perbadanan ini tetap sedar tentang tanggungjawabnya untuk memastikan pengagihan ekonomi yang adil dan pertumbuhan sosio-ekonomi melalui pelaksanaan dasar-dasar kerajaan dalam mewujudkan kestabilan, keharmonian dan keadilan sosial khususnya di negeri Selangor. Oleh yang demikian, Pengurusan PKNS terus komited dalam memastikan pemerkasaan Integriti dan Tadbir Urus Korporat diamalkan bagi membentuk budaya kerja berprestasi tinggi dalam warga kerja, sekali gus menyumbang ke arah kecemerlangan prestasi PKNS.

PKNS tegas dengan pandangannya terhadap gejala rasuah. Gejala ini merupakan isu kritikal yang perlu ditangani secara sistematik dan menyeluruh kerana ia boleh menyebabkan berlakunya peningkatan kepada jumlah kos modal serta pembangunan bagi pelaksanaan sesuatu program atau projek. Oleh yang demikian, Program Pengukuhan Integriti dan Tadbir Urus Korporat Terbaik (*Good Corporate Governance*) telah mula dirangka oleh PKNS sejak tahun 2011 selaras dengan pelaksanaan Sistem Integriti Korporat PKNS.

Pelaksanaan program atau inisiatif integriti secara berterusan penting dalam memastikan kesedaran dan kefahaman mengenai integriti, rasuah dan tadbir urus dalam kalangan anggota PKNS. Ini sekaligus dapat menyumbang kepada pementapan imej dan menambahbaik kualiti penyampaian perkhidmatan kepada masyarakat, selaras dengan aspirasi kerajaan bagi menghapuskan segala gejala rasuah di negara ini.

Pelaksanaan Pengurusan Risiko di PKNS juga merupakan langkah tepat dalam memastikan kelestarian (*sustainability*) perniagaan PKNS bagi tempoh masa panjang. Sistem pengurusan risiko yang mantap memainkan peranan penting dalam memastikan PKNS di landasan pertumbuhan mampan, seterusnya menyediakan nilai jangka panjang yang baik kepada semua pihak yang berkepentingan.

Pada tahun 2021, pelaksanaan program integriti PKNS diteruskan dengan agenda pemerkasaan integriti dan tadbir urus korporat terbaik walaupun mendepani cabaran pandemik COVID-19 dan pelaksanaan Perintah Kawalan Pergerakan (PKP) oleh Kerajaan bagi mengawal penyebaran virus COVID-19.

Bahagian IPR telah mengadakan dua (2) siri Taklimat Integriti kepada anggota PKNS bagi memberi pendedahan

PKNS continues to excel as a real estate development agency under the Selangor State Government. Nevertheless, this corporation remains aware of its responsibility to ensure fair economic distribution and socio-economic growth through the implementation of government policies in creating stability, harmony and social justice, especially in the State of Selangor. Therefore, PKNS Management remains committed to ensuring that Integrity and Corporate Governance empowerment is practiced in order to form a high-performance work culture among employees, and hence, contributing towards the PKNS excellent performance.

PKNS remain firm with its views on the symptoms of corruption. This symptom is a critical issue that needs to be dealt with systematically and comprehensively because it can cause an increase in the total cost of capital and development for a programme or project. Therefore, a Programme for Strengthening Integrity and Good Corporate Governance has been initiated by the cooperation since 2011 in line with the implementation of the PKNS Corporate Integrity System.

The continuous implementation of integrity programmes or initiatives is important in ensuring awareness and understanding of integrity, corruption and governance among PKNS staff. This can contribute to the strengthening of image and improving the quality of service delivery to the community, in line with the government's aspirations to eliminate all symptoms of corruption in this country.

The implementation of Risk Management at PKNS is also the right step in ensuring the sustainability of PKNS's business for a long period of time. A robust risk management system plays an important role in ensuring PKNS is on a sustainable growth path, thereby providing good long-term value to all stakeholders.

In 2021, the implementation of the PKNS integrity programme continues with the best corporate governance and integrity empowerment agenda despite the challenges of the COVID-19 pandemic and the implementation of the Movement Control Order (MCO) by the Government to control the spread of the COVID-19 virus.

The IPR Division had organised two series of Integrity Briefings for PKNS staff to provide exposure regarding Ethics

INISIATIF PROGRAM INTEGRITI & PENGURUSAN RISIKO (IPR)

INTEGRITY & RISK MANAGEMENT INITIATIVES PROGRAMMES (IPR)

berhubung Etika dan Integriti sepanjang bekerja di rumah serta pembudayaan etika dan integriti dalam mendepani norma baharu COVID-19. Seterusnya Bahagian IPR dengan kerjasama Bahagian Perundangan dan Keselamatan telah mengadakan sesi Taklimat Integriti kepada Panel Peguam serta Syarikat Kawalan Keselamatan.

Pelan Antirasuah Organisasi (OACP) merupakan satu dokumen dasar antirasuah di peringkat organisasi bertujuan untuk menangani permasalahan dan kelemahan governans, integriti dan antirasuah dalam organisasi. Selaras dengan Pelan Antirasuah (NACP) 2019-2023 di bawah inisiatif 2.1.5, yang mewajibkan sektor awam dan inisiatif 6.2.1. yang mewajibkan Badan Berkanun, Syarikat Milik Kerajaan, Syarikat Terhad Dengan Jaminan dan sektor swasta yang dikawal selia oleh badan kawal selia untuk membangunkan OACP.

Bagi memastikan pembangunan Pelan Antirasuah Organisasi (OACP) PKNS dijalankan secara sistematik dan sempurna, Bahagian IPR telah mengadakan Bengkel Pengemaskinian & Pemurnian Integriti OACP seterusnya mengadakan Majlis Pelancaran OACP. Bahagian IPR turut mengadakan sesi perbincangan Daftar Risiko OACP PKNS bersama *Champion Integrity* (CI) yang mewakili bahagian-bahagian terlibat bagi memberi penerangan dan penetapan CI, persiapan proses pelaporan untuk pelaksanaan fasa pemantauan dan penilaian.

Membentuk Kerangka Pengurusan Risiko secara Bersepadu merupakan Strategi Jangka Pendek PKNS yang perlu dibangunkan dan dimuktamadkan pada September 2021. Ianya bertujuan untuk mengkaji dan menyelaras garis panduan Pengurusan Risiko PKNS seterusnya membentuk kerangka Pengurusan Risiko Bersepadu PKNS. Pengurusan Risiko yang teratur dan baik dalam PKNS merupakan sebahagian daripada strategi perniagaan peringkat korporat untuk mengembangkan dan memelihara budaya pengurusan risiko yang kuat di semua fungsi dalam organisasi. Sebanyak 10 sesi mesyuarat telah diadakan bermula pada Januari 2021 hingga Ogos 2021 bagi Pembentukan Kerangka Pengurusan Risiko Bersepadu PKNS.

Berikutan PKP yang diumumkan oleh Kerajaan pada 18 Mac 2020 bagi membendung penularan wabak COVID-19, Majlis Keselamatan Negara (MKN) telah mengeluarkan beberapa SOP yang perlu dipatuhi oleh semua organisasi di Malaysia di mana hanya perkhidmatan *essential* sahaja yang dibenarkan beroperasi manakala bagi perkhidmatan bukan *essential* perlu menutup premis mereka kecuali dengan kebenaran.

and Integrity while working at home as well as inculcating ethics and integrity in facing the new norms due to COVID-19. In addition, the IPR Division in collaboration with the Legal and Security Division had organised an Integrity Briefing session for the Panel of Lawyers and the Security Company.

The Organisational Anti-Corruption Plan (OACP) is an anti-corruption policy document at the organisational level aimed at addressing problems and weaknesses in governance, integrity and anti-corruption in the organisation. In line with the National Anti-Corruption Plan (NACP) 2019-2023 under initiative 2.1.5, which mandates the public sector and initiative 6.2.1. which obligates Statutory Bodies, Government Owned Companies, Companies Limited By Guarantee and the private sector regulated by regulatory bodies to develop OACP.

In order to ensure that the development of the PKNS OACP is carried out in a systematic and perfect manner, the IPR Division had organised a Workshop on Updating & Refining the Integrity of the OACP and subsequently organising an Organisational Anti-Corruption Plan (OACP) Launching Ceremony. The IPR Division also held a discussion session on the PKNS OACP Risk Register together with the Champion Integrity (CI), the involved parties to explain and set the CI, preparing the reporting process for the implementation of the monitoring and evaluation phase.

Forming an Integrated Risk Management Framework has been a PKNS Short-Term Strategy that needs to be developed and finalised in September 2021. It aimed to study and coordinate PKNS Risk Management guidelines and further form a PKNS Integrated Risk Management framework. Proper and organised Risk Management in PKNS is part of the corporate level business strategy to develop and maintain a strong risk management culture across all functions in the organisation. A total of 10 meeting sessions have been scheduled starting from January 2021 to August 2021 for the Formation of the PKNS Integrated Risk Management Framework.

Following the MCO announced by the Government on 18 March 2020 to curb the spread of the COVID-19 pandemic, the National Security Council (NSC) had issued several SOPs that must be followed by all organisations in Malaysia where only essential services are allowed to operate, while non-essential services need to close their premises except with permission.

Lantaran itu, 10 bahagian telah dipilih untuk melihat keberkesanan Pelan Kesenambungan Perniagaan (PKP) / Business Continuity Management (BCM) yang telah dibangunkan dalam mendepani cabaran bekerja semasa bencana COVID-19 ini. Bahagian-bahagian yang dipilih merupakan bahagian yang kritikal di PKNS berdasarkan waktu maksimum yang membolehkan operasi dihentikan (MTD) bahagian tersebut. Bahagian IPR telah membangunkan satu templet khas untuk memudahkan urusan penyelarasan bagi mengenalpasti objektif bahagian yang boleh dilaksanakan dan mitigasi terhadap objektif yang tidak boleh dilaksanakan. Satu sesi Taklimat Simulasi Pelan Kesenambungan Perniagaan (Pandemik) telah diadakan bagi menerangkan konsep pengisian templat tersebut.

Antara program atau inisiatif integriti yang telah dilaksanakan oleh PKNS untuk terus mempergiatkan usaha IPR pada tahun 2021 adalah seperti berikut:

Hence, 10 sections had been selected to observe the effectiveness of the Business Continuity Management (BCM) Plan that was developed in facing the challenges of working condition during the COVID-19 pandemic. The selected parts are critical parts in PKNS based on the maximum time that allows the operation to be stopped (MTD) of the part. The IPR Division had developed a special template to facilitate coordination matters to identify the objectives of the division that can be implemented and mitigate against objectives that cannot be implemented. A Business Continuity Plan (Pandemic) Simulation Briefing session was held to explain the concept of filling out the template.

Among the integrity programmes or initiatives that had been implemented by PKNS to continue intensifying IPR efforts in 2021 were as follows:

| Bil. / No. | Program / Programme | Tarikh / Date |
|------------|--|--|
| 1. | Bengkel Pengemaskinian & Pemurnian Integriti Pelan Antirasuah Organisasi (OACP) / Organisational Anti-Corruption Plan (OACP) Integrity Update & Refinement Workshop | 13, 14 dan 22 Januari 2021 13, 14 dan 22 January 2021 |
| 2. | Membentuk Kerangka Pengurusan Risiko Secara Bersepadu di PKNS / Developed an Integrated Risk Management Framework at PKNS | Januari 2021 - Ogos 2021 January 2021 - August 2021 |
| 3. | Taklimat Integriti kepada Panel Peguam bersama Bahagian Perundangan (Program Meet & Greet) / Integrity Briefing to the Panel of Lawyers with the Legal Division (Meet & Greet Programme) | 17, 18 dan 22 Mac 2021 17, 18 and 22 March 2021 |
| 4. | Taklimat Integriti kepada Syarikat Kawalan Keselamatan bersama Bahagian Keselamatan (Program Taklimat Setuju Terima Tawaran dan Cabutan Undi Bagi Perkhidmatan Syarikat Kawalan Keselamatan di Premis Bangunan dan Kawasan Projek PKNS untuk Tahun 2021-2024) / Integrity Briefing to the Security Company with the Security Division (Briefing Programme on the Agreement to Accept Bids and Voting for Security Company Services at PKNS Building Premises and Project Areas for the Year 2021-2024) | 4 Mei 2021 4 May 2021 |
| 5. | Taklimat Simulasi Pelan Kesenambungan Perniagaan (Pandemik) / Business Continuity Plan Simulation Briefing (Pandemic) | 20 Ogos 2021 20 August 2021 |
| 6. | Majlis Pelancaran Pelan Antirasuah Organisasi (OACP) PKNS / PKNS Organisational Anti-Corruption Plan (OACP) Launching Ceremony | 30 Ogos 2021 30 August 2021 |
| 7. | Taklimat Integriti Siri 1 secara atas talian "Etika dan Integriti Sepanjang Bekerja Dari Rumah" / Online Integrity Briefing Series 1 "Ethics and Integrity While Working From Home" | 22 September 2021 22 September 2021 |
| 8. | Taklimat Integriti 2 secara atas talian "Pembudayaan Etika dan Integriti Dalam Mendepani Norma Baharu COVID-19: Isu dan cabaran" / Online Integrity Briefing 2 "The Cultivation of Ethics and Integrity in Facing the New Norms of COVID-19: Issues and Challenges" | 7 Oktober 2021 7 October 2021 |
| 9. | Sesi Semakan, Pemurnian dan Pelan Inisiatif OACP PKNS / PKNS OACP Review, Refinement and Initiative Plan Session | 10 hingga 16 November 2021 10 to 16 November 2021 |



BAB / CHAPTER 04

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PROGRAM TANGGUNGJAWAB SOSIAL KORPORAT CORPORATE SOCIAL RESPONSIBILITY PROGRAMMES

Bagi melahirkan komuniti yang mampan, PKNS sebagai peneraju hartanah di Selangor turut mengambil kira keseimbangan pembangunan fizikal dan modal insan dalam setiap projeknya. Justeru saban tahun, PKNS tidak pernah melupakan masyarakat yang kurang bernasib baik di seluruh negeri Selangor, dan lantaran itu, mereka dibantu melalui pelbagai program di bawah inisiatif agenda Tanggungjawab Sosial Korporat (CSR) PKNS. Terdapat pelbagai program CSR yang dianjurkan PKNS – ada yang dianjurkan secara tetap, dan ada juga secara berkala serta bermusim, mengikut keperluan komuniti secara bersasar. Namun demikian, susulan pandemik COVID-19 yang melanda negara bermula sejak suku pertama tahun 2020, banyak program terpaksa ditangguhkan untuk keseluruhan tahun 2020 dan sebahagian besar tahun 2021.

Pada tahun 2021, program CSR PKNS ditumpukan terutamanya untuk membantu komuniti rentan yang terjejas dengan pandemik COVID-19 sejak tahun 2020. Namun begitu, susulan bencana banjir luar biasa pada penghujung 2021, PKNS telah menggerakkan jentera CSR untuk turut ke padang menghulur bantuan kepada anggota PKNS dan komuniti sekitar negeri Selangor yang terjejas teruk.

Prihatin kepada nasib anggota yang terjejas dalam kejadian banjir membabitkan beberapa kawasan di Selangor pada 18 Disember 2021, PKNS tampil menyalurkan bantuan pantas kepada mangsa yang terlibat. Menerusi penubuhan Jawatankuasa Penyelarasan Banjir PKNS, pelbagai bantuan disalurkan meliputi wang tunai barangan keperluan serta bantuan khidmat pembersihan rumah. Secara keseluruhan, seramai 134 anggota PKNS telah dikenal pasti menjadi mangsa dan pasukan sukarelawan telah digerakkan bermula dari 20 sehingga 24 Disember lalu untuk membantu mereka. Sehingga 29 Disember 2021, sebanyak 29 buah rumah anggota telah dibersihkan melibatkan kawasan kediaman di Seksyen 23, Taman Sri Muda, Puchong, Hulu Langat, Bukit Lanchong dan daerah Klang. Kerja-kerja sukarelawan dan sumbangan ini dihulurkan kepada anggota terkesan yang belum menerima bantuan. Selain bantuan kepada anggota, PKNS turut menyalurkan sumbangan kepada Pejabat Daerah dan Tanah Kuala Langat, Tabung Ikhtiar Selangor Bangkit dan kawasan Dun Batu Tiga, Shah Alam, untuk membantu komuniti yang terjejas di kawasan-kawasan yang tersebut.

Pada tahun 2021, PKNS menyumbang kepada Institut Jantung Negara (IJN) sebanyak RM5 juta. Ini merupakan kali ketiga sejak tahun 2018, PKNS menyumbang kepada IJN, dan jumlah sumbangan terkumpul sehingga akhir tahun 2021 untuk institut itu ialah RM15 juta. PKNS turut menyumbang sebanyak

In its effort to promote a sustainable community, PKNS as the leader in real estate development sector in Selangor, always considers the balancing aspect of physical development and human capital in each of its projects. Therefore, every year, PKNS never forgets the less fortunate communities throughout the state of Selangor, and because of that, they are provided with assistance through various programmes under PKNS's Corporate Social Responsibility (CSR) agenda initiatives. There are various CSR programmes organised by PKNS - some are organised on a regular basis, and some are organised periodically and seasonally, according to the needs of the targeted segment of the community. However, following the COVID-19 pandemic that hit the country beginning in the first quarter of 2020, many programmes had to be postponed for the whole of 2020 and most of 2021.

In 2021, the PKNS CSR programme were mainly focused on helping vulnerable communities affected by the COVID-19 pandemic since 2020. However, following the extraordinary flood disaster at the end of 2021, PKNS has mobilised its CSR machinery to extend a helping hand to PKNS members and communities around the state of Selangor that are severely affected. Concerned about its own employees that were affected in the flood incident involving several areas in Selangor on 18 December 2021, PKNS came forward to provide quick assistance to the victims involved. Through the establishment of the PKNS Flood Coordination Committee, a variety of aid was channeled including cash, essential goods as well as helping with house cleaning services. A total of 134 PKNS members were identified as victims and a volunteer team had been mobilised from December 20 to 24 to help them. At the end of December 2021, a total of 29 member houses were cleaned, involving residential areas in Section 23 Shah Alam, Taman Sri Muda, Puchong, Hulu Langat, Bukit Lanchong and the Klang district. These volunteer work and donations were extended to affected members who have not yet received any assistance. In addition to assistance to members, PKNS also channeled donations to the Kuala Langat District and Land Office, the Selangor Bangkit Ikhtiar Fund and the Dun Batu Tiga area, Shah Alam, to help the affected communities in those areas.

In 2021, PKNS contributed RM5 million to the National Heart Institute (NHI). This is the third time since 2018, whereby PKNS has contributed to IJN, and the total accumulated contribution until the end of 2021 for the institute is RM15 million. In addition, PKNS also contributed RM50,000

RM50,000 kepada Tabung Kebajikan Perubatan Malaysia (TKPM). Sumbangan ini dibuat menerusi peruntukan Tabung Wang Zakat PKNS dan merupakan sumbangan di bawah kategori Asnaf Gharimin untuk asnaf yang berhutang perubatan. Untuk rekod, sejak 2014 sehingga kini, PKNS menerusi peruntukan Tabung Wang Zakat PKNS telah menyumbang sebanyak RM860,000 kepada TKPM dan termasuk beberapa institusi lain. Tujuan PKNS membuat sumbangan ini ialah demi memastikan rakyat sentiasa mendapat kemudahan kesihatan yang terbaik untuk kelestarian hidup mereka.

Selanjutnya, pada tahun 2021 juga PKNS telah menyerahkan sebuah tadika di Jalan Plumbum, Seksyen 7 Shah Alam kepada Majlis Bandaraya Shah Alam (MBSA). Pembinaan tadika yang bertujuan untuk kemudahan kanak-kanak orang kelainan upaya (OKU) merupakan projek serah dan bina yang menjadi inisiatif CSR oleh PKNS kepada MBSA selaku pihak berkuasa tempatan (PBT) dan juga untuk kemudahan masyarakat umum, terutamanya di sekitar Shah Alam.

to the Malaysian Medical Welfare Fund (TKPM). This contribution was made through the allocation of the PKNS Zakat Fund under the *Asnaf Gharimin* category for medically indebted asnaf. For the record, since 2014 until now, PKNS through the PKNS Zakat Fund allocation has contributed as much as RM860,000 to TKPM and includes several other institutions. The purpose of PKNS making this donation is to ensure that the people always get the best health facilities for the sustainability of their lives.

Furthermore, in 2021 PKNS also handed over a kindergarten in Jalan Plumbum, Section 7 Shah Alam to the Shah Alam City Council (MBSA). The construction of the kindergarten aimed at facilitating children with disabilities (OKU) is a handover and build project under PKNS's CSR initiative to MBSA as a local authority and also to the general community, especially around Shah Alam.

Segmen Utama di bawah Program Tanggungjawab Sosial Korporat Kasih PKNS pada tahun 2021
Key Segments under the KASIH PKNS Corporate Social Responsibility Programme in 2021

| Segmen / Segment | Objektif / Objectives | Program / Programme | Jumlah Perbelanjaan / Total Spending |
|--|--|---|--------------------------------------|
| Sumbangan kepada kerajaan negeri Contribution to the State Government | Memberi sokongan dan komitmen kepada kerajaan negeri dalam merakyatkan dan membangunkan ekonomi negeri Selangor Providing support and commitment to the State Government in strengthening and developing the state of Selangor economy | <ul style="list-style-type: none"> ▶ Sumbangan Lembu Korban / Sacrificial cow donations ▶ Sumbangan kepada Institut Jantung Negara (IJN) / Contribution to National Heart Institute (NHI) | RM5,300,000.00 |
| Komuniti dan Kebajikan Sosial Community and Social Welfare | Menghulurkan bantuan sosial korporat kepada masyarakat umum tanpa mengira kaum dan fahaman agama termasuklah kepada golongan asnaf Providing corporate social responsibility to the general public regardless of race and religion, including the asnaf group | <ul style="list-style-type: none"> ▶ Sumbangan dan Derma / Contributions and Donations | RM63,230.00 |

PROGRAM TANGGUNGJAWAB SOSIAL KORPORAT CORPORATE SOCIAL RESPONSIBILITY PROGRAMMES



Majlis Sumbangan Juadah Berbuka Puasa Bersama Ketua Pegawai Eksekutif PKNS, Puan Hajah Siti Zubaidah anjuran Kasih PKNS
Donation Ceremony of Iftar by PKNS Chief Executive Officer, Puan Hajah Siti Zubaidah organised by Kasih PKNS



Sumbangan Juadah Berbuka Puasa dari Dapur Kasih PKNS untuk Rumah Anak-anak Yatim
Contribution of Iftar Food from Kitchen of Love PKNS to Orphanages Home



Majlis Penyerahan Wang Zakat Perniagaan bagi PKNS & Kumpulan Anak Syarikat kepada DYMM Sultan Selangor
Business Zakat Presentation Ceremony for PKNS & its Group of Subsidiaries to His Majesty the Sultan of Selangor



Program Sumbangan kepada Tabung Kebajikan Perubatan Malaysia (TKPM)
Donation Programme to Malaysian Medical Welfare Fund (TKPM)



Penyerahan Bangunan Surau Al-Mawaddah kepada Penggerak Masyarakat Orang Asli
Handing Over of *Surau Al-Mawaddah* building to the Orang Asli Community Activist



Sumbangan Bantuan Kilat untuk Mangsa Bencana Banjir di Kuala Langat
Contribution to flash flood disaster Victims in Kuala Langat



Sumbangan Wang untuk Tabung Ikhtiar Selangor Bangkit
Cash Donation to Selangor *Ikhtiar Bangkit* Fund



Penyerahan Kunci Rumah kepada Penerima Sumbangan Better Brighter Home @ Projek Baiti Jannati TNB dengan Kerjasama PKNS bagi tahun 2020 & 2021
Handing Over of House Keys to the Receivers of for year 2020 & 2021 TNB's Better Brighter Home @ *Baiti Jannati* Project in Collaboration with PKNS

PEMBANGUNAN MODAL INSAN HUMAN CAPITAL DEVELOPMENT

Pandemik COVID-19 yang melanda dunia dan negara bermula suku pertama tahun 2020 benar-benar menguji keupayaan pengurusan PKNS dalam memastikan keseimbangan antara keselamatan warganya dan kelangsungan perniagaan. Namun begitu, melalui beberapa perancangan yang teratur, komitmen serta kerjasama seluruh warga kerjanya, PKNS masih dapat bertahan menempuhi onak dan liku yang begitu hebat itu walaupun pengoperasian perbadanan ini terpaksa dilaksanakan pada tahap minimum.

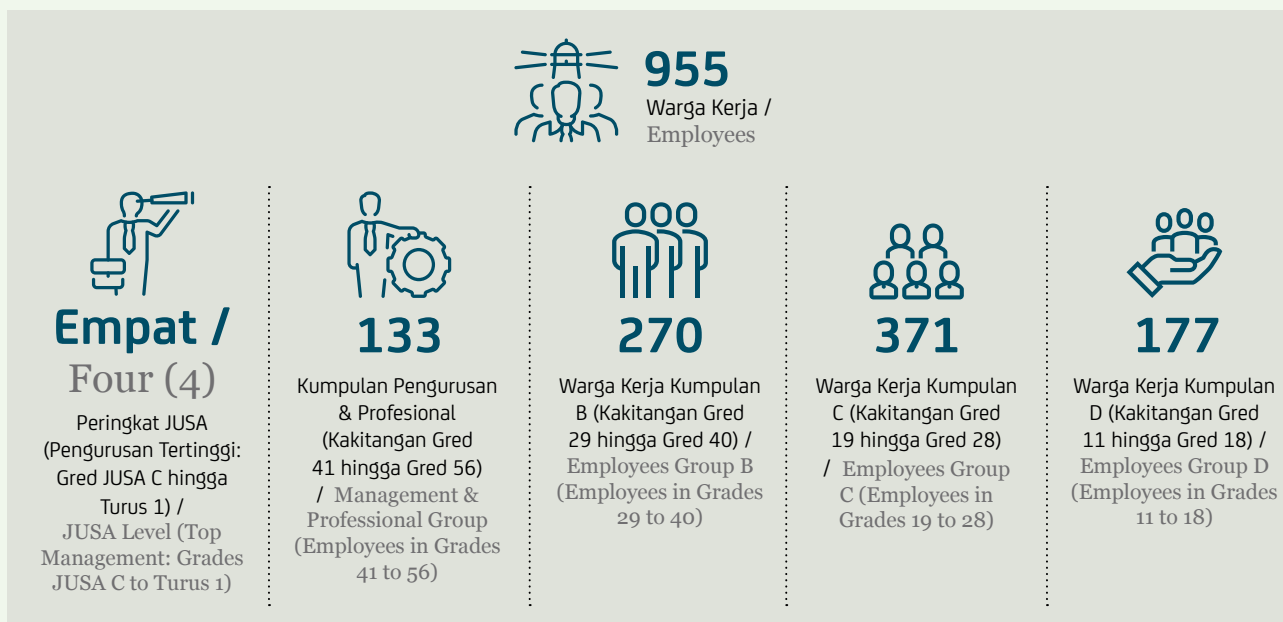
Dengan menggembelng sumber dan kemahiran yang ada, PKNS bergerak sebagai satu pasukan, dan bekerjasama dengan jitu, dan hasil telah boleh memberi impak yang besar kepada kelangsungan perbadanan ini.

Dari segi kekuatan warganya, sehingga Disember 2021, PKNS dianggotai seramai 955 warga kerja yang terdiri daripada empat (4) orang di peringkat JUSA dan 133 warga kerja daripada Kumpulan Pengurusan dan Profesional. Manakala, 270 warga kerja daripada kumpulan B, diikuti oleh 371 warga kerja daripada kumpulan C dan 177 warga daripada kumpulan D.

COVID-19 pandemic that plague the whole world, including Malaysia, since the first quarter of 2020 has posed a great challenge to PKNS management's ability to ensure that the corporation maintain the balance between the safety of its employees and business continuity. Apparently, through detailed planning and organisation, together with total commitment and cooperation of all its employees, PKNS had increased its capability in sustaining its operations, navigating through such a robust volatile operating environment, even though its capacity had to be carried out at a minimum level.

PKNS had effectively mobilised all its available resources and skills, moving forward as a team, and this indeed, had resulted in a great impact on the survival of this corporation in the post-pandemic period of 2021.

In terms of the strength of its workforce, as of December 2021, PKNS had a total of 955 employees consisting of four (4) people at the Public Sector Premiere Post (JUSA) level and 133 employees from the Management and Professional Group. Meanwhile, 270 employees from group B, followed by 371 employees from group C and 177 employees from group D.



Untuk mendepani tempoh pasca pandemik yang tidak menentu, setiap pegawai PKNS perlu tahu seluk beluk perniagaan, yang melibatkan kajian kemungkinan, kos, harga barangan, aliran tunai, cara analisis melabur, diskaun tunai, kebolehan menilai projek, pengurus projek dan sebagainya. Manakala itu, ketua projek perlu tahu mengenai pemasaran, jualan, membina pasukan antara arkitek, jurutera, jurutera mekanik dan jurutera elektrik serta kontraktor yang tahu mengenai pengurusan

During 2021, as the country moved towards endemic phase, and faced the uncertain post-pandemic period, PKNS had put tremendous efforts in building the capacity of its employees. Efforts to encounter the challenges encompassing the need for every PKNS officers to understand about all aspects of business, which involves feasibility studies, costs, product prices, cash flow, how to investment analyse, cash discounts, the ability to evaluate projects, project managers and others. Meanwhile,

kontrak, kawalan kos, kawalan persekitaran dan kemahiran lain untuk menjalankan projek bagi mendapat keputusan yang tepat. Justeru, PKNS perlu menyediakan pegawai dan kakitangan yang boleh melakukan pelbagai pekerjaan untuk membolehkan mereka bersedia bertugas di mana-mana bahagian sekalipun.

Bagi mencapai matlamat di atas, program latihan yang dijalankan PKNS saban tahun direka bentuk agar bersifat holistik, dengan setiap program mengambil kira aspek pentadbiran, teknikal dan kewangan bagi meningkatkan mutu perkhidmatan kepada organisasi. Pelaksanaan program latihan PKNS terbahagi kepada empat (4) kategori iaitu:

- ▶ Program Latihan Dalaman
- ▶ Program Latihan Luaran
- ▶ Program Latihan Industri
- ▶ Program Pembentukan Berterusan

Bagi tahun 2021, PKNS telah berjaya mencapai peratusan Kalendar Tahunan untuk Latihan PKNS 2021 sebanyak 45 sesi latihan daripada 57 sesi yang telah dirancang, atau bersamaan dengan 78%. Pencapaian 90% pelaksanaan tidak tercapai berikutan Perintah Kawalan Pergerakan (PKP), manakala terdapat latihan tertentu tidak dapat diteruskan secara dalam talian. Bahagian Sumber Manusia juga telah mengenal pasti latihan yang tidak mendesak pelaksanaannya untuk ditangguhkan / dibatalkan dan akan ditunda pada tahun 2022.

Kos keseluruhan perbelanjaan latihan dan lawatan pada tahun 2021 adalah sebanyak RM524,412.40 atau 34.19% daripada jumlah peruntukan yang dalam belanjawan iaitu sebanyak RM1,533,700.00.

KEMUDAHAN PERUBATAN UNTUK WARGA PKNS

PKNS, sebagai majikan yang prihatin terhadap warga kerjanya, terus menyediakan manfaat perubatan sebagai salah satu manfaat penting demi kebajikan warga kerjanya. PKNS sentiasa cakna dengan keadaan persekitaran dan bersedia untuk membantu warganya sedaya yang mungkin.

Pada tahun 2021, jumlah keseluruhan kos kemudahan perubatan PKNS yang telah dibelanjakan untuk warganya, termasuk warga pesara ialah sebanyak RM9,088,161.78 iaitu 75.73% daripada jumlah peruntukan belanjawan iaitu RM12,000,000.00.

project leaders should understand about marketing, and sales, as well as how to manage a team of architects, engineers, mechanical and electrical engineers effectively. Contractors need to understand about contract management, cost control, environmental control and other skills to carry out projects, and to get the desired outcomes. All these efforts are imperative for future development of PKNS, as it is targeted at creating an effective and efficient workforce which are equipped with multitasking ability and hence, they can be tasked to serve in any departments within the corporation and its subsidiaries.

In order to achieve the above goals, the training programme conducted by PKNS every year is designed to be holistic, with each programme is comprehensively covered with the knowledge and skills in accounting, administration, technical and financial aspects, as to improve the quality of service to the corporation. The implementation of the PKNS training programme is divided into four (4) categories, namely:

- ▶ Internal Training Programme
- ▶ External Training Programme
- ▶ Industrial Training Programme
- ▶ Continuous Development Programme

At the end of 2021, PKNS had succeeded in conducting 45 training sessions, out of 57 sessions planned in the 2021 PKNS's Annual Training Calendar. In term of percentage, the total training sessions conducted in 2021 was 78%, and this fell short of 90% targeted for the year under review. The percentage targeted was not not achieved following the Movement Control Order (MCO), because certain training programmes cannot be continued online. The Human Resources Division had also identified trainings that were not urgent to be conducted, and hence the programmes were postponed or canceled until 2022.

The total cost of training and study visit expended in 2021 were RM524,412 or 34.19 % from RM1,533,700 budgeted for 2021.

MEDICAL FACILITIES FOR PKNS EMPLOYEES

As a caring employer, PKNS continued to provide medical benefits to its employees in 2021, as one of the important benefits to employees. PKNS is always aware of the prevailing environment and is ready to support its employees welfare as much as possible.

In 2021, the total cost of PKNS medical facilities that had been spend for all employees, including pensioners, amounted to RM9,088,161.78, which accounted for 75.73 % of the total budget allocation of RM12,000,000.

PEMBANGUNAN MODAL INSAN HUMAN CAPITAL DEVELOPMENT

PROGRAM RAKAN PEMBIMBING PERKHIDMATAN AWAM (AKRAB) PKNS

Rakan Pembimbing Perkhidmatan Awam atau lebih dikenali sebagai AKRAB merupakan program yang berkonsepkan kepada khidmat membimbing, iaitu melalui aplikasi dan intervensi Psikologi dalam Pengurusan Sumber Manusia untuk membantu anggota Perkhidmatan Awam. Program ini telah dilancarkan dalam Perkhidmatan Awam di Malaysia secara rasmi pada tahun 2005 dan mula dilaksanakan di PKNS pada tahun 2010.

Sehingga akhir bulan Disember 2021 jumlah keahlian Ahli AKRAB di PKNS ialah 81 orang iaitu telah ditauliahkan di PKNS adalah seramai 45 orang dan belum ditauliahkan 36 orang.

Berikut adalah ringkasan pelaksanaan Program AKRAB PKNS bagi tahun 2021:-

PKNS PUBLIC SERVICE COUNSELING ASSOCIATES PROGRAMME (AKRAB)

Public Service Counselling Associates Programme or better known as AKRAB is a programme that is conceptualised as a counselling service, in which, the application and intervention of Psychology in Human Resource Management is used to help members of the Public Service. This programme was officially launched in the Public Service in Malaysia in 2005 and started to be implemented in PKNS in 2010.

Until the end of December 2021, the total number of AKRAB member in PKNS was 81, and out of which, 45 members have been certified, and 36 people have yet to be certified.

The following table summarised the PKNS's AKRAB Activities in 2021:-

| Bil. / No. | Program / Programme | Catatan / Notes |
|------------|---|--|
| 1. | Mesyuarat-Mesyuarat Berkala:- <ul style="list-style-type: none"> ▶ Mesyuarat Jawatankuasa ▶ Mesyuarat Ahli ▶ Mesyuarat Agung Meetings:- <ul style="list-style-type: none"> ▶ Committee's Meetings ▶ Member's Meetings ▶ General meeting | <ul style="list-style-type: none"> ▶ Telah dilaksanakan sebanyak empat kali ▶ Belum dilaksanakan ▶ Telah dilaksanakan <ul style="list-style-type: none"> ▶ Four meetings were held ▶ Yet to be held ▶ Successfully held |
| 2. | Bengkel Peningkatan Kemahiran AKRAB / AKRAB Skills Improvement Workshop | Telah dilaksanakan satu kemahiran / A workshop to improve one skill was successfully conducted |
| 3. | Program AKRAB untuk Anggota / AKRAB Programme for Members | Telah dilaksanakan sebanyak dua kali / Two programmes conducted |
| 4. | Lawatan Sambil Belajar / Usahasama Bersama Jabatan Luar / Study Tour / Jointly with External Departments | Telah dilaksanakan sebanyak satu kali / One trip was organised |
| 5. | Program Menyantuni / Ziarah / Masih Ada Yang Sayang / Caring Programme / Visits / There still someone who care for you | Terlibat dalam Jawatankuasa Task Force COVID-19 PKNS / Crisis Response Team / Involved in the PKNS COVID-19 Task Force Committee / Crisis Response Team |
| 6. | Penyertaan Program Peringkat Negeri / Persekutuan / Participation in State / Federal Level Programmes | Telah sertai dua program / Participate in two programmes |
| 7. | Sesi Bimbingan Individu & Berkelompok / Individual & Group Counselling Sessions | Sesi individu – 20 / Sesi kelompok - 5 Individual Sessions – 20 / Group Session - 5 |
| 8. | Promosi Peranan AKRAB / Promotion of AKRAB Role | Hebahan melalui emel & social media AKRAB PKNS / Announcement via email & social media about PKNS AKRAB |

PROGRAM PEMENTORAN

Demi membentuk warga kerja yang cekap dan mahir, PKNS terus melaksanakan Program Pementoran pada tahun 2021. Program Pementoran PKNS bersifat holistik dan mencakupi semua aspek demi memacu budaya kerja yang mantap lagi cekal. Kedua-dua Mentor dan Menti saling bekerjasama demi mempertingkatkan kompetensi profesional (kecekapan dan kemahiran), kompetensi budaya (pengamalan budaya kerja kelas pertama), kompetensi peribadi (pengurusan diri & emosi), kompetensi sosial (kemahiran komunikasi) dan juga kompetensi kewangan (pengurusan kewangan). Program Pementoran ini bukan sahaja telah berjaya membuka peluang kepada anggota PKNS untuk mempelajari selok-belok tugas, malahan program ini juga telah bertindak sebagai jambatan untuk mengembangkan kerjaya warga PKNS ke tahap yang lebih unggul. Program Pementoran diteruskan pada tahun 2021 dengan pelantikan seramai 16 orang Mentor dan 16 orang Menti, dengan pelaksanaan pelbagai program seperti berikut:

MENTORING PROGRAMME

In order to develop efficient and skilled employees, PKNS continued to implement the Mentoring Programme in 2021. The PKNS Mentoring Programme is holistic and covers all aspects in order to drive a strong and persistent work culture. Both Mentors and Mentees work together to improve professional competence (competence and skills), cultural competence (practicing first-class work culture), personal competence (self & emotional management), social competence (communication skills) and also financial competence (financial management). This Mentoring Programme has not only successfully opened up opportunities for PKNS members to learn the comprehensive aspects their job requirements, but also this programme has facilitated career development among PKNS employees for higher positions. The Mentoring Programme continued in 2021, with the appointment of 16 Mentors and 16 Mentees, as well as the implementation of various programmes as follows:

| Bil. / No. | Program / Programme | Tarikh / Date |
|--|---|--|
| PELANCARAN / LATIHAN • Launching / Training | | |
| 1. | <p>Majlis Pelancaran & Penyampaian Watikah Perlantikan Program Pementoran PKNS 2021 (Secara Fizikal)</p> <ul style="list-style-type: none"> ▶ Di Dewan Aster, Blok A, Bangunan Ibu Pejabat PKNS. ▶ Disempurnakan oleh Ketua Pegawai Operasi. <p>Launching Ceremony of 2021 PKNS Mentoring Programme & Presentation of Appointment Certificate (Physically)</p> <ul style="list-style-type: none"> ▶ At Dewan Aster, Block A, PKNS Headquarters Building. ▶ Officiated by the Chief Operating Officer. | <p>5 April 2021 5 April 2021</p> |
| 2. | <p>Bengkel <i>Training of Trainers</i> (TOT) Pemantapan Program Pementoran PKNS (Secara Fizikal)</p> <ul style="list-style-type: none"> ▶ Di Dewan Aster, Blok A, Bangunan Ibu Pejabat PKNS. ▶ Taklimat pelaksanaan program Pementoran. ▶ Memberi penerangan pemahaman antara Mentor dan Menti. <p>Train the Trainers (TOT) Workshop - Strengthening the PKNS Mentoring Programme (Physically)</p> <ul style="list-style-type: none"> ▶ At Dewan Aster, Block A, PKNS Headquarters Building. ▶ Briefing on the implementation of the Mentoring programme. ▶ Explaining the understanding between the Mentor and the Mentee. | <p>6 – 7 April 2021 6 – 7 April 2021</p> |
| 3. | <p>Program Penghayatan Nilai Bersama PKNS (Secara Dalam Talian) <i>Learning Management System - Open Learning</i></p> <p>PKNS Shared Value Appreciation Programme (Online) <i>Learning Management System - Open Learning</i></p> | <p>11 – 16 Jun 2021 11-16 June 2021</p> |

PEMBANGUNAN MODAL INSAN

HUMAN CAPITAL DEVELOPMENT

| Bil. / No. | Program / Programme | Tarikh / Date |
|--|---|--|
| PELANCARAN / LATIHAN • Launching / Training | | |
| 4. | <p>Forensik Kewangan Peribadi Program Pementoran PKNS (Secara Dalam Talian)</p> <ul style="list-style-type: none"> ▶ Membantu meningkatkan pengetahuan cara melangsaikan hutang. ▶ Menambahkan aliran tunai, membina harta dan perlindungan kewangan peribadi yang berterusan. <p>PKNS Mentoring Programme on Personal Finance Forensic (Online)</p> <ul style="list-style-type: none"> ▶ Help to increase knowledge on how to settle debt. ▶ Increasing cash flow, building wealth and continuous personal financial protection. | <p>23 Ogos 2021 23 August 2021</p> |
| 5. | <p>Taklimat Buku Log Program Pementoran PKNS (Secara Dalam Talian)</p> <ul style="list-style-type: none"> ▶ Penerangan kaedah menyediakan buku log. ▶ Membantu Mentor & Menti untuk meneliti setiap aktiviti dilaporkan di buku log. <p>PKNS Mentoring Programme - Log Book Briefing (Online)</p> <ul style="list-style-type: none"> ▶ Explain on the method of preparing the log book. ▶ Help Mentors & Mentees to examine each activity reported in the logbook. | <p>28 September 2021 28 September 2021</p> |
| 6. | <p>“Ted Talks” Program Pementoran PKNS</p> <p>“Ted Talks” PKNS Mentoring Programme</p> | <p>11 November 2021 11 November 2021</p> |
| PENYELARASAN • Coordination | | |
| 7. | <p>Mesyuarat Penyelarasan Pementoran Bersama Mentor</p> <ul style="list-style-type: none"> ▶ Dipengerusikan oleh Pengurus Besar Pentadbiran & Sumber Manusia. ▶ Membincangkan isu-isu yang berbangkit. <p>Mentorship Coordination Meeting with Mentor</p> <ul style="list-style-type: none"> ▶ Chaired by the General Manager of Administration & Human Resources. ▶ Discuss the issues that arise. | <p>1 Oktober 2021 1 October 2021</p> |
| 8. | <p>Mesyuarat Penyelarasan Pementoran Bersama Mentor & Menti</p> <ul style="list-style-type: none"> ▶ Dipengerusikan oleh Pengurus Besar Pentadbiran & Sumber Manusia. ▶ Membincangkan isu-isu yang berbangkit. <p>Mentorship Coordination Meeting with Mentor & Mentees</p> <ul style="list-style-type: none"> ▶ Chaired by the General Manager of Administration & Human Resources. ▶ Discuss the issues that arise. | <p>13 Oktober 2021 13 October 2021</p> |
| PENILAIAN • Evaluation | | |
| 9. | <p>Pengumpulan Buku Log</p> <p>Log Book Collection</p> | <p>1-10 November 2021 1-10 November 2021</p> |
| 10. | <p>Penilaian, Penyediaan Analisa Dan Laporan Pencapaian & Ted Talks</p> <p>Evaluation, Preparation of Analysis and Report of Achievement & Ted Talks</p> | <p>12 – 30 November 2021 12 – 30 November 2021</p> |

| Bil. / No. | Program / Programme | Tarikh / Date |
|------------|--|--|
| | PENUTUPAN / LAPORAN • Closure / Report | |
| 11. | Membentangkan Laporan Pementoran PKNS 2021 kepada Mesyuarat Jawatankuasa Pengupayaan Kendiri PKNS bil. 01/2021 PKNS Mentoring Report to the PKNS Self-Empowerment Committee Meeting no. 01/2021 | 21 September 2021 21 September 2021 |
| 12. | Membentangkan Laporan Pementoran PKNS 2021 kepada Mesyuarat Jawatankuasa Pengupayaan Kendiri PKNS bil. 02/2021 PKNS Mentoring Report to the PKNS Self-Empowerment Committee Meeting no. 02/2021 | 16 Disember 2021 16 December 2021 |
| 13. | Majlis Penutup & Penyampaian Sijil Penghargaan Closing Ceremony & Presentation of Certificate of Appreciation | 23 Februari 2022 23 February 2022 |



Sepanjang Majlis Pementoran PKNS yang Disempurnakan oleh Tuan Haji Suhaimi bin Haji Kasdon, Ketua Pegawai Operasi PKNS
Throughout the PKNS Mentoring Ceremony Officiated by Tuan Haji Suhaimi bin Haji Kasdon, Chief Operating Officer of PKNS

AKTIVITI SUKAN & PERSATUAN

SPORTS & ASSOCIATIONS ACTIVITIES



KESATUAN PEKERJA-PEKERJA PKNS

Ditubuhkan / Established: 1980

Presiden / President: Encik Azhar bin Abdul Shukor (PJK)

Antara aktiviti Kesatuan adalah seperti berikut:

- ▶ Bengkel Pementapan Organisasi Kesatuan Pekerja-Pekerja PKNS 2021

PKNS EMPLOYEES' UNION

The activity of the Union was as follows:

- ▶ Workshop on Strengthening the PKNS Organisation of Workers' Unions 2021



KOPERASI PKNS BERHAD

KOPERASI PKNS BERHAD

Ditubuhkan / Established: 1972

Presiden / President: Tuan Haji Ishak bin Hashim

Antara aktiviti Koperasi PKNS Bhd adalah seperti berikut:

- ▶ Sesi Webinar - Potensi Hartanah Lelong
- ▶ Kursus Pengurusan Mesyuarat Agung Tahunan Koperasi (MA)
- ▶ Taklimat Integriti & Liabiliti Korporat Gerakan Koperasi

- ▶ Edaran Bubur Lambuk
- ▶ Penganjur Tapak Promosi Ramadhan di Kompleks PKNS Shah Alam
- ▶ Mesyuarat Agung Tahunan Koperasi PKNS Berhad
- ▶ Majlis Penyerahan Sijil Pelantikan Jawatankuasa Audit dalam Koperasi PKNS Bhd
- ▶ Menerima Kunjungan Hormat daripada Koperasi KOPASU, Kedah
- ▶ Majlis Kesyukuran Sempena Kestabilan Perniagaan Koperasi PKNS Bhd

PKNS BERHAD COOPERATIVE

Among the activities of the PKNS Bhd Cooperative were as follows:

- ▶ Webinar Session – Auction Properties Potential
- ▶ Cooperative Annual General Meeting (AGM) Management Course
- ▶ Briefing on Integrity & Corporate Liability of the Cooperative Movement
- ▶ Distribution of *Lambuk* Porridge
- ▶ Organiser for Ramadhan Promotion Site at PKNS Complex Shah Alam
- ▶ PKNS Berhad Cooperative Annual General Meeting
- ▶ Ceremony for the Presentation of the Certificate on Appointment of the Audit Committee in the PKNS Bhd Cooperative
- ▶ Welcoming a Courtesy Visit from KOPASU Cooperative, Kedah
- ▶ Thanksgiving Ceremony in conjunction with PKNS Bhd Cooperative on its Stability in Business Achievement



PERSATUAN KEBAJIKAN PEKERJA - PEKERJA

PERSATUAN KEBAJIKAN PEKERJA-PEKERJA (PKP)

Ditubuhkan / Established: 1966

Presiden / President: Encik Zurani bin Mohd Darum (PJK)

Antara aktiviti PKP adalah seperti berikut:

- ▶ Pertandingan Melukis Poster Hari Malaysia 2021, dengan tema "Malaysia Prihatin PKNS di hati".
- ▶ Majlis Budi Disemai Jasa Dikenang PKP / Badan Islam

- ▶ Pemukiman Ahli Jemaah Pentadbir PKP PKNS
- ▶ Program Webinar Mudahnya Canva
- ▶ Program Sukarelawan & Sumbangan Banjir PKNS

WORKERS' WELFARE ASSOCIATION (PKP)

Among the PKP activities were as follows:

- ▶ Malaysia Day Poster Drawing Competition 2021, with a Theme "Malaysia Prihatin PKNS di Hati".
- ▶ Ceremony in Appreciating of Dedicated and Long Serving Staff, jointly organised by PKP and the Islamic Council
- ▶ Retreat for PKNS's PKP Administrative Board Members
- ▶ Webinar Programme on the Ease of Using Canva
- ▶ PKNS Programme for Flood Volunteer & Donation



PERSATUAN PEGAWAI KANAN PKNS (SENIOR OFFICERS ASSOCIATION)

PERSATUAN PEGAWAI KANAN PKNS (SOA)

Ditubuhkan / Established: 1975

Presiden / President: Encik Mahfizul Rusyidin bin Abdul Rashid

Antara aktiviti SOA adalah seperti berikut:

- ▶ Sumbangan Pasca Banjir kepada Anggota PKNS
- ▶ Majlis Semarak Aidilfitri & Meraikan Pesara SOA
- ▶ SOA Paintball 2021

PKNS SENIOR OFFICERS' ASSOCIATION (SOA)

Among the SOA activities were as follows:

- ▶ Contribution for Post Flood disaster to PKNS Staff
- ▶ *Semarak Aidilfitri* Ceremony & Honouring SOA retirees
- ▶ SOA Paintball 2021



PERSATUAN PEGAWAI EKSEKUTIF

PERSATUAN PEGAWAI EKSEKUTIF (EOA)

Ditubuhkan / Established: 1989

Presiden / President: Puan Sukhani binti Mohd Jamil (PPC)

Antara aktiviti EOA adalah seperti berikut:

- ▶ Aktiviti Bowling EOA 2021
- ▶ Aktiviti "Speed-Up EOA Mangrove Kayaking"
- ▶ Pertandingan Nasyid Anjuran Akhwat, Badan Islam PKNS
- ▶ Mesyuarat Agung EOA Kali Ke-32

EXECUTIVE OFFICERS ASSOCIATION (EOA)

Among the EOA activities were as follows:

- ▶ EOA Bowling activities 2021
- ▶ EOA Speed-up Mangroves Canoeing Activity
- ▶ Nasyid Competition Organised by Akhwat, PKNS Islamic Council
- ▶ 32nd EOA General Meeting



BADAN ISLAM

Ditubuhkan / Established: 1981

Presiden / President: Encik Ahmad Hazim bin Ramli

Antara aktiviti Badan Islam adalah seperti berikut:

- ▶ Program Food Bank
- ▶ Tuntutan Saguhati Badan Islam
- ▶ Agihan Sumbangan E-Jariah kepada Maahad Tahfiz
- ▶ Sewaan Aset Dan Pendapatan Sewaan Bulanan Badan Islam
- ▶ Program Ta'aruf Dan Santai Mesra Badan Islam PKNS bersama Koperasi PKNS dan Penyewa Billboard Kelana Jaya
- ▶ Sewaan Tapak Bazar Ramadan di SACC Mall
- ▶ Program Mari Mengaji Online

- ▶ Program Tadarus Al Quran bulan Ramadan
- ▶ Program Edaran Kurma Sempena Ramadan dengan Kerjasama Persatuan
- ▶ Kebajikan Pekerja PKNS (PKP)
- ▶ Tabung Kasih untuk Palestin dan Jualan Amal Baju Tabung Kasih Palestin
- ▶ Program Iftar Ramadan dengan Kerjasama Bahagian Sumber Manusia
- ▶ Program Qurban dan Aqiqah Dengan Kerjasama Kelab Pesara Muslimah
- ▶ Selangor (KPMS) dan Yayasan Budi Insan Malaysia (YBIM).
- ▶ Kelas Belajar Memasak Akhwat
- ▶ Seminar Motivasi bersama Amin Idris (Bro Amin)
- ▶ Wacana Ilmu bersama YBhg Prof Dr. Harlina Haliza binti Hj Siraj
- ▶ Majlis Budi Disemai Jasa Dikenang dengan Kerjasama Persatuan Kebajikan Pekerja PKNS (PKP)
- ▶ Pertandingan Nasyid Akhwat Badan Islam PKNS 2021

ISLAMIC COUNCIL

Among the activities of the Islamic Body were as follows:

- ▶ Food Bank Programme
- ▶ Islamic Body Consolation Claim
- ▶ Distribution of E-Jariah Donations to Maahad Tahfiz
- ▶ Asset Rental And Monthly Rental Income of the Islamic Council
- ▶ PKNS Islamic Council Orientation (Ta'aruf) Programme jointly organised with PKNS Cooperative and Kelana Jaya Billboard Tenants
- ▶ Ramadan Bazaar Site Rental at SACC Mall
- ▶ Let's Learn Quran Online Programme
- ▶ Ramadan Al Quran Tadarus Programme
- ▶ Dates Distribution Programme in conjunction with Ramadan jointly organised with the PKNS Staff Welfare Association (PKP)
- ▶ Tabung Kasih For Palestine and Charity Sales of Shirts for Tabung Kasih Palestine
- ▶ Ramadan Iftar Programme jointly organised with Human Resources Division
- ▶ Qurban and Aqiqah Programme jointly organised with the Selangor Muslimah Retirement Club (KPMS) and Yayasan Budi Insan Malaysia (YBIM).
- ▶ Akhwat Cooking Class
- ▶ Motivational Seminar with Amin Idris (Bro Amin)
- ▶ Knowledge Discourse with Y.Bhg Prof. Dr. Harlina Haliza binti Hj Siraj
- ▶ Commemoration of Dedicated and Long Service of PKNS Staff jointly organised with PKNS Staff Welfare Association (PKP)
- ▶ 2021 PKNS Islamic Council's Akhwat Nasyid Competition



KELAB SUKAN DAN REKREASI (KSR) PKNS

Ditubuhkan / Established: 1968

Presiden / President: Tuan Haji Saharom bin Mohni

Antara aktiviti KSR adalah seperti berikut:

- ▶ Kejohanan Ping Pong Perseorangan Novis Melayu Terbuka 2021
- ▶ Kejohanan MAKSAK Malaysia 2021 *Indoor Games* (Karom Berpasukan)
- ▶ Kejohanan Bolasepak *Return To Plays* (RTP)
- ▶ Kejohanan MAKSAK Malaysia 2021 *Indoor Games* (Badminton Berpasukan)
- ▶ Program Sukan Takraw Pembantu Awam dan Pembantu Operasi PKNS
- ▶ Program Sukan Korporat Golf PKNS 2021
- ▶ Program Perlawanan Persahabatan Bolasepak PKNS vs SUK Selangor
- ▶ Kejohanan Ping Pong Berpasukan (Novis Melayu) Terbuka Parlimen Jempol 2021
- ▶ Kejohanan Sepak Takraw Piala Presiden Sepak Takraw Darul Aman
- ▶ Kejohanan Badminton Semi Pro dan Beregu Amatir MAXX 2021

SPORTS AND RECREATION CLUB (KSR) PKNS

Among the activities of KSR were as follows:

- ▶ 2021 Malay Novice Singles Ping Pong Open Tournament
- ▶ 2021 MAKSAK Malaysia Indoor Championship Games (Carrom Team)
- ▶ Football Return To Plays (RTP) Tournament
- ▶ MAKSAK Malaysia 2021 Indoor Championship Games (Team Badminton)
- ▶ PKNS General Assistant and Operations Assistant Takraw Sports Programme
- ▶ 2021 PKNS Corporate Golf Sports Programme
- ▶ Football Friendly Match Programme PKNS vs SUK Selangor
- ▶ 2021 Jempol Parliament Open Team Ping Pong Tournament (Malay Novice)
- ▶ Sepak Takraw Championship Darul Aman Sepak Takraw President Cup
- ▶ 2021 MAXX Semi Pro And Amateur Doubles Badminton Tournament

DIARI KORPORAT CORPORATE DIARY



Penyerahan Sumbangan Khas Bantuan Wang Zakat kepada Anak Warga Kerja PKNS
Special Zakat Donation to the Kids of PKNS Staff Presentation ceremony



Majlis Pemakaian Pangkat Anggota Keselamatan
Security Officers' Rank Pinning Ceremony



Sumbangan Back to School dan Bantuan Covid 19
Back to School Donation and Covid 19 Relief



Promosi dan Jualan di Galeri Jualan Kota Puteri
Sales and Promotions at Kota Puteri Sales Gallery



Kursus Pengenalan PROTUNe kepada Guru Pembimbing
Program Tunas Niaga Negeri Selangor 2021
PROTUNe Introductory Course to Mentoring Teachers of
the Selangor 2021 Tunas Niaga Programme



Perhimpunan Khas Bulanan Mac
Special Monthly Meeting for the Month of March



Penyampaian Pembayaran Takaful Kemalangan
Kemalangan Berkelompok
Delivery of Payment for the Takaful Group
Accident Scheme



KSR Kayak
KSR Canoe Activity



Pelancaran Platform Bazaar Lokal dan Festival
Ramadan Selangor 2021
Launch of Local Bazaar and 2021 Selangor
Ramadan Festival Platforms



Penyediaan Bubur Lambuk Kasih PKNS
Preparation of Bubur Lambuk Kasih PKNS



Malam Iftar bersama Warga Kerja PKNS
Iftar Night Ceremony with PKNS Employees



Majlis Semakan Dokumen RSKU di Selangor Cyber Valley
Review of RSKU Council Documents Ceremony in Selangor Cyber Valley



Perjanjian Usahasama Pembangunan PECB bersama Extensive Energy Sdn. Bhd.
PECB Development Joint Venture Agreement Signing Ceremony with Extensive Energy Sdn. Bhd.



Lawatan Program Outreach Vaksinasi PKPD Pangsapuri Sri Ayu, Bandar Baru Bangi
Vaccination Outreach Programme PKPD Sri Ayu Apartment, Bandar Baru Bangi



Majlis Persaraan Ketua Pegawai Eksekutif PKNS, Puan Hajah Siti Zubaidah
Retirement Ceremony of PKNS Chief Executive Officer, Puan Hajah Siti Zubaidah



Konvensyen Kumpulan Inovatif dan Kreatif (KIK) Bulan September
Innovative and Creative Group Convention (KIK) in September



Malam Anugerah Perkhidmatan Cemerlang 2021 yang disempurnakan oleh Tuan Haji Suhaimi bin Haji Kasdon, Ketua Pegawai Operasi PKNS
2021 Excellent Service Award Night officiated by Tuan Haji Suhaimi bin Haji Kasdon, PKNS Chief Operations Officer



Penganjuran Korporat Golf PKNS 2021
2021 PKNS Corporate Golf



Majlis Hi-Tea bersama Alumni PKNS
Hi-Tea Ceremony with PKNS Alumni



DIARI KORPORAT CORPORATE DIARY



Aktiviti Fast Walk 1.0 untuk Kehidupan Lebih Sihat di Taman Tasik Shah Alam
Fast Walk 1.0 Activity for More Healthy Life at Lake Garden Shah Alam



Konvensyen KIK Bulan Oktober
KIK Convention for the Month of October



Lawatan Program Transformasi Minda ke Muzium PKNS
Mind Transformation Programme Tour to PKNS Museum



Lawatan Rasmi Ketua Pegawai Eksekutif PKNS ke Ibu Pejabat Worldwide Holdings
Official Visit of the PKNS Chief Executive Officer to Worldwide Holdings Headquarters



Perhimpunan bersama Ketua Pegawai Eksekutif baru PKNS
A Town Hall Session with PKNS New Chief Executive Officer



Site Visit Ketua Pegawai Eksekutif PKNS ke Projek Perumahan Antara Gapi
Site Visit by PKNS Chief Executive Officer to Antara Gapi Residential Project



Lawatan Kerja Ketua Pegawai Eksekutif PKNS ke Zon C
Working Visit of PKNS Chief Executive Officer to Zone C





Ekspedisi Berbasikal ke Kota Puteri
Cycling Expedition to Kota Puteri



Lawatan Perbadanan Kemajuan Negeri Kedah (PKNK)
ke PKNS
Visit by Kedah State Development Corporation
(PKNK) to PKNS



Majlis Graduasi Diploma Eksekutif Pengurusan Fasilitas
Graduation Ceremony for Executive Diploma in
Facility Management Course



PKNS turut serta dalam Selangor International Business Summit 2021
PKNS Participates in Selangor International Business Summit 2021



Ekspedisi Berbasikal bersama Dato' Ketua Pegawai
Eksekutif PKNS ke Bukit Fraser
Expedition Cycling with PKNS Chief Executive
Officer to Fraser Hill



Majlis Penyampaian Hadiah Konvensyen KIK 2021
2021 KIK Convention Award Presentation
Ceremony



Majlis Anugerah Pelajar Cemerlang 2020
2020 Outstanding Students Award Presentation
Ceremony



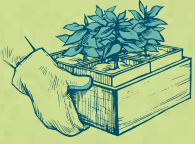
Pra Pelancaran Rafflesia 2
Pre-Launch of Rafflesia 2



PKNS Dianugerahkan Pencapaian Cemerlang QCLASSIC
2021 anjuran CIDB
PKNS Awarded 2021 QCLASSIC 2021 Excellent
Achievement Award organised by CIDB



Sesi Penyerahan Kunci Tadika Seksyen 7, Shah Alam
kepada MBSA
Handing Over of Keys of the Kindergarten
Section 7, Shah Alam project to MBSA



BAB / CHAPTER 05

DIREKTORI
Directory

- 86 Anak Syarikat**
Subsidiary Companies
- 88 Syarikat Bersekutu**
Associates Companies





ANAK SYARIKAT SUBSIDIARY COMPANIES



WORLDWIDE HOLDINGS BERHAD

Mercu Worldwide
Laman Seri Business Park
No. 7, Persiaran Sukan
Laman Seri Business Park
Seksyen 13
40100 Shah Alam
Selangor Darul Ehsan

Y. Bhg. Datin Paduka Hajah Norazlina Zakaria

Ketua Pegawai Eksekutif Kumpulan /
Group Chief Executive Officer

T +603 5526 2525
F +603 5526 2526
E info@whb.com.my
W www.worldwide.com.my



PKNS ENGINEERING & CONSTRUCTION BERHAD

03-38, Tingkat 3
Persiaran Tasik
Kompleks PKNS
40505 Shah Alam
Selangor Darul Ehsan

Tuan Haji Azhar bin Ahmad

Ketua Pegawai Eksekutif /
Chief Executive Officer

T +603 5519 4877
F +603 5510 3902
E pecb@pecb.com.my
W www.pecb.com.my



SELANGOR INDUSTRIAL CORPORATION SDN BHD

F-G-45, Vista Alam
Jalan Ikhtisas, Seksyen 14
40000 Shah Alam
Selangor Darul Ehsan

Tuan Ar. Haji Wan Muhd Hisham bin Haji Wan Hawari

Ketua Pegawai Eksekutif /
Chief Executive Officer

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+603 5523 9315
F +603 5524 3799
E info@sic.com.my
W www.sic.com.my



SELGATE CORPORATION SDN BHD

No. 15 (GF), Plaza Azalea
Jalan Pembangunan 14/6
Seksyen 14
40000 Shah Alam
Selangor Darul Ehsan

Encik Noor Hisham bin Mohd Ghouth

Ketua Pegawai Eksekutif Kumpulan /
Group Chief Executive Officer

T +603 5521 7000
F +603 5510 7668
E admin.g@selgatecorporation.com
W www.selgatecorporation.com



DE PALMA MANAGEMENT SERVICES SDN BHD

De Palma Hotel Shah Alam
Jalan Nelayan 19/15
Seksyen 19
40300 Shah Alam
Selangor Darul Ehsan

T +603 5542 8080
E info@depalmahotel.com
W www.depalmahotel.com



PI BRILLIANT BERHAD

77 & 78, Jalan Teknologi 3/9
Blok H, Bistari D'Kota, PJU 5
Kota Damansara
47810 Petaling Jaya
Selangor Darul Ehsan

Tuan Haji Mohd Zain bin Sarman

Ketua Pegawai Eksekutif /
Chief Executive Officer

T +603 6141 8990
F +603 6141 8102
E general@pibrilliant.com.my
W www.pibrilliant.com.my



SELAMAN SDN BHD

Lot 82, Lorong Memanda 1
Ampang Point
68000 Ampang
Selangor Darul Ehsan

Puan Hajah Kamarul Azian binti Hashim

Ketua Pegawai Eksekutif /
Chief Executive Officer

T +603 4257 0151
F +603 4257 7050
E marketing@selaman.com.my
W www.selaman.com.my



SACC CONVEC SDN BHD

No. 4, Jalan Perbadanan 14/9
40000 Shah Alam
Selangor Darul Ehsan

Encik Nasrudin bin Abu Bakar

Ketua Pegawai Eksekutif /
Chief Executive Officer

T +603 5511 8858
F +603 5511 8848
E enquiry@sacc.com.my
W www.sacc.com.my



AKADEMI PKNS SDN BHD

Tingkat 1, Blok D
Bangunan Ibu Pejabat PKNS
No. 2, Jalan Indah 14/8
Seksyen 14
40000 Shah Alam
Selangor Darul Ehsan

Pengurus Besar /
General Manager

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F +603 5525 0068
E info@akademipkns.edu.my
W www.akademipkns.edu.my



DATUMCORP INTERNATIONAL SDN BHD

Lot 42, Jalan U-Thant
Taman U-Thant
55000 Kuala Lumpur

Puan Hajah Azilah binti Arasad @ Arshad

Pegawai Pemantau Operasi /
Operations Monitoring Officer

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F +603 4266 1680
E info@datumcorp.com.my
W www.datumcorp.com.my



PKNS REAL ESTATE SDN BHD

3F-05, Tingkat 3
SACC Mall
Jalan Perbadanan 14/9
Seksyen 14
40000 Shah Alam
Selangor Darul Ehsan

Tuan Sr. Haji Fakru Radzi bin Ab. Ghani

Ketua Pegawai Eksekutif /
Chief Executive Officer

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F +603 5518 1010
E info@prec.my
W www.prec.my

KELANA PROPERTY DEVELOPMENT SDN BHD

Tingkat 15
Menara Glomac
Glomac Damansara
Jalan Damansara
60000 Kuala Lumpur

Y. Bhg. Datuk Seri Fateh Iskandar bin Dato' Mohamad Mansor

Ketua Pegawai Eksekutif /
Chief Executive Officer

T +603 7723 9000
F +603 7729 7000

SYARIKAT BERSEKUTU ASSOCIATES COMPANIES

01 KUNDANG PROPERTIES SDN BHD (201862-D)

Tingkat 32 & 33
The Garden South Tower
Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur

Encik Chua Seng Yong
Encik Tan Yee Seng
Pengarah / Director

T +603 2289 8989
F +603 2289 8802
E candice@igbcorp.com

02 LIGAMAS SDN BHD (235969-X)

Jalan Genting-Hulu Yam
Seksyen 6
Bandar Utama Batang Kali
44300 Batang Kali
Selangor Darul Ehsan

**Encik Shamsul Kamal
bin Abdul Aziz**
Pengurus Besar /
General Manager

T +603 6075 1058
F +603 6075 1215
E sales.ligamas@gmail.com

03 PKNS-LFD SDN BHD (36960-U)

c/o AD-Consult (M) Sdn Bhd
Suite 13.02. Tingkat 13
Menara Tan & Tan
No. 207, Jalan Tun Razak
50400 Kuala Lumpur

Encik Choong Kui Weng
Pengarah / Director

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+603 2164 0118
F +603 2164 0207
E general@adconsult.com.my

04 BANGI RESORT & DEVELOPMENT CORPORATION SDN BHD (205567-U)

No. 1, Persiaran Bandar
Bandar Baru Bangi
43650 Selangor Darul Ehsan

Encik Soh Beng Teck
Pengarah / Director

T +603 8929 9888
E brdcbgb@gmail.com

05 SUNWAY PKNS SDN BHD (179182-V)

Tingkat 15, Menara Sunway
Jalan Lagoon Timur
Bandar Sunway
47500 Petaling Jaya
Selangor Darul Ehsan

Sarena Cheah Yean Tih
Pengarah / Director

T +603 5639 8661
F +603 5639 8946
E mysunwayproperty@sunway.
com.my

06 SELANGOR POLO SDN BHD (251084-H)

No.1, Jalan Polo 10/1
Off Persiaran Mahogany
Kota Damansara
47810 Petaling Jaya
Selangor Darul Ehsan

Y. Bhg. Dato' Mucip Haldun Elchi
Pengarah / Director

T +6012 202 6705
E admin@selangorpolo.com

07 SELANGOR COUNTRY CLUB SDN BHD

No.1, Jalan Polo 10/7
Off Persiaran Mahogany
Kota Damansara
47810 Petaling Jaya
Selangor Darul Ehsan

Y. Bhg. Dato' Mucip Haldun Elchi
Pengarah / Director

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E admin@selangorpolo.com

08 KESAS HOLDINGS BERHAD (277595-V)

Wisma KESAS
No. 1, Lebuhraya Shah Alam
47500 Subang Jaya
Selangor Darul Ehsan

**Tuan Haji Mohammed Shah bin
Samin**
Ketua Pegawai Operasi /
Chief Operating Officer

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E p_hamidah@kesas.com.my

09 TROPICANA INDAH SDN BHD (213350-D)

Unit 1301, Tingkat 13
Tropicana Gardens Office Tower
No. 2A, Persiaran Surian
Tropicana Indah
47810 Petaling Jaya
Selangor Darul Ehsan

Encik Dion Tan
Pengarah Urusan /
Managing Director

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F +603 7663 6688
E enquiry@tropicanaacorp.com.my

**10 GLM EMERALD (SEPANG)
SDN BHD (232845-H)**

Tingkat 13, Menara Guoco
Damansara City
No. 6, Jalan Damanlela
Bukit Damansara
50490, Kuala Lumpur

Encik Tan Wee Bee
Pengarah Urusan Kumpulan /
Group Managing Director

T +603 2726 1000
F +603 2726 1102

**11 MUST EHSAN DEVELOPMENT SDN
BHD (416297-U)**

No. 46G, Jalan PJU 5/22
Pusat Perdagangan Kota Damansara
Kota Damansara PJU 5
47810 Petaling Jaya
Selangor Darul Ehsan

Encik Mohd Ibrahim bin Masrukin
Ketua Pegawai Operasi Kumpulan /
Group Chief Operating Officer

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F +603 6286 7799
E encare@encorp.com.my

**12 ICON-FUTURE HOME
SDN BHD (720636-D)**

12A, Jalan Dagang SB 4/1
Taman Sungai Besi Indah
43300 Seri Kembangan
Selangor Darul Ehsan

Encik Najman bin Kamaruddin
Ketua Pegawai Eksekutif /
Chief Executive Officer

T +603 8945 5998
F +603 8941 7957
E enquiry@icon2u.com.my

**13 MUTAWWIF TRAINING &
CONSULTANCY SDN BHD (976567-P)**

No. 9B, Wisma AMTC
Jalan Saga Emas 8A
Taman Saga Emas
43000 Kajang
Selangor Darul Ehsan

**Encik Abdullah bin
Abd. Rahman Shah**
Pengarah / Director

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E amtc.latihan@gmail.com

**14 AL-KAUTHAR RESOURCES SDN
BHD (1132112-W)**

88, Corporate Industrial Park No. 3
Jalan Bunga Pakma 1
Seksyen BB23
Bandar Bukit Beruntung
48300 Rawang
Selangor Darul Ehsan

Puan Norliza Hayati binti Shairuzi
Ketua Pegawai Eksekutif /
Chief Executive Officer

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E sales@alkauthar.com.my

15 HCK BESTARI SDN BHD (1224250-P)

H-15-01, Level 15
Block H Empire City
Damansara Perdana Jalan PJU 8
47820 Petaling Jaya
Selangor Darul Ehsan

**16 RED GIANTS FC SDN BHD
(1340672-U)**

Kompleks Sukan SUK Selangor
Persiaran Raja Muda, Seksyen 5
40000 Shah Alam
Selangor Darul Ehsan



BAB / CHAPTER 06

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**SIJIL KETUA AUDIT NEGARA
MENGENAI PENYATA KEWANGAN
PERBADANAN KEMAJUAN NEGERI SELANGOR
BAGI TAHUN BERAKHIR 31 DISEMBER 2021**

Sijil Mengenai Pengauditan Penyata Kewangan

Pendapat

Saya telah memberikan kuasa kepada firma audit swasta di bawah subseksyen 7(3) Akta Audit 1957 [Akta 62] untuk mengaudit Penyata Kewangan Perbadanan Kemajuan Negeri Selangor. Penyata kewangan tersebut merangkumi Penyata Kedudukan Kewangan pada 31 Disember 2021 Perbadanan Kemajuan Negeri Selangor dan Kumpulan dan Penyata Pendapatan Komprehensif, Penyata Perubahan Ekuiti serta Penyata Aliran Tunai bagi tahun berakhir pada tarikh tersebut dan nota kepada penyata kewangan termasuklah ringkasan polisi perakaunan yang signifikan seperti yang dinyatakan pada muka surat 3 hingga 88.

Pada pendapat saya, penyata kewangan ini memberikan gambaran yang benar dan saksama mengenai kedudukan kewangan Perbadanan Kemajuan Negeri Selangor dan Kumpulan pada 31 Disember 2021 dan prestasi kewangan serta aliran tunai bagi tahun berakhir pada tarikh tersebut selaras dengan Piawaian Pelaporan Entiti Persendirian Malaysia (MPERS) dan keperluan Enakmen Perbadanan Kemajuan Negeri Selangor 1964 serta Akta Syarikat 2016.

Asas Kepada Pendapat

Pengauditan telah dilaksanakan berdasarkan Akta Audit 1957 dan International Standards of Supreme Audit Institutions. Tanggungjawab saya dihuraikan selanjutnya di perenggan Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan dalam sijil ini. Saya percaya bahawa bukti audit yang diperoleh adalah mencukupi dan bersesuaian untuk dijadikan asas kepada pendapat saya.

Kebebasan dan Tanggungjawab Etika Lain

Saya adalah bebas daripada Perbadanan Kemajuan Negeri Selangor dan Kumpulan serta telah memenuhi tanggungjawab etika lain berdasarkan International Standards of Supreme Audit Institutions.

Maklumat Lain Selain Daripada Penyata Kewangan dan Sijil Juruaudit Mengenainya

Ahli Perbadanan, Perbadanan Kemajuan Negeri Selangor bertanggungjawab terhadap maklumat lain dalam Laporan Tahunan. Pendapat saya terhadap Penyata Kewangan Perbadanan Kemajuan Negeri Selangor dan Kumpulan tidak meliputi maklumat lain selain daripada penyata kewangan dan Sijil Juruaudit mengenainya dan saya tidak menyatakan sebarang bentuk kesimpulan jaminan mengenainya.

Tanggungjawab Ahli Perbadanan Terhadap Penyata Kewangan

Ahli Perbadanan bertanggungjawab terhadap penyediaan Penyata Kewangan Perbadanan Kemajuan Negeri Selangor dan Kumpulan yang memberi gambaran benar dan saksama selaras dengan Piawaian Pelaporan Entiti Persendirian Malaysia (MPERS) dan keperluan Enakmen Perbadanan Kemajuan Negeri Selangor 1964 serta Akta Syarikat 2016. Ahli Perbadanan juga bertanggungjawab terhadap penetapan kawalan dalaman yang perlu bagi membolehkan penyediaan Penyata Kewangan Perbadanan Kemajuan Negeri Selangor dan Kumpulan yang bebas daripada salah nyata yang ketara, sama ada disebabkan fraud atau kesilapan.

Semasa penyediaan Penyata Kewangan Perbadanan Kemajuan Negeri Selangor dan Kumpulan, Ahli Perbadanan bertanggungjawab untuk menilai keupayaan Perbadanan Kemajuan Negeri Selangor dan Kumpulan untuk beroperasi sebagai satu usaha berterusan, mendedahkannya jika berkaitan serta menggunakannya sebagai asas perakaunan.

Tanggungjawab Juruaudit Terhadap Pengauditan Penyata Kewangan

Objektif saya adalah untuk memperoleh keyakinan yang munasabah sama ada Penyata Kewangan Perbadanan Kemajuan Negeri Selangor dan Kumpulan secara keseluruhannya adalah bebas daripada salah nyata yang ketara, sama ada disebabkan fraud atau kesilapan, dan mengeluarkan Sijil Juruaudit yang merangkumi pendapat saya. Jaminan yang munasabah adalah satu tahap jaminan yang tinggi, tetapi bukan satu jaminan bahawa audit yang dijalankan mengikut International Standards of Supreme Audit Institutions akan sentiasa mengesan salah nyata yang ketara apabila ia wujud. Salah nyata boleh wujud daripada fraud atau kesilapan dan dianggap ketara sama ada secara individu atau agregat sekiranya boleh dijangkakan dengan munasabah untuk mempengaruhi keputusan ekonomi yang dibuat oleh pengguna berdasarkan penyata kewangan ini.

Sebagai sebahagian daripada pengauditan mengikut International Standards of Supreme Audit Institutions, saya menggunakan pertimbangan profesional dan mengekalkan keraguan profesional sepanjang pengauditan. Saya juga:

- a. mengenal pasti dan menilai risiko salah nyata ketara dalam Penyata Kewangan Perbadanan Kemajuan Negeri Selangor dan Kumpulan, sama ada disebabkan fraud atau kesilapan, merangka dan melaksanakan prosedur audit yang responsif terhadap risiko berkenaan serta mendapatkan bukti audit yang mencukupi dan bersesuaian untuk memberikan asas kepada pendapat saya. Risiko untuk tidak mengesan salah nyata ketara akibat daripada fraud adalah lebih tinggi daripada kesilapan kerana fraud mungkin melibatkan pakatan, pemalsuan, ketinggalan yang disengajakan, representasi yang salah, atau mengatasi kawalan dalaman;
- b. memahami kawalan dalaman yang relevan untuk merangka prosedur audit yang bersesuaian tetapi bukan untuk menyatakan pendapat mengenai keberkesanan kawalan dalaman Perbadanan Kemajuan Negeri Selangor dan Kumpulan;
- c. menilai kesesuaian dasar perakaunan yang diguna pakai, kemunasabahan anggaran perakaunan dan pendedahan yang berkaitan oleh Ahli Perbadanan;
- d. membuat kesimpulan terhadap kesesuaian penggunaan asas perakaunan untuk usaha berterusan oleh Ahli Perbadanan dan berdasarkan bukti audit yang diperoleh, sama ada wujudnya ketidakpastian ketara yang berkaitan dengan peristiwa atau keadaan yang mungkin menimbulkan keraguan yang signifikan terhadap keupayaan Perbadanan Kemajuan Negeri Selangor atau Kumpulan sebagai satu usaha berterusan. Jika saya membuat kesimpulan bahawa ketidakpastian ketara wujud, saya perlu melaporkan dalam Sijil Juruaudit terhadap pendedahan yang berkaitan dalam Penyata Kewangan Perbadanan Kemajuan Negeri Selangor dan Kumpulan atau, jika pendedahan tersebut tidak mencukupi, pendapat saya akan diubah. Kesimpulan saya dibuat berdasarkan bukti audit yang diperoleh sehingga tarikh Sijil Juruaudit. Bagaimanapun, peristiwa atau keadaan pada masa hadapan berkemungkinan menyebabkan Perbadanan Kemajuan Negeri Selangor atau Kumpulan tidak lagi berupaya meneruskan operasi secara usaha berterusan;
- e. menilai persembahan secara keseluruhan, struktur dan kandungan Penyata Kewangan Perbadanan Kemajuan Negeri Selangor dan Kumpulan, termasuk pendedahannya, dan sama ada penyata kewangan tersebut telah melaporkan asas-asas urus niaga dan peristiwa-peristiwa yang memberikan gambaran saksama; dan
- f. mendapatkan bukti audit yang mencukupi dan bersesuaian berkaitan maklumat kewangan entiti dan aktiviti perniagaan dalam Kumpulan untuk memberikan pendapat terhadap Penyata Kewangan Kumpulan. Saya bertanggungjawab untuk hala tuju, pengawasan dan pelaksanaan pengauditan kumpulan. Saya hanya bertanggungjawab terhadap pendapat saya.

Ahli Perbadanan telah dimaklumkan, antaranya mengenai skop dan tempoh pengauditan yang dirancang serta penemuan audit yang signifikan termasuk kelemahan kawalan dalaman yang dikenal pasti semasa pengauditan.

Laporan Mengenai Keperluan Perundangan dan Peraturan Lain

Berdasarkan keperluan Enakmen Perbadanan Kemajuan Negeri Selangor 1964 dan Akta Syarikat 2016, saya juga melaporkan syarikat subsidiari yang tidak diaudit oleh saya, telah dinyatakan di Nota 8 dalam penyata kewangan.

Hal-hal Lain

Sijil ini dibuat untuk Ahli Perbadanan, Perbadanan Kemajuan Negeri Selangor berdasarkan keperluan Enakmen Perbadanan Kemajuan Negeri Selangor 1964 dan Akta Syarikat 2016 dan bukan untuk tujuan lain. Saya tidak bertanggungjawab terhadap pihak lain bagi kandungan sijil ini.



(DATUK SERI NIK AZMAN NIK ABDUL MAJID)
KETUA AUDIT NEGARA
MALAYSIA

PUTRAJAYA
30 SEPTEMBER 2022



PENYATA AHLI-AHLI PERBADANAN

Para Ahli-Ahli Perbadanan Kemajuan Negeri Selangor dengan ini menyatakan bahawa, pada pendapat kami, Penyata Kewangan yang mengandungi Penyata Pendapatan Komprehensif, Penyata Kedudukan Kewangan, Penyata Perubahan Ekuiti dan Penyata Aliran Tunai yang berikut ini beserta dengan nota-nota kepada Penyata Kewangan didalamnya, adalah disediakan untuk menunjukkan pandangan yang benar dan saksama berkenaan kedudukan Perbadanan Kemajuan Negeri Selangor pada 31 Disember 2021 dan hasil kendaliannya serta perubahan kedudukan kewangannya bagi tahun berakhir pada tarikh tersebut.

Bagi pihak Ahli-Ahli Perbadanan,



DATO' SERI AMIRUDIN BIN SHARI
Pengerusi



DR. AHMAD FADZLI BIN AHMAD TAJUDDIN
Ahli Perbadanan

Shah Alam

Tarikh **25 APR 2022**

PENGAKUAN OLEH PEGAWAI UTAMA YANG BERTANGGUNGJAWAB KE ATAS PENGURUSAN KEWANGAN

Saya, DATO' MAHMUD BIN ABBAS, pegawai utama yang bertanggungjawab ke atas pengurusan kewangan dan rekod-rekod perakaunan Perbadanan Kemajuan Negeri Selangor, dengan ikhlasnya mengakui bahawa Penyata Pendapatan Komprehensif, Penyata Kedudukan Kewangan, Penyata Perubahan Ekuiti dan Penyata Aliran Tunai dalam kedudukan kewangan yang berikut ini beserta dengan nota-nota kepada Penyata Kewangan didalamnya mengikut sebaik-baik pengetahuan dan kepercayaan saya, adalah betul dan saya membuat ikrar ini dengan sebenarnya mempercayai bahawa ia adalah benar dan atas kehendak-kehendak Akta Akuan Berkanun, 1960.

Ditandatangani dan diikrarkan oleh penama di atas }
DATO' MAHMUD BIN ABBAS }
di Shah Alam dalam Negeri Selangor pada }



DATO' MAHMUD BIN ABBAS

25 APR 2022

Di hadapan saya,



Pesuruhjaya Sumpah
Shah Alam



PENYATA PENDAPATAN KOMPREHENSIF

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021

| | NOTA | KUMPULAN | | PERBADANAN | |
|--|------|----------------|----------------|----------------|----------------|
| | | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Pendapatan | 3 | 1,777,468 | 871,479 | 915,253 | 421,093 |
| Lain-lain pendapatan operasi | | 227,948 | 189,436 | 912,397 | 33,890 |
| Perubahan dalam inventori | | (10,141) | 43,863 | - | - |
| Kos projek kemajuan hartanah diiktiraf | 15 | (751,201) | (379,855) | (618,627) | (301,544) |
| Kos kontrak diiktiraf | | (156,395) | (27,606) | - | - |
| Kos pelaksanaan perkhidmatan | | (314,605) | (265,768) | - | - |
| Kos kakitangan | 4 | (150,482) | (155,143) | (67,530) | (81,630) |
| Susutnilai hartanah, loji dan peralatan | 7 | (49,171) | (47,049) | (6,012) | (6,962) |
| Susutnilai pelaburan hartanah | 12 | (9,020) | (6,982) | (5,909) | (5,764) |
| Lain-lain perbelanjaan operasi | | (361,088) | (275,178) | (178,637) | (1,079,125) |
| Keuntungan / (Kerugian) operasi | | 203,313 | (52,803) | 950,935 | (1,020,042) |
| Kos kewangan | 4 | (153,307) | (101,255) | (88,352) | (78,308) |
| Bahagian keuntungan syarikat-syarikat bersekutu | | 45,285 | 68,303 | - | - |
| Pendapatan bersih dari lain-lain pelaburan | 5 | 14,610 | 17,202 | 43,197 | 55,168 |
| Keuntungan / (Kerugian) sebelum cukai dan zakat | 4 | 109,901 | (68,553) | 905,780 | (1,043,182) |
| Zakat | | (2,394) | (2,715) | (2,100) | (2,500) |
| Cukai | 6 | (83,366) | (14,289) | (41,332) | 1,080 |
| Keuntungan / (Kerugian) selepas cukai dan zakat | | 24,141 | (85,557) | 862,348 | (1,044,602) |
| Kepentingan bukan kawalan | | 9,392 | 1,272 | - | - |
| Keuntungan / (Kerugian) bersih bagi tahun semasa / Jumlah pendapatan komprehensif | | 33,533 | (84,285) | 862,348 | (1,044,602) |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

PENYATA KEDUDUKAN KEWANGAN

PADA 31 DISEMBER 2021

| | NOTA | KUMPULAN | | PERBADANAN | |
|---|------|----------------|----------------|----------------|----------------|
| | | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Aset Bukan Semasa | | | | | |
| Hartanah, loji dan peralatan | 7 | 2,048,640 | 904,578 | 201,624 | 204,642 |
| Pelaburan dalam syarikat-syarikat subsidiari | 8 | - | - | 2,074,876 | 1,059,773 |
| Pelaburan dalam syarikat-syarikat bersekutu | 9 | 762,156 | 759,868 | 218,868 | 199,468 |
| Lain-lain pelaburan | 10 | 276,984 | 251,101 | 118,978 | 134,716 |
| Muhibah daripada penyatuan | 11 | 70,110 | 79,175 | - | - |
| Aset tak ketara | | - | 34 | - | - |
| Pelaburan hartanah | 12 | 1,242,475 | 1,105,647 | 350,965 | 223,920 |
| Projek kemajuan hartanah | 15 | 12,423 | 15,324 | - | - |
| Harta hartanah | 13 | 1,144,194 | 1,056,629 | 578,068 | 578,068 |
| Penghutang perdagangan | 17 | 63 | 954 | - | - |
| Lain-lain penghutang, deposit dan bayaran terdahulu | 18 | - | 219 | - | - |
| Aset cukai tertunda | 27 | 62,819 | 78,249 | 38,110 | 43,825 |
| | | 5,619,864 | 4,251,778 | 3,581,489 | 2,444,412 |
| Aset Semasa | | | | | |
| Inventori | 14 | 516,520 | 607,994 | 361,009 | 442,633 |
| Projek kemajuan hartanah | 15 | 3,260,456 | 3,684,975 | 2,747,867 | 3,157,365 |
| Kerja kontrak yang telah dijalankan tetapi belum dituntut | 16 | 85,296 | 70,832 | - | - |
| Tuntutan kemajuan terakru | | 251,413 | 1,959 | 249,083 | - |
| Penghutang perdagangan | 17 | 749,853 | 556,299 | 440,659 | 387,596 |
| Lain-lain penghutang, deposit dan bayaran terdahulu | 18 | 547,846 | 185,216 | 165,153 | 159,205 |
| Pelaburan portfolio | 19 | 29,976 | 34,104 | 20,182 | 18,603 |
| Simpanan tetap | 20 | 253,855 | 290,303 | 6,133 | 6,018 |
| Wang tunai dan baki di bank | 30 | 207,303 | 145,427 | 133,714 | 64,430 |
| Cukai boleh pulih | | 32,137 | 23,647 | - | 1,706 |
| | | 5,934,655 | 5,600,756 | 4,123,800 | 4,237,556 |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

PENYATA KEDUDUKAN KEWANGAN

PADA 31 DISEMBER 2021 (SAMB.)

| | NOTA | KUMPULAN | | PERBADANAN | |
|---|------|----------------|----------------|----------------|----------------|
| | | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Liabiliti Semasa | | | | | |
| Pemiutang perdagangan | 26 | 281,906 | 297,032 | 65,453 | 66,705 |
| Tuntutan terdahulu dari kontrak pembinaan | 16 | 25,345 | 35,000 | - | - |
| Tuntutan kemajuan terdahulu | | - | 93,920 | - | 93,920 |
| Lain-lain pemiutang | 28 | 777,534 | 728,146 | 455,588 | 521,089 |
| Amaun terhutang kepada pemegang saham bukan kawalan | 29 | 269 | 5,467 | - | - |
| Pemiutang pajakan kewangan | 22 | 582 | 1,005 | - | - |
| Pinjaman jangka pendek | 23 | 229,631 | 220,302 | 10,000 | 201,568 |
| Tanggungan cukai | | 46,717 | 11,935 | 27,482 | 1,610 |
| Geran tertunda | | 11,692 | 44,326 | - | - |
| | | 1,373,676 | 1,437,133 | 558,523 | 884,892 |
| Aset semasa bersih | | 4,560,979 | 4,163,623 | 3,565,277 | 3,352,664 |
| | | 10,180,843 | 8,415,401 | 7,146,766 | 5,797,076 |
| Dibiayai Oleh: | | | | | |
| Keuntungan terkumpul | | 6,067,675 | 6,027,336 | 4,875,911 | 4,013,563 |
| Akaun perlindungan harta Rizab | 21 | 29,236 | 28,938 | 29,236 | 28,938 |
| | | 18,911 | 19,891 | - | - |
| | | 6,115,822 | 6,076,165 | 4,905,147 | 4,042,501 |
| Kepentingan bukan kawalan | | 157,989 | 154,049 | - | - |
| Jumlah Ekuiti | | 6,273,811 | 6,230,214 | 4,905,147 | 4,042,501 |
| Liabiliti Bukan Semasa | | | | | |
| Pemiutang pajakan kewangan | 22 | 1,295 | 1,193 | - | - |
| Lain-lain pemiutang | 28 | 12,979 | 1,951 | - | - |
| Pinjaman jangka panjang | 23 | 3,696,016 | 2,037,568 | 2,209,959 | 1,728,470 |
| Peruntukan penutupan dan kos selepas penutupan operasi pelupusan sistem pepejal | 24 | 124,063 | 78,585 | - | - |
| Ganjaran persaraan | 25 | 8,779 | 9,031 | 3,278 | 3,330 |
| Liabiliti cukai tertunda | 27 | 63,900 | 56,859 | 28,382 | 22,775 |
| Jumlah liabiliti jangka panjang | | 3,907,032 | 2,185,187 | 2,241,619 | 1,754,575 |
| | | 10,180,843 | 8,415,401 | 7,146,766 | 5,797,076 |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

PENYATA PERUBAHAN EKUITI

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021

| | Akaun Perlindungan Harta RM'000 | Rizab Penilaian Semula RM'000 | Lain-Lain Rizab RM'000 | Keuntungan Terkumpul RM'000 | Jumlah RM'000 | Kepentingan Bukan Kawalan RM'000 | Jumlah Ekuiti RM'000 |
|---|--|--|------------------------------|-----------------------------------|------------------|---|----------------------------|
| Kumpulan | | | | | | | |
| Baki pada 1 Januari 2020 | | | | | | | |
| Seperti dinyatakan sebelumnya | 28,690 | 18,632 | (1,661) | 6,115,806 | 6,161,467 | 144,796 | 6,306,263 |
| Pelarasan tahun terdahulu | - | - | - | 249 | 249 | - | 249 |
| Seperti dinyatakan semula | 28,690 | 18,632 | (1,661) | 6,116,055 | 6,161,716 | 144,796 | 6,306,512 |
| Keuntungan bersih bagi tahun semasa | - | - | - | (84,285) | (84,285) | - | (84,285) |
| Pengkelasan nilai saksama | - | - | (904) | 904 | - | - | - |
| Penambahan/(pengurangan) pada tahun semasa | 248 | - | 3,824 | (5,338) | (1,266) | 9,253 | 7,987 |
| Baki pada 31 Disember 2020 | 28,938 | 18,632 | 1,259 | 6,027,336 | 6,076,165 | 154,049 | 6,230,214 |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

PENYATA PERUBAHAN EKUITI

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

| | Akaun Perlindungan Harta RM'000 | Rizab Penilaian Semula RM'000 | Lain-Lain Rizab RM'000 | Keuntungan Terakumulasi RM'000 | Jumlah RM'000 | Kepentingan Bukan Kawalan RM'000 | Jumlah Ekuiti RM'000 |
|---|--|--|------------------------------|--------------------------------------|------------------|---|----------------------------|
| Kumpulan | | | | | | | |
| Baki pada 1 Januari 2021 | | | | | | | |
| Seperti dinyatakan sebelumnya | 28,938 | 18,632 | 1,259 | 6,027,336 | 6,076,165 | 154,049 | 6,230,214 |
| Pelarasan tahun terdahulu (Nota 34) | - | - | - | 39,167 | 39,167 | - | 39,167 |
| Seperti dinyatakan semula (Nota 34) | 28,938 | 18,632 | 1,259 | 6,066,503 | 6,115,332 | 154,049 | 6,269,381 |
| Keuntungan bersih bagi tahun semasa | - | - | - | 33,533 | 33,533 | - | 33,533 |
| Penambahan/(pengurangan) pada tahun semasa | 298 | - | (980) | (32,361) | (33,043) | 3,940 | (29,103) |
| Baki pada 31 Disember 2021 | 29,236 | 18,632 | 279 | 6,067,675 | 6,115,822 | 157,989 | 6,273,811 |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

PENYATA PERUBAHAN EKUITI

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

| | Akaun Perlindungan Harta RM'000 | Keuntungan Terkumpul RM'000 | Jumlah RM'000 |
|-------------------------------------|--|-----------------------------------|------------------|
| Perbadanan | | | |
| Baki pada 1 Januari 2020 | 28,690 | 5,058,165 | 5,086,855 |
| Penambahan pada tahun semasa | 248 | - | 248 |
| Kerugian bersih bagi tahun semasa | - | (1,044,602) | (1,044,602) |
| Baki pada 31 Disember 2020 | 28,938 | 4,013,563 | 4,042,501 |
| Baki pada 1 Januari 2021 | 28,938 | 4,013,563 | 4,042,501 |
| Penambahan pada tahun semasa | 298 | - | 298 |
| Keuntungan bersih bagi tahun semasa | - | 862,348 | 862,348 |
| Baki pada 31 Disember 2021 | 29,236 | 4,875,911 | 4,905,147 |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

PENYATA ALIRAN TUNAI

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Aliran tunai daripada aktiviti-aktiviti operasi | | | | |
| Keuntungan / (Kerugian) sebelum cukai, zakat dan kepentingan bukan kawalan | 109,901 | (68,553) | 905,780 | (1,043,182) |
| Susut nilai hartanah, loji, dan peralatan | 49,171 | 47,049 | 6,012 | 6,962 |
| Susut nilai pelaburan hartanah | 9,020 | 6,982 | 5,909 | 5,764 |
| Susut nilai aset tak ketara | 697 | 14 | - | - |
| Kos kewangan | 153,307 | 101,255 | 88,352 | 78,308 |
| (Pulih semula)/Peruntukan rosot nilai hartanah, loji, dan peralatan | - | (6,723) | - | - |
| Peruntukan penutupan dan kos selepas penutupan | 1,633 | 2,682 | - | - |
| Perubahan nilai saksama pelaburan hartanah yang diiktiraf di dalam penyata pendapatan | (6,760) | 15,479 | - | - |
| (Pulih semula)/Peruntukan rosot nilai pelaburan syarikat subsidiari | - | - | (844,754) | 960,360 |
| Peruntukan rosot nilai pelaburan syarikat bersekutu | - | - | - | - |
| Peruntukan rosot nilai harta hartanah | - | 15,387 | - | - |
| Peruntukan rosot nilai pelaburan | 1,004 | - | 88 | - |
| Peruntukan hutang ragu | 16,100 | 23,192 | 9,560 | 8,914 |
| Peruntukan ganjaran persaraan | 749 | 1,235 | 418 | 810 |
| Hapuskira nilai hartanah, loji, dan peralatan | 21 | 416 | - | - |
| Bahagian keuntungan syarikat-syarikat bersekutu | (45,285) | (68,303) | - | - |
| Keuntungan dari pelupusan hartanah, loji dan peralatan | (226) | (49) | - | - |
| Keuntungan dari pelupusan pelaburan hartanah | (3,380) | - | - | - |
| Keuntungan dari pelupusan pelaburan portfolio | 83 | - | - | - |
| Pulih semula rosot nilai lain-lain pelaburan | - | (5,963) | - | (4,139) |
| Pendapatan dividen | (8,934) | (9,312) | (41,293) | (50,483) |
| Pelaras:- | | | | |
| Susut nilai hartanah, loji dan peralatan | 780 | 2,493 | 780 | (225) |
| Susut nilai pelaburan hartanah | 28 | 7 | 28 | 7 |
| Harta hartanah | 1,877 | - | - | - |
| Hartanah, loji dan peralatan | 1,117 | 264 | - | - |
| Pendapatan faedah | (5,676) | (7,890) | (1,904) | (4,685) |
| Perbelanjaan faedah | 18,388 | - | - | - |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

PENYATA ALIRAN TUNAI

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Aliran tunai daripada aktiviti-aktiviti operasi (samb.) | | | | |
| Peruntukan/(Pulih semula) rosot nilai pelaburan portfolio | 1,299 | (3,536) | 1,231 | (2,852) |
| Perbezaan kadar tukaran | 4,043 | 980 | - | - |
| Perubahan nilai saksama ke atas lain-lain pelaburan | 6,306 | (813) | 6,992 | - |
| Keuntungan/ (Kerugian) operasi sebelum perubahan modal kerja | 305,263 | 46,293 | 137,199 | (44,441) |
| (Penambahan)/ pengurangan dalam:- | | | | |
| Projek kemajuan hartanah | 288,449 | 56,930 | 252,821 | 24,631 |
| Inventori | 109,594 | (6,401) | 99,744 | 35,598 |
| Penghutang perdagangan | (208,763) | (210,805) | (64,233) | (178,158) |
| Muhibbah | 9,065 | (71,856) | - | - |
| Baki bank di bawah Akta Pemaju Perumahan (Kawalan dan Perlesenan), 1966 | (44,075) | (50,763) | - | - |
| Simpanan tetap yang telah dicagangkan | 20,561 | 23,288 | - | - |
| Tuntutan kemajuan terakru/belum dituntut | (263,918) | 7,492 | (249,083) | 11,258 |
| Lain-lain Penghutang, deposit dan bayaran terdahulu | (362,411) | (9,896) | (4,193) | 16,927 |
| Amaun terhutang oleh syarikat bersekutu | - | - | (1,755) | (24,749) |
| Penambahan/ (pengurangan) dalam:- | | | | |
| Pemiutang perdagangan | (15,126) | (70,271) | (1,252) | (16,426) |
| Tuntutan kemajuan terdahulu | (103,575) | 80,384 | (93,920) | 93,920 |
| Pelaburan hartanah | 2,633 | - | - | - |
| Amaun terhutang kepada syarikat berkaitan | (5,198) | 5,210 | - | - |
| Lain-lain pemiutang | 38,264 | 164,742 | (65,501) | 45,127 |
| Lain-lain rizab | (682) | 4,321 | 328 | 115 |
| Tunai (digunakan) / dihasilkan daripada operasi | (229,919) | (31,332) | 10,155 | (36,198) |
| Pembayaran cukai | (28,764) | (9,619) | (822) | (2,320) |
| Faedah dibayar | (153,307) | (101,255) | (88,352) | (78,308) |
| Pembayaran balik cukai | 448 | 43 | - | - |
| Pembayaran zakat | (2,394) | (2,715) | (2,100) | (2,500) |
| Pembayaran ganjaran persaraan | (1,001) | (1,248) | (470) | (1,000) |
| Aliran tunai bersih digunakan daripada aktiviti-aktiviti operasi | (414,937) | (146,126) | (81,589) | (120,326) |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

PENYATA ALIRAN TUNAI

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Aliran tunai daripada aktiviti-aktiviti pelaburan | | | | |
| Pendapatan faedah | 5,676 | 7,890 | 1,904 | 4,685 |
| Dividen diterima daripada lain-lain pelaburan | 8,934 | 9,312 | 3,846 | 2,701 |
| Dividen diterima daripada syarikat subsidiari | - | - | 12,948 | 31,758 |
| Dividen yang diterima daripada syarikat-syarikat bersekutu | - | - | 24,499 | 16,024 |
| Terimaan dari pelupusan hartanah, loji dan peralatan | 920 | 54 | - | - |
| Terimaan dari jualan hartanah, loji dan peralatan | - | - | 420 | - |
| Terimaan dari jualan pelaburan hartanah | 2,357 | - | 2,357 | 4,670 |
| Terimaan dari pelupusan pelaburan hartanah | 10,970 | 4,670 | - | - |
| Penambahan hartanah, loji dan peralatan | (1,189,778) | (186,192) | (211) | (969) |
| Pengurangan lain-lain pelaburan | 28,522 | 58,241 | 28,522 | 56,628 |
| Penambahan lain-lain pelaburan | (61,715) | (82,776) | (19,894) | (35,800) |
| Penambahan pelaburan hartanah | (11,146) | (4,598) | (765) | - |
| Pengurangan pelaburan portfolio | 7,082 | 4,097 | - | - |
| Penambahan aset tak ketara | (663) | (48) | - | - |
| Penambahan pelaburan portfolio | (4,336) | (8,060) | (2,810) | (3,357) |
| Terimaan dari pelupusan syarikat-syarikat bersekutu | 62,654 | 80,014 | - | - |
| Pelaburan dalam syarikat subsidiari | - | - | (170,349) | (169,934) |
| Pelaburan dalam syarikat bersekutu | (19,658) | (10,317) | (19,400) | (10,300) |
| Penambahan harta-hartanah | (116,494) | (159,656) | - | (55,235) |
| Penambahan projek kemajuan hartanah | 2,901 | - | - | - |
| Pelupusan harta-hartanah | 6,685 | - | - | - |
| Pelupusan syarikat subsidiari | (8,060) | - | - | 400 |
| Penggunaan kos penutupan dan kos selepas penutupan | 43,845 | 8,128 | - | - |
| Penambahan kepentingan bukan kawalan dalam syarikat subsidiari | 13,332 | 10,559 | - | - |
| Aliran tunai bersih digunakan/dihasilkan daripada aktiviti-aktiviti pelaburan | (1,217,972) | (268,682) | (138,933) | (158,729) |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

PENYATA ALIRAN TUNAI

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

| | KUMPULAN | | PERBADANAN | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Aliran tunai daripada aktiviti-aktiviti pembiayaan | | | | |
| Tambahan pinjaman | 1,934,931 | - | 515,000 | 292,851 |
| Penerimaan geran | 111,745 | 133,521 | - | - |
| Penggunaan geran | (144,379) | (124,977) | - | - |
| Bayaran balik pemiutang pajakan kewangan | (321) | (1,728) | - | - |
| Bayaran balik pinjaman | (267,154) | 309,422 | (225,079) | - |
| Aliran tunai bersih dihasilkan daripada aktiviti-aktiviti pembiayaan | 1,634,822 | 316,238 | 289,921 | 292,851 |
| Penambahan/ (Pengurangan) bersih dalam tunai dan persamaan tunai | 1,913 | (98,570) | 69,399 | 13,796 |
| Tunai dan persamaan tunai pada awal tahun | 388,560 | 487,130 | 70,448 | 56,652 |
| Tunai dan persamaan tunai pada akhir tahun (Nota 30) | 390,473 | 388,560 | 139,847 | 70,448 |

Nota-nota yang disertakan merupakan sebahagian daripada penyata kewangan ini.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021

Kegiatan utama Perbadanan adalah memajukan bandar dan pekan baru, membangunkan tanah-tanah untuk tujuan perindustrian dan perumahan, dan pembinaan bangunan pelbagai jenis untuk dijual atau disewa.

Kegiatan utama syarikat-syarikat subsidiari adalah seperti yang dinyatakan di Nota 8.

Tiada sebarang perubahan ketara berlaku kepada kegiatan utama Perbadanan dan syarikat-syarikat subsidiarinya dalam tahun kewangan semasa.

Pejabat berdaftar Perbadanan dan pejabat utama perniagaan Perbadanan terletak di Bangunan Ibu Pejabat PKNS, No 2, Jalan Indah 14/8, Seksyen 14, 40000 Shah Alam, Selangor Darul Ehsan.

1. ASAS PENYEDIAAN

(a) Penyata pematuhan

Penyata kewangan Kumpulan dan Perbadanan telah disediakan di bawah Enakmen Perbadanan Kemajuan Negeri Selangor 1964 (Semakan 2014), *Malaysian Private Entities Reporting Standards* ("MPERS") dan peruntukan-peruntukan Akta Syarikat, 2016 di Malaysia.

(b) Asas pengukuran

Penyata kewangan telah disediakan berdasarkan kos lampau kecuali seperti yang dinyatakan dalam Nota 2.

(c) Mata wang fungsian dan pembentangan

Penyata kewangan dibentangkan dalam Ringgit Malaysia ("RM"), yang merupakan mata wang fungsian Perbadanan dan semua nilai dibundarkan kepada ribu yang terdekat, kecuali dinyatakan sebaliknya.

(d) Penggunaan anggaran dan pertimbangan

Penyediaan penyata kewangan menurut MPERS memerlukan pihak pengurusan untuk membuat pertimbangan, anggaran dan andaian yang mempunyai kesan ke atas penggunaan dasar perakaunan dan jumlah aset, liabiliti, pendapatan dan perbelanjaan yang dilaporkan. Keputusan sebenar mungkin berbeza daripada anggaran ini.

Anggaran dan asas andaian disemak semula atas dasar berterusan. Semakan semula terhadap anggaran perakaunan diiktiraf dalam tahun di mana anggaran tersebut disemak semula dan pada tahun-tahun terlibat di masa hadapan.

Secara khusus, bidang-bidang penting bagi ketidaktentuan anggaran dan penilaian kritikal dalam mengguna pakai dasar-dasar perakaunan yang mempunyai kesan penting dalam menentukan amaun yang diiktiraf dalam penyata kewangan dinyatakan dalam nota-nota berikut:-

i) Pendapatan

Pendapatan dari projek perumahan dan kontrak pembinaan diambil kira mengikut kaedah peratusan penyudahan kerja pembangunan berperingkat. Anggaran penyudahan kerja berperingkat, pendapatan dan kos masa depan dan kebolehkutipan bil peringkat siap diperlukan bagi menentukan kaedah peratusan penyudahan kerja pembangunan berperingkat. Belanjawan dan ramalan dalaman digunakan dalam anggaran ini. Hasil sebenar hanya akan diketahui apabila kontrak atau projek pembangunan selesai dan semua unit dijual kepada pelanggan, dan pendapatan sebenar ini tidak akan sama dengan perkiraan yang dibuat.

ii) Susut nilai hartanah, loji dan peralatan

Kos hartanah, loji dan peralatan disusut nilai berdasarkan kaedah garis lurus ke atas hayat kegunaan aset. Perubahan ke atas jangkaan tahap penggunaan akan memberi kesan kepada hayat berguna ekonomi dan nilai sisa aset tersebut. Oleh yang demikian, susut nilai masa depan boleh disemak semula.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

1. ASAS PENYEDIAAN (SAMB.)

(d) Penggunaan anggaran dan pertimbangan (samb.)

iii) Pendapatan cukai

Terdapat urus niaga tertentu dan perhitungan yang mana penentuan cukai akhir mungkin berbeza daripada anggaran awal. Kumpulan dan Perbadanan mengiktiraf liabiliti cukai berdasarkan pemahamannya tentang undang-undang percukaian yang lazim dan anggaran sama ada cukai tersebut akan dibayar dalam urusan biasa perniagaan. Jika cukai akhir berbeza dari jumlah yang pada awalnya diiktiraf, perbezaan tersebut akan memberi kesan kepada cukai pendapatan dan peruntukan cukai tertunda dalam tempoh penentuan yang dibuat.

iv) Klasifikasi pelaburan hartanah

Sebahagian hartanah terdiri daripada bahagian yang dipegang untuk memperoleh pendapatan sewa atau peningkatan modal, atau untuk kedua-duanya, dan sebahagian yang lain dipegang untuk digunakan dalam pengeluaran atau pembekalan barang dan perkhidmatan atau untuk tujuan pentadbiran. Jika bahagian yang dipegang untuk penyewaan dan atau peningkatan modal boleh dijual secara berasingan (atau dipajak secara berasingan sebagai pajakan kewangan), Kumpulan mengklasifikasikan bahagian tersebut sebagai harta pelaburan. Jika bahagian yang dipegang untuk penyewaan dan/atau peningkatan modal tidak boleh dijual atau dipajak secara berasingan, ia diklasifikasikan sebagai harta pelaburan hanya jika sebahagian kecil daripada harta itu dipegang untuk digunakan dalam pengeluaran atau bekalan atau barangan dan perkhidmatan atau untuk tujuan pentadbiran. Pengurusan menggunakan pertimbangan untuk menentukan sama ada apa-apa perkhidmatan sokongan adalah penting bahawa harta tidak layak sebagai harta pelaburan.

v) Rosotnilai penghutang perdagangan

Rosotnilai diiktiraf apabila terdapat perubahan ke atas aset kewangan. Pihak pengurusan secara khusus mengkaji semula pinjaman dan penghutangnya dan menganalisis hutang lapuk terdahulu, perhatian pelanggan, kepercayaan kredit pelanggan, trend ekonomi semasa dan perubahan dalam terma pembayaran pelanggan apabila membuat pertimbangan dalam menilai kerugian rosotnilai. Jika terdapat bukti objektif kemerosotan nilai, amaun dan masa aliran tunai masa hadapan dianggarkan berdasarkan pengalaman kerugian terdahulu untuk aset yang mempunyai ciri-ciri risiko kredit yang serupa. Jika jangkaan adalah berbeza daripada anggaran, perbezaan tersebut akan memberi impak kepada nilai penghutang yang dibawa ke hadapan.

vi) Nilai Saksama Aset Kewangan Dan Liabiliti Kewangan

Nilai aset dan liabiliti kewangan ditentukan oleh nilai saksama, yang mana anggaran dan pertimbangan perakaunan digunakan. Sekiranya Kumpulan dan Perbadanan menggunakan kaedah pengukuran yang berbeza, nilai saksama akan berubah walaupun komponen penting dalam pengukuran nilai saksama boleh ditentusahkan dan mempunyai bukti objektif. Sebarang perubahan dalam nilai saksama aset dan liabiliti ini akan menjejaskan keuntungan dan/atau ekuiti Kumpulan.

vii) Aset cukai tertunda

Aset cukai tertunda diiktiraf hanya pada tahap sekiranya untung boleh cukai pada masa hadapan berkemungkinan diperolehi dan boleh digunakan untuk mengimbangi perbezaan sementara. Aset cukai tertunda akan disemak semula pada akhir setiap tempoh pelaporan dan dikurangkan ke tahap yang tidak lagi berkemungkinan bahawa manfaat cukai berkaitan akan direalisasikan.

2. DASAR-DASAR PERAKAUNAN UTAMA

Dasar-dasar perakaunan yang dinyatakan di bawah telah diguna pakai secara konsisten bagi semua tempoh yang dibentangkan di dalam penyata kewangan ini, dan telah diguna pakai secara konsisten oleh Entiti Kumpulan, kecuali dinyatakan sebaliknya.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(a) Asas Penyatuan

(i) Subsidiari-subsidiari

Subsidiari merupakan entiti (termasuk entiti untuk tujuan khas) di bawah kawalan Perbadanan. Penyata kewangan syarikat-syarikat subsidiari akan dimasukkan dalam penyata kewangan yang disatukan mulai tarikh kawalan diperoleh sehingga tarikh kawalan tersebut tamat.

Pelaburan dalam syarikat-syarikat subsidiari ini diukur dalam penyata kedudukan kewangan Perbadanan pada kos ditolak rosot nilai. Kos pelaburan termasuk kos transaksi.

(ii) Gabungan perniagaan

Kombinasi perniagaan diambil kira menggunakan kaedah perakaunan pengambilalihan dari tarikh pengambilalihan, iaitu tarikh pelaksanaan pengambilalihan berkuatkuasa. Kos pengambilalihan diukur sebagai agregat: -

- nilai saksama, pada tarikh pengambilalihan aset diperolehi, liabiliti yang ditanggung atau diandaikan, dan instrumen ekuiti yang dikeluarkan oleh pengambilalih, dalam pertukaran untuk pelaksanaan pengambilalihan ke atas syarikat yang diambil alih; dan
- perbelanjaan yang berkaitan secara langsung dengan pengambilalihan.

Jika syarikat bersekutu atau entiti dikawal bersama menjadi syarikat subsidiari, Kumpulan mengukur semula kepentingan ekuiti yang dipegang sebelum ini kepada nilai saksama dan mengiktiraf keuntungan atau kerugian yang terhasil, jika ada, diiktiraf dalam penyata untung atau rugi. Jumlah dibawa yang dinilai semula menjadi sebahagian daripada kos penggabungan perniagaan.

Apabila kos pengambilalihan adalah lebih daripada kepentingan Kumpulan pada nilai saksama bersih aset-aset, liabiliti-liabiliti dan liabiliti kontingen yang diiktiraf, lebihan tersebut diiktiraf sebagai muhibbah. Apabila lebihan adalah negatif, keuntungan pembelian berpatutan diiktiraf secara serta merta dalam penyata untung atau rugi.

Kepentingan bukan kawalan dinyatakan sama ada pada nilai saksama atau bahagian bersekadar aset bersih pengambilalihan tersebut pada tarikh pengambilalihan.

(iii) Pengambilalihan kepentingan bukan kawalan

Kumpulan menganggap semua perubahan dalam pemilikan kepentingan dalam subsidiari yang tidak menyebabkan kehilangan kawalan sebagai urus niaga ekuiti antara Kumpulan dengan kepentingan bukan kawalan itu. Sebarang perbezaan antara bahagian aset bersih Kumpulan sebelum dan selepas perubahan tersebut, dan sebarang pertimbangan yang diterima atau dibayar, diselaraskan kepada atau terhadap rizab Kumpulan.

(iv) Kehilangan Kawalan

Apabila kawalan ke atas subsidiari hilang, Kumpulan akan mengiktiraf perbezaan di antara hasil pelupusan subsidiari dan jumlah amaun dibawa pada tarikh pelupusan. Jika Kumpulan mengekalkan kepentingan dalam bekas subsidiari, maka pelaburan itu diambil kira sebagai aset kewangan mulai tarikh entiti terhenti menjadi subsidiari, dengan syarat bahawa subsidiari tidak menjadi sebuah entiti bersekutu atau entiti kawalan bersama. Amaun dibawa ke atas pelaburan pada tarikh entiti terhenti menjadi subsidiari dianggap sebagai kos aset kewangan pada awal pengukuran.

(v) Entiti-entiti bersekutu

Entiti-entiti bersekutu adalah entiti, termasuk entiti yang tidak diperbadankan, di mana Kumpulan mempunyai kepentingan ekuiti jangka panjang dan di mana ia melaksanakan pengaruh penting tetapi tiada kawalan terhadap polisi-polisi kewangan dan operasi.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(a) Asas Penyatuan (Samb.)

(v) Entiti-entiti bersekutu (Samb.)

Pelaburan dalam syarikat sekutu diambil kira dalam penyata kewangan yang disatukan menggunakan kaedah perakaunan ekuiti ditolak kerugian rosotnilai. Kos pelaburan termasuk kos transaksi. Penyata kewangan yang disatukan meliputi bahagian Kumpulan dalam keuntungan selepas pengambilalihan penyata untung atau rugi dan pendapatan komprehensif lain entiti-entiti bersekutu. Selepas pelarasan, jika ada, untuk menyesuaikan dasar perakaunan dengan dasar Kumpulan, dari tarikh pengaruh penting bermula sehingga tarikh pengaruh penting berakhir.

Apabila bahagian kerugian Kumpulan selepas pengambilalihan melebihi kepentingannya dalam entiti bersekutu, jumlah dibawa kepentingan itu termasuk sebarang pelaburan jangka panjang, dikurangkan kepada sifar, dan pengiktirafan kerugian seterusnya dihentikan kecuali dalam keadaan di mana Kumpulan mempunyai tanggungjawab atau telah membuat pembayaran bagi pihak entiti bersekutu.

Apabila Kumpulan tidak lagi mempunyai pengaruh penting atas entiti bersekutu, sebarang faedah tertahan dalam bekas entiti bersekutu pada tarikh pengaruh penting hilang diukur pada nilai saksama dan jumlah ini dianggap sebagai nilai dibawa permulaan sesuatu aset kewangan. Perbezaan antara nilai saksama sebarang faedah serta hasil kutipan daripada kepentingan yang dilupuskan, dan nilai dibawa pelaburan pada tarikh apabila kaedah ekuiti dihentikan diiktiraf dalam penyata untung atau rugi.

Apabila kepentingan Kumpulan dalam syarikat sekutu berkurang tetapi tidak menyebabkan kehilangan kuasa, sebarang faedah terkumpul tidak dinilai semula. Sebarang untung atau rugi yang timbul daripada penurunan dalam faedah diiktiraf dalam penyata untung atau rugi. Sebarang untung atau rugi yang sebelum ini diiktiraf dalam pendapatan komprehensif lain juga dikelaskan bersekadaran dengan untung atau rugi, jika keuntungan atau kerugian itu akan dikehendaki untuk dikelaskan semula kepada untung atau rugi atas pelupusan aset atau liabiliti yang berkaitan.

Pelaburan dalam syarikat sekutu diukur dalam penyata kedudukan kewangan Perbadanan pada kos ditolak sebarang kerugian rosotnilai. Kos pelaburan termasuk kos transaksi.

(vi) Entiti Usahasama

Entiti usahasama adalah entiti yang dikawal bersama di mana Kumpulan mempunyai kawalan secara bersama ke atas aktiviti ekonominya seperti termaktub di dalam persetujuan kontrak.

Entiti usahasama telah dikelaskan dan diambilkira sebagai berikut:-

- Entiti usahasama dikelaskan sebagai “operasi dikawal bersama” apabila operasi usahasama melibatkan penggunaan aset dan sumber lain Kumpulan atau Perbadanan, dan bukannya penubuhan suatu perbadanan, perkongsian atau entiti lain, atau struktur kewangan yang berasingan daripada Kumpulan atau Perbadanan sendiri. Kumpulan atau Perbadanan menggunakan hartanah, loji dan peralatan sendiri dan membawa inventori sendiri. Kumpulan atau Perbadanan juga menanggung perbelanjaan dan liabiliti sendiri dan memperoleh sumber kewangan sendiri, yang mewakili obligasi sendiri. Kegiatan usahasama yang dijalankan oleh kakitangan Kumpulan atau Perbadanan, bersama dengan aktiviti-aktiviti yang serupa. Kumpulan atau Perbadanan mengiktiraf aset yang dikawal dan liabiliti yang ditanggung olehnya, serta perbelanjaan yang ditanggung dan bahagian pendapatan yang diperolehinya daripada penjualan barangan atau perkhidmatan melalui usahasama itu.
- Entiti usahasama dikelaskan sebagai “aset dikawal bersama” apabila Kumpulan atau Perbadanan menyumbang satu atau lebih aset kepada usahasama yang mempunyai kawalan bersama, atau memperoleh aset dan mendedikasikan aset kepada usahasama itu. Kumpulan atau Perbadanan mengiktiraf bahagiannya dalam aset dikawal bersama, yang dikelaskan berdasarkan sifat aset, liabiliti yang perlu ditanggung, dan bahagiannya dalam liabiliti yang ditanggung bersama-sama dengan pengusahasama lain, berhubung dengan usahasama itu. Kumpulan atau Perbadanan juga mengiktiraf pendapatan yang diperolehi daripada jualan atau penggunaan bahagian pengeluaran usahasama itu, bersama-sama dengan bahagian perbelanjaan yang ditanggung oleh usahasama itu, dan apa-apa perbelanjaan yang telah ditanggung berkenaan dengan kepentingannya dalam usahasama.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(a) Asas Penyatuan (Samb.)

(vi) Entiti Usahasama (samb.)

- Entiti usahasama dikelaskan sebagai “entiti dikawal bersama” apabila ia melibatkan penubuhan suatu perbadanan, perkongsian atau entiti lain di mana Kumpulan mempunyai kepentingan. Kumpulan mempunyai kawalan bersama ke atas aktiviti ekonomi usahasama berdasarkan pengaturan kontrak antara Kumpulan dan pengusahasama lain. Kumpulan mengambil kira kepentingannya di dalam entiti dikawal bersama tersebut dengan menggunakan kaedah ekuiti.

Kumpulan mengambil kira kepentingannya di dalam entiti usahasama tersebut dengan menggunakan kaedah ekuiti. Pelaburan dalam entiti usahasama ini diukur dalam penyata kedudukan kewangan Perbadanan pada kos ditolak kerugian rosotnilai. Kos pelaburan termasuk kos transaksi.

(vii) Kepentingan bukan kawalan

Kepentingan bukan kawalan pada akhir tarikh pelaporan, mewakili ekuiti dalam syarikat subsidiari yang tidak boleh diagihkan, sama ada secara langsung atau tak langsung kepada pemegang ekuiti Perbadanan, dikemukakan dalam penyata kedudukan kewangan dalam ekuiti, berasingan daripada ekuiti yang boleh diagihkan kepada pemegang saham Perbadanan. Kepentingan bukan kawalan dalam bahagian Kumpulan dibentangkan dalam penyata untung atau rugi yang disatukan dan pendapatan komprehensif lain bagi tahun tersebut di antara kepentingan bukan kawalan dengan pemegang saham Perbadanan.

Kerugian bahagian kepentingan bukan kawalan dalam subsidiari diagihkan kepada kepentingan bukan kawalan, walaupun ini menyebabkan kepentingan bukan kawalan mempunyai baki defisit.

(viii) Transaksi dihapuskan semasa penyatuan

Baki dan transaksi antara kumpulan, termasuk pendapatan, perbelanjaan dan dividen, telah dihapuskan sepenuhnya dalam penyediaan penyata kewangan yang disatukan.

Keuntungan dan kerugian tidak nyata yang timbul daripada transaksi dengan entiti-entiti bersekutu yang menggunakan kaedah perakaunan ekuiti dan entiti usahasama telah dihapuskan daripada pelaburan setakat kepentingan Kumpulan dalam penerima pelaburan. Kerugian tidak nyata telah dihapuskan hanya setakat menjumpai bukti mengenai rosotnilai aset dipindahkan.

(b) Pertukaran matawang asing

Transaksi dalam matawang asing ditukarkan kepada mata wang fungsian bagi setiap entiti dalam Kumpulan pada kadar pertukaran pada tarikh urus niaga.

Aset dan liabiliti kewangan yang dalam matawang asing pada akhir tempoh pelaporan ditukarkan semula kepada mata wang fungsian pada kadar pertukaran pada tarikh tersebut.

Aset dan liabiliti bukan kewangan yang dalam mata wang asing pada akhir tempoh pelaporan tidak ditukarkan semula kepada mata wang fungsian pada kadar pertukaran pada tarikh tersebut, kecuali aset dan liabiliti bukan kewangan yang diukur pada nilai saksama akan ditukarkan semula kepada mata wang fungsian pada kadar pertukaran pada tarikh nilai saksama ditentukan.

(c) Instrumen Kewangan

(i) Pengiktirafan dan pengukuran awal

Aset kewangan atau liabiliti kewangan diiktiraf dalam penyata kedudukan kewangan apabila dan hanya apabila, Kumpulan dan Perbadanan menjadi salah satu pihak dalam peruntukan kontrak instrumen tersebut.

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BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(c) Instrumen Kewangan (Samb.)

(i) Pengiktirafan dan pengukuran awal (samb.)

Instrumen kewangan diiktiraf pada mulanya pada harga transaksi (termasuk kos transaksi kecuali dalam pengukuran awal aset kewangan atau liabiliti kewangan yang diukur pada nilai saksama melalui keuntungan atau kerugian) melainkan jika pengaturan merupakan, pada hakikatnya, transaksi pembiayaan. Jika pengaturan itu menjadi suatu transaksi pembiayaan, aset kewangan atau liabiliti kewangan diukur pada nilai semasa bayaran masa hadapan yang didiskaun pada kadar faedah di pasaran bagi instrumen hutang yang serupa.

(ii) Pengukuran berikutnya

Instrumen hutang yang memenuhi syarat-syarat berikut diukur pada kos yang dilunaskan menggunakan kaedah faedah yang efektif:-

- (a) pulangan kepada pemegang boleh ditentukan, sebagai contohnya, amaun tetap dan/atau kadar pulangan boleh ubah menanda aras dengan kadar faedah yang disebut harga; dan
- (b) tidak ada peruntukan kontrak yang boleh menyebabkan pemegang kehilangan amaun prinsipal atau faedah yang boleh diagih pada tempoh semasa atau sebelum; dan
- (c) alternatif kepada bayaran pendahuluan, jika ada, adalah tidak bergantung kepada peristiwa masa hadapan.

Instrumen hutang yang diklasifikasikan sebagai aset semasa atau liabiliti semasa diukur pada jumlah yang tidak didiskaunkan daripada tunai atau balasan lain yang dijangka akan dibayar atau diterima kecuali yang telah ditetapkan dalam perjanjian.

Semua aset kewangan dan liabiliti kewangan lain yang bukan diukur pada kos yang dilunaskan atau kos ditolak rosotnilai akan diukur pada nilai saksama dengan perubahan diiktiraf dalam untung atau rugi.

Semua aset kewangan (kecuali bagi aset kewangan yang diukur pada nilai saksama melalui untung atau rugi) dinilai pada setiap tarikh pelaporan sama ada terdapat sebarang bukti objektif kemerosotan nilai. Kerugian rosotnilai diukur seperti berikut:-

- Untuk instrumen diukur pada kos yang dilunaskan, kerugian rosotnilai adalah perbezaan antara amaun dibawa aset dan nilai semasa anggaran aliran tunai didiskaunkan pada kadar faedah efektif asal aset.
- Untuk instrumen diukur pada kos ditolak rosotnilai, kerugian rosotnilai adalah perbezaan di antara amaun dibawa aset dan anggaran terbaik daripada jumlah yang akan diterima bagi aset tersebut jika ia dijual pada tarikh pelaporan.

(iii) Penyahiktirafan

Aset kewangan atau sebahagian daripadanya hanya dinyahiktiraf apabila hak kontraktual kepada aliran tunai dari aset kewangan tersebut berakhir atau aset kewangan tersebut dipindahkan kepada pihak lain tanpa kawalan dikekalkan atau sebahagian besar risiko atau ganjaran hakmilik terhadap aset kewangan tersebut. Ketika penyahiktirafan aset kewangan, perbezaan antara amaun bawaan aset dan jumlah pertimbangan diterima, termasuk apa-apa hak dan kewajiban yang baru diwujudkan, telah diiktiraf dalam untung atau rugi.

Liabiliti kewangan atau sebahagian daripadanya hanya dinyahiktiraf apabila tanggungjawab yang dikhususkan di dalam kontrak telah dilucutkan atau dibatalkan atau cukup tempoh. Pada penyahiktirafan liabiliti kewangan, perbezaan antara amaun bawaan liabiliti kewangan yang dihapuskan atau dipindahkan kepada pihak lain dan jumlah pertimbangan yang dibayar, termasuk apa-apa aset bukan tunai yang dipindahkan atau liabiliti dianggarkan, diiktiraf dalam untung atau rugi.

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BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(d) Hartanah, Loji dan Peralatan

(i) Pengiktirafan dan pengukuran

Hartanah, loji dan peralatan dinyatakan pada kos ditolak susut nilai terkumpul dan kerugian rosot nilai terkumpul, sekiranya wujud.

Kos termasuk perbelanjaan yang berkaitan secara langsung dengan pengambilalihan aset dan kos-kos lain yang berkaitan secara langsung untuk membawa aset kepada keadaan yang boleh diguna pakai untuk tujuan kegunaannya, dan kos merungkai dan mengeluarkan barangan dan memulihkan tapak di mana mereka berada. Kos aset yang dibina sendiri termasuk kos bahan dan buruh langsung.

Pembelian perisian yang penting kepada fungsi peralatan yang berkaitan dipermodalkan sebagai sebahagian daripada peralatan tersebut.

Apabila bahagian-bahagian penting sesuatu item hartanah, loji dan peralatan mempunyai hayat kegunaan yang berbeza, ia diambil kira sebagai item berasingan (komponen utama) hartanah, loji dan peralatan.

Untung atau rugi atas pelupusan sesuatu hartanah, loji dan peralatan ditentukan dengan membandingkan perolehan daripada pelupusan dengan jumlah dibawa hartanah, loji dan peralatan dan diiktiraf amaun bersih dalam "pendapatan lain" atau "perbelanjaan lain" masing-masing dalam penyata untung atau rugi.

(ii) Kos berikutnya

Kos untuk menggantikan komponen sesuatu hartanah, loji dan peralatan diiktiraf dalam amaun dibawa bagi item tersebut jika ada kebarangkalian bahawa manfaat ekonomi masa depan yang terangkum dalam komponen tersebut akan mengalir ke Kumpulan atau Perbadanan dan kosnya boleh diukur pasti. Amaun dibawa bagi komponen yang diganti diiktiraf dalam untung atau rugi. Kos penyelenggaraan harian hartanah, loji dan peralatan diiktiraf dalam untung atau rugi bila berlaku.

(iii) Susut nilai

Susut nilai adalah berdasarkan kos aset ditolak nilai baki. Komponen penting aset individu dinilai dan jika komponen mempunyai hayat berguna yang berbeza daripada baki aset itu, maka komponen tersebut disusut nilai berasingan.

Kadar-kadar susut nilai tahunan yang digunakan adalah seperti berikut:-

| | % |
|--------------------------------|----------|
| Bangunan | 2 – 20 |
| Ubahsuai | 5 - 10 |
| Tanah Pajakan (Leasehold Land) | 99 tahun |
| Loji dan jentera | 10 – 50 |
| Kenderaan bermotor | 10 – 20 |
| Peralatan pejabat | 10 – 50 |
| Komputer | 20 – 50 |
| Perabot dan kelengkapan | 10 – 25 |
| Tapak pelupusan sampah | 14 – 36 |

Keuntungan atau kerugian atas jualan adalah ditentukan dengan membandingkan perolehan dengan amaun pembawa aset di mana perbezaannya akan diambil kira sebagai keuntungan atau kerugian dari operasi.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(e) Aset tidak ketara

(i) Muhibbah

Muhibbah timbul daripada penggabungan perniagaan dan diukur pada mulanya pada kosnya. Selepas pengiktirafan awal, Kumpulan menilai muhibbah yang diperolehi dalam gabungan perniagaan pada kos ditolak pelunasan terkumpul dan rosotnilai yang terkumpul.

Muhibbah timbul daripada pengambilalihan entiti-entiti bersekutu yang mengambil kira kaedah perakaunan ekuiti dan entiti usahasama akan direkodkan sebagai sebahagian daripada amaun dibawa dari tarikh pengambilalihan. Kumpulan melaraskan bahagian keuntungan dan kerugiannya daripada entiti bersekutu dan entiti usahasama selepas pengambilalihan untuk mengambil kira pelunasan muhibbah.

(ii) Aset tidak ketara yang lain

Aset tidak ketara yang lain diukur pada kos ditolak pelunasan yang terkumpul dan rosotnilai yang terkumpul.

Aset tidak ketara yang dijana secara dalaman, termasuklah perbelanjaan untuk penyelidikan dan pembangunan, adalah perbelanjaan dalam untung atau rugi, melainkan jika ia membentuk sebahagian daripada kos aset yang lain.

(iii) Pelunasan

Pelunasan adalah berdasarkan kepada kos aset ditolak nilai baki. Pelunasan diiktiraf dalam untung atau rugi menggunakan kaedah garis lurus sepanjang anggaran jangka hayat berguna bagi aset tidak ketara dari tarikh aset tersebut sedia untuk diguna pakai. Anggaran jangka hayat berguna untuk tempoh semasa dan sebelum adalah seperti berikut: -

- Muhibbah 10 tahun

Jika ada indikasi bahawa ada perubahan dalam nilai baki atau jangka hayat berguna untuk aset tidak ketara sejak tarikh pelaporan tahunan yang lepas, Kumpulan akan mengkaji semula anggaran sebelumnya dan, jika anggaran kini berbeza, Kumpulan akan meminda nilai baki, kaedah pelunasan atau jangka hayat berguna.

(f) Pelaburan Hartanah

Pelaburan hartanah adalah hartanah yang dimiliki atau dipegang di bawah kepentingan pegangan pajak untuk memperolehi pendapatan sewa atau untuk peningkatan modal atau untuk kedua-duanya, tetapi bukan untuk jualan dalam perniagaan biasa, digunakan dalam pengeluaran atau bekalan barangan atau perkhidmatan atau untuk tujuan pentadbiran.

Pelaburan hartanah diukur pada mulanya pada kos. Kos termasuk perbelanjaan yang berkaitan secara langsung dengan pemerolehan pelaburan hartanah. Kos pelaburan hartanah yang dibina sendiri termasuk kos bahan dan kos buruh langsung, kos lain yang berkaitan secara langsung untuk membawa pelaburan hartanah kepada keadaan berfungsi untuk tujuan penggunaannya.

Nilai saksama pelaburan hartanah tidak boleh diukur dengan pasti tanpa kos atau usaha yang tidak wajar. Kos berikutnya bagi keseluruhan pelaburan hartanah telah diambil kira mengikut polisi hartanah, loji dan peralatan.

Jika ukuran nilai saksama yang boleh dipercayai tidak boleh didapati tanpa kos yang tidak wajar atau usaha yang tidak wajar untuk item pelaburan hartanah, item tersebut diklasifikasikan sebagai hartanah, loji dan peralatan dan diukur pada kos ditolak susut nilai terkumpul dan rosotnilai terkumpul sehingga ukuran nilai saksama yang boleh dipercayai wujud. Jumlah dibawa untuk pelaburan hartanah pada tarikh tersebut menjadi kosnya.

Untung atau rugi nilai saksama yang timbul daripada pengelasan semula hartanah, loji dan peralatan kepada pelaburan hartanah diiktiraf dalam untung atau rugi.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(f) Pelaburan Hartanah (samb.)

Pelaburan hartanah tidak diiktiraf atas pelupusannya, atau apabila ia tidak lagi digunakan dan dijangkakan tidak akan lagi memberi manfaat kepada ekonomi pada masa hadapan daripada pelupusannya. Perbezaan antara hasil pelupusan bersih dan jumlah dibawa diiktiraf dalam untung atau rugi untuk tempoh di mana item tidak diiktiraf.

(g) Inventori

Inventori dinyatakan pada kos lebih rendah dan anggaran harga jualan setelah ditolak kos penyiapan dan jualan. Inventori terdiri daripada rumah, rumah kedai, dan bangunan yang siap dibina, inventori pengeluaran dan barangan setor am.

Kos inventori dikira menggunakan kaedah purata timbangan atau di atas dasar pengenalan yang tertentu.

Pada setiap tarikh pelaporan, Kumpulan akan menilai sama ada terdapat mana-mana inventori yang perlu dirosotnilai dengan membuat perbandingan di antara nilai bawaan setiap item inventori atau kumpulan barangan yang sama dengan harga jualan ditolak kos penyiapan dan jualan. Sekiranya terdapat inventori atau kumpulan barangan yang sama perlu dirosotnilai, Kumpulan akan mengurangkan nilai bawaan inventori atau kumpulan barangan yang sama tersebut kepada harga jualan ditolak kos penyiapan dan jualan. Kurangan yang wujud ialah kerugian rosotnilai dan akan diiktiraf dengan serta-merta ke dalam Penyata Pendapatan Komprehensif.

Sekiranya tidak praktikal untuk menentukan harga jualan setelah inventori ditolak dengan kos penyiapan dan jualan bagi setiap item, item inventori yang berkaitan dengan barisan produk yang sama yang mempunyai tujuan atau kegunaan yang sama dan dikeluarkan dan dipasarkan di kawasan geografi yang sama akan dikumpul bersama bagi menilai kemerosotan nilai inventori.

(h) Harta Hartanah

Harta hartanah meliputi tanah yang dimiliki untuk pembangunan masa depan dan dinyatakan pada kos pembelian termasuk semua kos berkaitan yang ditanggung selepas pembelian ke atas aktiviti yang diperlukan untuk menyediakan tanah tersebut untuk kegunaan yang dicadangkan.

Harta-harta sedemikian dipindahkan ke akaun projek kemajuan hartanah apabila kerja pembangunan yang besar telah dijalankan dan dijangka akan disiapkan dalam tempoh kitaran operasi biasa.

(i) Projek Kemajuan Hartanah

Kos kerja-kerja pembangunan hartanah dinyatakan sebagai projek kemajuan hartanah di dalam harta semasa atau tanggungan semasa apabila kerja-kerja pembangunan yang besar telah dilaksanakan dan dijangka akan siap dalam tempoh kitaran operasi biasa. Projek kemajuan hartanah merangkumi kos yang berkaitan dengan pembelian tanah dan semua kos yang berkait secara langsung dengan aktiviti pembangunan atau kos yang boleh diperuntukkan menggunakan kaedah yang bersesuaian dengan aktiviti ini.

Perbelanjaan pembangunan adalah kos untuk projek kemajuan yang merangkumi kos tanah, kos bangunan, gantirugi kepada penduduk-penduduk setinggan, pembayaran faedah, ganjaran professional dan lain-lain perbelanjaan yang meliputi aktiviti-aktiviti kemajuan. Perolehan dan keuntungan daripada aktiviti-aktiviti kemajuan hartanah diiktiraf berdasarkan kadar peratusan penyudahan kerja pembangunan ke atas unit-unit hartanah yang dijual. Kerugian yang dijangkakan diambilkira sepenuhnya apabila ianya dikenalpasti.

Tuntutan kemajuan terakru ialah perolehan projek kemajuan hartanah yang diiktiraf yang melebihi tuntutan kepada pembeli-pembeli manakala tuntutan kemajuan terdahulu ialah tuntutan kepada pembeli-pembeli melebihi perolehan projek kemajuan hartanah yang diiktiraf di dalam Penyata Pendapatan Komprehensif dan lain-lain pendapatan komprehensif.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(j) Kontrak Dalam Pembinaan

Apabila hasil daripada kontrak boleh dianggarkan dengan pasti, pendapatan dan kos diiktiraf dengan merujuk kepada peratusan siap kerja aktiviti kontrak pada tarikh penyata kedudukan kewangan, diukur mengikut nisbah kos kontrak dibelanjakan bagi kerja-kerja yang terkini dijalankan kepada jumlah kos yang dianggarkan bagi kontrak tersebut. Perbezaan di dalam kerja-kerja kontrak dan tuntutan diambilkira hingga ke tahap jumlah yang dipersetujui dengan pelanggan.

Apabila hasil dari kontrak tidak boleh dianggarkan dengan pasti, pendapatan kontrak diiktiraf ke tahap ianya dijangka boleh diperolehi bagi kos kontrak yang telah dibelanjakan. Kos kontrak diiktiraf sebagai perbelanjaan dalam tempoh di mana ianya telah dibelanjakan.

Apabila dijangkakan bahawa jumlah kos kontrak akan melebihi jumlah pendapatan kontrak, kerugian yang dijangka akan diiktiraf sebagai perbelanjaan dengan segera ke dalam Penyata Pendapatan Komprehensif dan lain-lain pendapatan komprehensif sebagai peruntukan untuk jangkaan kerugian.

(k) Jumlah Terhutang daripada/kepada Pelanggan Kontrak

Jumlah terhutang daripada pelanggan kontrak mewakili amaun kasar yang belum dibilkan yang dijangka akan dikutip daripada pelanggan untuk kerja-kerja kontrak yang telah disiapkan sehingga tarikh pelaporan. Ia diukur pada kos setelah ditambah keuntungan diiktiraf sehingga tarikh pelaporan dan ditolak dengan pembilan berperingkat dan kerugian diiktiraf. Kos termasuklah semua perbelanjaan langsung yang dilibatkan kepada projek-projek tertentu dan peruntukkan overhead tetap dan berubah yang dilibatkan dalam aktiviti kontrak Kumpulan berdasarkan kapasiti operasi normal. Jika pembilan berperingkat melebihi kos yang ditanggung ditambah keuntungan diiktiraf, maka perbezaan tersebut dilaporkan sebagai jumlah terhutang kepada pelanggan kontrak yang merupakan sebahagian daripada pendapatan tertunda dalam penyata kedudukan kewangan.

(l) Tunai dan Kesetaraan Tunai

Tunai dan kesetaraan tunai terdiri daripada tunai di tangan, baki dan deposit di bank dan pelaburan-pelaburan dengan tahap kecairan yang tinggi yang mempunyai kurang risiko perubahan dalam nilai saksama dan mempunyai tempoh matang asal selama tiga bulan atau kurang, dan digunakan oleh Kumpulan dan Perbadanan dalam menguruskan komitmen kewangan mereka.

(m) Kemosrotan Nilai Aset Bukan Kewangan

Amaun dibawa aset bukan kewangan (contoh: hartanah, loji dan peralatan, pelaburan hartanah dan aset tidak ketara) akan dinilai semula di akhir setiap tempoh pelaporan untuk melihat kewujudan petunjuk-petunjuk rosotnilai. Sekiranya mana-mana petunjuk sedemikian wujud, amaun boleh pulih bagi aset tersebut perlulah dianggarkan.

Bagi tujuan ujian kemosrotan nilai, aset-aset dikumpulkan bersama kepada kumpulan-kumpulan aset yang kecil yang menjana tunai daripada penggunaan berterusan yang sebahagian besarnya bebas daripada aliran tunai daripada lain-lain aset atau unit penjanaan tunai. Bagi tujuan ujian kemosrotan nilai muhibbah, unit penjanaan tunai di mana muhibbah telah diperuntukkan akan diagregatkan supaya tahap di mana ujian rosotnilai dilakukan akan mencerminkan tahap terendah di mana muhibbah akan dipantau untuk tujuan pelaporan dalaman. Muhibbah yang diperolehi daripada penggabungan, untuk tujuan ujian kemosrotan nilai, mewujudkan peruntukkan kepada unit penjanaan tunai atau sekumpulan unit penjanaan tunai yang dijangka akan mendapat manfaat daripada sinergi penggabungan tersebut.

Amaun boleh pulih sesuatu aset atau unit penjanaan tunai adalah lebih tinggi daripada nilai saksama ditolak kos jualan dan nilai dalam penggunaan. Dalam membuat penilaian nilai yang digunakan, anggaran aliran tunai masa hadapan akan didiskaunkan kepada nilai semasanya menggunakan kadar diskaun sebelum cukai yang menggambarkan penilaian pasaran semasa bagi nilai masa wang dan risiko khusus kepada aset atau unit penjanaan tunai tersebut.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(m) Kerosotan Nilai Aset Bukan Kewangan (samb.)

Rugi rosotnilai diiktiraf sekiranya nilai bawaan aset atau unit penajaan tunai yang berkaitan melebihi jumlah anggaran amaun yang boleh diperolehi semula.

Rugi rosotnilai diiktiraf di dalam Penyata Pendapatan Komprehensif. Rugi rosotnilai diiktiraf bagi unit penajaan tunai akan diperuntukkan terlebih dahulu bagi mengurangkan amaun bawaan mana-mana muhibbah yang diperuntukkan kepada unit penajaan tunai (kumpulan-kumpulan unit penajaan tunai) menggunakan asas pro rata.

Kerugian rosotnilai yang disebabkan oleh muhibbah tidak boleh berbalik. Berkenaan dengan aset lain, kerugian rosotnilai diiktiraf dalam tempoh sebelumnya telah dinilai pada akhir setiap tempoh pelaporan bagi mengesan sebarang tanda bahawa kerugian telah berkurangan atau tidak lagi wujud. Kerugian rosotnilai diiktiraf boleh dibalikkan jika terdapat perubahan dalam anggaran yang digunakan untuk menentukan amaun belum diterima sejak kerugian rosotnilai yang lepas telah diiktiraf. Kerugian rosotnilai akan berbalik hanya sekiranya nilai bawaan aset tidak melebihi nilai bawaan yang akan ditentukan, nilai bersih susut nilai atau pelunasan, jika tiada kerugian rosotnilai telah diiktirafkan. Kerugian rosotnilai dikreditkan ke dalam Penyata Pendapatan Komprehensif tahun kewangan semasa di mana penarikbalikan tersebut diiktiraf.

(n) Manfaat Kakitangan

(i) Manfaat warga kerja jangka pendek

Upah, gaji, bonus dan caruman keselamatan sosial diiktiraf sebagai perbelanjaan pada tahun di mana perkhidmatan yang berkaitan diberikan oleh pekerja Kumpulan dan Perbadanan. Pampasan ketidakhadiran terkumpul jangka pendek seperti cuti tahunan berbayar diiktiraf bila perkhidmatan yang diberi oleh pekerja akan menambahkan hak untuk pampasan ketidakhadiran akan datang, dan pampasan ketidakhadiran tidak terkumpul jangka pendek seperti cuti sakit diiktiraf bila ketidakhadiran berlaku.

(ii) Pelan caruman tertakrif

Kumpulan dan Perbadanan tertakluk oleh undang-undang untuk membuat caruman bulanan ke Kumpulan Wang Simpanan Pekerja (KWSP), satu badan berkanun yang menentukan pelan caruman untuk kakitangan yang layak berdasarkan kepada kadar gaji kakitangan. Caruman tersebut diambilkira sebagai perbelanjaan dalam Penyata Pendapatan Komprehensif dan lain-lain pendapatan komprehensif apabila dibelanjakan.

(iii) Ganjaran persaraan

Terdapat anak syarikat yang membiayai skim persaraan untuk kakitangan yang telah melebihi 5 tahun perkhidmatan atau kematian pekerja tersebut.

Di bawah skim ini, ganjaran persaraan juga akan diberikan kepada pekerja yang telah berkhidmat sekurang-kurangnya 10 tahun perkhidmatan pada tarikh persaraan sendiri atau atas sebab-sebab perubatan.

Ganjaran persaraan ini dikira berdasarkan kepada kadar emolumen semasa semua pekerja yang layak termasuk elaun perumahan dan jangkamasa perkhidmatan mereka sehingga tahap liabiliti kontrak anak syarikat pada akhir tahun. Peruntukan penuh dibuat untuk semua pekerja.

(o) Peruntukan

Peruntukan dibuat apabila Kumpulan atau Perbadanan menunjukkan obligasi yang sah dari segi undang-undang dan berdasarkan dari transaksi-transaksi yang lepas, yang memungkinkan aliran keluar sumber-sumber diperlukan untuk melangsaikan obligasi tersebut, dan bila anggaran munasabah bagi jumlah tersebut dapat dibuat.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(p) Perbelanjaan Tertunda

Perbelanjaan tertunda, yang mana mempunyai manfaat ekonomi, dinyatakan pada kos setelah ditolak pelunasan. Perbelanjaan tertunda Kumpulan merangkumi: -

(i) Tapak perkumuhan

Perbelanjaan yang ditanggung ke atas tapak perkumuhan dilunaskan berdasarkan penggunaan tempat perkumuhan.

(ii) Gas perkumuhan tapak

Perbelanjaan yang ditanggung projek gas perkumuhan dilunaskan sepanjang tempoh kontrak membekalkan gas perkumuhan tapak selama 4 tahun.

(q) Harta Pajakan

Harta yang diperolehi secara pajakan kewangan ditakrif sebagai sesuatu yang memindahkan risiko dan pulangan atas pemilikan harta pajakan kepada Kumpulan atau Perbadanan. Harta pajakan dipermodalkan pada nilai yang sama dengan jumlah pokok pajakan yang perlu dibayar. Faedah pajakan dimasukkan ke dalam Penyata Pendapatan Komprehensif dan lain-lain pendapatan komprehensif berdasarkan hayat pajakan.

(r) Pendapatan

Pendapatan bagi Kumpulan meliputi jualan rumah, kedai, kilang, pangsapuri, rumah pangsa dan tanah, sewaan harta, nilai diperakui dari kontrak pembinaan dan pendapatan kemajuan hartanah dan pendapatan dari operasi hotel dan penswastan projek serta nilai agregat invoice barangan yang dijual.

Pendapatan bagi Perbadanan meliputi jualan rumah, kedai, kilang, pangsapuri, rumah pangsa dan tanah, sewaan harta, nilai diperakui dari kontrak pembinaan dan projek kemajuan hartanah dan penswastan projek.

(s) Pengiktirafan Pendapatan

Pendapatan dari projek perumahan dan kontrak pembinaan jangka panjang dan jualan tanah diambilkira mengikut kaedah peratusan penyudahan kerja pembangunan berperingkat dan kaedah kesiapan keseluruhan di mana yang berpatutan.

Pendapatan dari barangan yang dijual diambilkira berdasarkan nilai invoice selepas diskaun.

Pendapatan dividen dan faedah atas pelaburan mengikut kaedah akruan.

Pendapatan sewa diambilkira mengikut kaedah akruan.

(t) Peruntukan Penutupan dan Kos Selepas Penutupan

Penutupan dan kos selepas penutupan terdiri daripada kos jangkaan yang akan ditanggung oleh Kumpulan ke atas pengisian tapak perkumuhan. Peruntukan ke atas penutupan dan kos selepas penutupan diakrukan berdasarkan kaedah sistematik sepanjang tempoh yang dijangkakan untuk menyiapkan sesuatu tapak perkumuhan.

(u) Geran-geran Daripada Kerajaan

Geran yang diterima daripada kerajaan untuk membiayai kos harta, loji dan peralatan adalah dipadankan dengan amaun dibawa harta, loji dan peralatan apabila geran tersebut telah digunakan. Pemberian ini kemudiannya dilunaskan ke Penyata Pendapatan Komprehensif dan lain-lain pendapatan komprehensif mengikut jangka hayat aset berkenaan, bersamaan nisbah susut nilai yang dikenakan ke atas aset berkenaan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(v) Kos Pinjaman

Kos pinjaman diiktiraf sebagai perbelanjaan dalam Penyata Pendapatan Komprehensif pada tempoh kos ditanggung menggunakan kaedah faedah efektif.

(w) Cukai

Perbelanjaan cukai pendapatan merangkumi cukai semasa dan cukai tertunda. Cukai semasa dan cukai tertunda diiktiraf sebagai untung atau rugi kecuali setakat cukai tersebut adalah berkaitan dengan penggabungan perniagaan atau butiran diiktiraf terus dalam ekuiti atau pendapatan komprehensif lain.

Cukai semasa adalah cukai belum dibayar atau cukai belum terima yang dijangkakan pada cukai pendapatan atau kerugian bagi tahun semasa, menggunakan kadar cukai yang telah digubal atau digubal secara hakiki pada akhir tempoh pelaporan, dan sebarang pelarasan ke atas cukai belum bayar bagi tahun-tahun kewangan sebelumnya.

Cukai tertunda diiktiraf dengan menggunakan kaedah liabiliti, di atas perbezaan sementara iaitu perbezaan di antara asas cukai aset dan liabiliti dan nilai buku di dalam penyata kewangan. Cukai tertunda tidak diambil kira di atas pengiktirafan permulaan aset atau liabiliti di dalam urus niaga selain daripada kombinasi perniagaan dan tidak menjejaskan untung atau rugi perakaunan atau percukaian. Cukai tertunda ditentukan menggunakan kadar cukai yang dijangkakan akan digunakan pada perbezaan sementara apabila aset cukai tertunda berkenaan direalisasikan atau liabiliti cukai tertunda selesai, berdasarkan undang-undang cukai yang telah digubal atau digubal secara hakiki pada akhir tempoh pelaporan.

Di mana pelaburan hartanah dinyatakan pada nilai saksama menurut dasar perakaunan yang dinyatakan dalam Nota 2(f), jumlah cukai tertunda diiktiraf adalah ditentukan dengan menggunakan kadar cukai yang akan digunakan ke atas penjualan aset-aset pada nilai buku pada tarikh pelaporan melainkan jika harta boleh disusut nilai dan terikat dengan objektif untuk memperoleh sebahagian besar daripada manfaat ekonomi yang terkandung dalam harta itu dari masa ke masa, dan bukannya melalui jualan. Dalam semua kes-kes lain, jumlah cukai tertunda diiktiraf diukur berdasarkan cara realisasi yang dijangkakan atau penyelesaian nilai bawaan aset dan liabiliti, menggunakan kadar cukai yang digubal atau digubal secara hakiki pada tarikh pelaporan. Aset dan liabiliti cukai tertunda tidak didiskaunkan.

Aset dan liabiliti cukai tertunda akan diimbangi jika terdapat hak yang boleh dikuatkuasakan untuk mengimbangi aset dan liabiliti cukai semasa, dan ia berkaitan dengan cukai pendapatan yang dikenakan oleh pihak berkuasa cukai yang sama atas entiti boleh dicukai yang sama, atau entiti cukai yang berbeza, tetapi bertujuan untuk menyelesaikan aset dan liabiliti cukai semasa pada asas bersih atau cukai aset dan liabilitinya akan dikeluarkan secara serentak.

Aset cukai tertunda diiktiraf hanya pada tahap sekiranya untung boleh cukai pada masa hadapan berkemungkinan diperolehi dan boleh digunakan untuk mengimbangi perbezaan sementara. Aset cukai tertunda akan disemak semula pada akhir setiap tempoh pelaporan dan dikurangkan ke tahap yang tidak lagi berkemungkinan bahawa manfaat cukai berkaitan akan direalisasikan.

(x) Operasi yang Tidak Diteruskan

Operasi yang tidak diteruskan merupakan komponen Kumpulan yang telah dilupuskan atau dipegang untuk jualan yang mewakili garis utama perniagaan yang berasingan atau kawasan geografi operasi atau subsidiari yang diperolehi secara eksklusif dengan tujuan untuk dijual semula. Apabila operasi diklasifikasikan sebagai operasi yang tidak diteruskan, Penyata Pendapatan Komprehensif dan pendapatan komprehensif lain dibentangkan semula seolah-olah operasi telah dihentikan dari permulaan tempoh komparatif.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

2. DASAR-DASAR PERAKAUNAN UTAMA (SAMB.)

(y) Luar Jangka

(i) Liabiliti luar jangka

Jika wujud kebarangkalian aliran keluar manfaat ekonomi yang tidak akan diperlukan atau amaunnya tidak dapat dianggar, obligasi tersebut tidak diiktiraf dalam penyata kedudukan kewangan dan dinyatakan sebagai liabiliti luar jangka, melainkan kebarangkalian aliran keluar manfaat ekonomi adalah tipis. Kemungkinan wujudnya obligasi hanya dapat disahkan sekiranya berlaku atau tidak berlaku satu atau lebih peristiwa masa depan juga didedahkan sebagai liabiliti luar jangka melainkan kebarangkalian aliran keluar manfaat ekonomi adalah tipis.

(ii) Aset luar jangka

Apabila wujud kebarangkalian aliran masuk manfaat ekonomi atau amaunnya tidak boleh dianggar pasti, aset tidak diiktiraf dalam penyata kedudukan kewangan dan didedahkan sebagai aset luar jangka, melainkan kebarangkalian aliran masuk manfaat ekonomi adalah tipis. Kemungkinan kelayakan kewujudannya hanya dapat disahkan sekiranya berlaku atau tidak berlaku satu atau lebih peristiwa masa depan, ianya juga didedahkan sebagai aset luar jangka melainkan kebarangkalian aliran masuk manfaat ekonomi adalah tipis.

(z) Pihak Berkaitan

Pihak yang berkaitan dengan Kumpulan dan Perbadanan adalah: -

(a) Seseorang atau ahli keluarga terdekat yang mempunyai kaitan dengan Kumpulan dan Perbadanan jika:-

- i. Mempunyai kawalan atau kawalan bersama ke atas Kumpulan dan Perbadanan; dan
- ii. Mempunyai pengaruh penting ke atas Kumpulan dan Perbadanan; dan
- iii. Adalah anggota kakitangan pengurusan utama.

Anggota keluarga terdekat ialah ahli keluarga Kumpulan dan Perbadanan yang mempengaruhi, atau dipengaruhi dalam urusan perniagaan.

(b) Pihak yang berkaitan dengan Kumpulan dan Perbadanan adalah seperti berikut:-

- i. Pihak Berkaitan dan Kumpulan dan Perbadanan adalah ahli kumpulan yang sama (yang bermaksud bahawa setiap syarikat induk, anak syarikat dan syarikat bersekutu yang mempunyai kaitan bersama).
- ii. Syarikat bersekutu atau usahasama dari Pihak Berkaitan yang lain (atau syarikat bersekutu atau usahasama anggota kumpulan yang mana Pihak Berkaitan yang lain adalah ahli).
- iii. Kedua-dua pihak mempunyai usahasama daripada pihak ketiga.
- iv. Pihak Berkaitan mempunyai usahasama dengan pihak ketiga dan Pihak Berkaitan yang lain merupakan syarikat bersekutu pihak ketiga.
- v. Pihak Berkaitan yang mendapat manfaat selepas persaraan samaada Pihak Berkaitan tersebut adalah Kumpulan dan Perbadanan atau yang berkaitan dengan Kumpulan dan Perbadanan jika Kumpulan dan Perbadanan mendapat manfaat selepas persaraan, majikan yang memberikan manfaat tersebut mempunyai kaitan dengan Kumpulan dan Perbadanan.
- vi. Pihak Berkaitan ini dikawal atau dikawal bersama oleh seseorang yang dikenalpasti dalam (a) di atas.
- vii. Seseorang yang dikenalpasti dalam perkara z (a) (i) di atas mempunyai pengaruh penting ke atas Kumpulan dan Perbadanan atau merupakan anggota kakitangan pengurusan utama Kumpulan dan Perbadanan.
- viii. Pihak Berkaitan atau mana-mana ahli Syarikat yang mana ia menjadi sebahagian, menyediakan perkhidmatan kakitangan pengurusan utama kepada Kumpulan dan Perbadanan.

Pihak berkaitan juga termasuk kakitangan pengurusan utama yang ditakrifkan sebagai orang yang mempunyai kuasa dan tanggungjawab untuk merancang, mengarah dan mengawal aktiviti Kumpulan dan Perbadanan sama ada secara langsung atau tidak langsung, termasuk mana-mana Ahli-ahli Perbadanan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

3. PENDAPATAN

| | KUMPULAN | | PERBADANAN | |
|--------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Projek kemajuan hartanah | 801,498 | 391,406 | 565,439 | 257,789 |
| Kontrak pembinaan | 186,155 | 71,349 | - | - |
| Operasi hotel | 4,300 | 9,068 | - | - |
| Projek penswastaaan | 55,178 | 41,260 | 55,178 | 41,260 |
| Jualan bahan binaan | 43,750 | 15,438 | - | - |
| Lain-lain | 686,587 | 342,958 | 294,636 | 122,044 |
| | 1,777,468 | 871,479 | 915,253 | 421,093 |

4. KEUNTUNGAN / (KERUGIAN) SEBELUM CUKAI DAN ZAKAT

Keuntungan sebelum cukai dan zakat diambilkira selepas mencajkan/(mengkreditkan):-

| | KUMPULAN | | PERBADANAN | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Ganjaran juruaudit:- | | | | |
| Tahun semasa | 1,044 | 898 | 150 | 120 |
| Ganjaran para pengarah:- | | | | |
| Lain-lain ganjaran | 1,352 | 1,385 | 824 | 792 |
| Yuran dan bonus | 1,093 | 3,152 | - | - |
| Kos kakitangan:- | | | | |
| Gaji, upah dan bonus | 121,429 | 117,539 | 48,567 | 53,826 |
| KWSP | 14,505 | 12,291 | 6,019 | 4,582 |
| Lain-lain manfaat kakitangan | 14,548 | 25,313 | 12,944 | 23,222 |
| | 150,482 | 155,143 | 67,530 | 81,630 |
| Kos kewangan terdiri daripada faedah/caj atas:- | | | | |
| Pinjaman berjangka | 150,722 | 94,090 | 87,999 | - |
| Overdraif | 922 | 690 | - | - |
| Sewabeli dan pajakan | 104 | 67 | - | - |
| Jaminan bank | 20 | 24 | - | - |
| "Bank acceptance" | 475 | 441 | 353 | 337 |
| Saham keutamaan boleh tebus | (890) | 1,568 | - | - |
| Lain-lain | 1,954 | 4,375 | - | 77,971 |
| | 153,307 | 101,255 | 88,352 | 78,308 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

4. KEUNTUNGAN / (KERUGIAN) SEBELUM CUKAI DAN ZAKAT (SAMB.)

Keuntungan sebelum cukai dan zakat diambilkira selepas mencajkan/(mengkreditkan):-

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Belanja memperbaiki kerosakan rumah | - | 11,425 | - | 11,425 |
| Sewa:- | | | | |
| Peralatan | 11,501 | 12,414 | - | - |
| Bangunan | 1,535 | 2,623 | - | - |
| Keuntungan dari pelupusan hartanah, loji, dan peralatan | (134) | (22) | - | - |
| Peruntukan hutang ragu | 16,100 | 23,192 | 9,560 | 8,914 |
| Rosotnilai lain-lain pelaburan | - | - | - | - |
| Susutnilai hartanah, loji & peralatan | 49,171 | 47,049 | 6,012 | 6,962 |
| Susutnilai pelaburan hartanah | 9,020 | 6,982 | 5,909 | 5,764 |
| Ganti rugi dibubarkan (LAD) | - | 1,225 | - | - |
| Peruntukan ganjaran persaraan | 749 | 1,235 | 418 | 810 |
| Pelunasan pelaburan hartanah | - | - | - | - |
| Pendapatan sewa | (12,022) | (7,325) | (9,704) | (5,597) |
| Pendapatan dividen | (8,934) | (9,312) | (41,293) | (50,483) |
| Pendapatan faedah | (5,676) | (7,890) | (1,904) | (4,685) |

Kos kakitangan Kumpulan dan Perbadanan meliputi gaji, bonus, ganjaran persaraan, caruman kepada KWSP dan lain-lain perbelanjaan berkaitan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

5. PENDAPATAN BERSIH DARI LAIN-LAIN PELABURAN

| | KUMPULAN | | PERBADANAN | |
|------------------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Faedah atas simpanan tetap | 5,588 | 7,890 | 1,905 | 4,685 |
| Dividen kasar daripada:- | | | | |
| Syarikat-syarikat bersekutu | - | - | 24,499 | 16,024 |
| Syarikat-syarikat subsidiari | - | - | 12,948 | 31,758 |
| Saham tersiarharga di Malaysia | 3,185 | 2,265 | 3,141 | 2,232 |
| Saham tak tersiarharga di Malaysia | 720 | 542 | 704 | 469 |
| Lain-lain | 5,117 | 6,505 | - | - |
| | 9,002 | 9,312 | 41,292 | 50,483 |
| | 14,610 | 17,202 | 43,197 | 55,168 |

6. CUKAI

| | KUMPULAN | | PERBADANAN | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Syarikat dan anak syarikat: | | | | |
| Percukaian Malaysia:- | | | | |
| Tahun semasa | 60,786 | 18,977 | 30,010 | - |
| Kurangan peruntukan pada tahun-tahun lepas | 1,065 | 4,774 | - | 2,341 |
| Cukai tertunda:- | | | | |
| Tahun semasa | 17,990 | (8,849) | 11,322 | (3,421) |
| Kurangan / (Lebih) peruntukan pada tahun-tahun lepas | 3,525 | (613) | - | - |
| | 83,366 | 14,289 | 41,332 | (1,080) |

Cukai pendapatan dikira pada kadar cukai ditetapkan, iaitu 24% (2020: 24%) ke atas pendapatan dikenakan cukai yang dianggarkan pada tahun imbalan semasa.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

6. CUKAI (SAMB.)

Penyesuaian bagi perbelanjaan cukai pendapatan berkenaan ke atas keuntungan sebelum cukai dan zakat pada kadar cukai pendapatan berkanun ke atas perbelanjaan cukai pendapatan, pada kadar cukai pendapatan efektif untuk Kumpulan dan Perbadanan adalah seperti berikut:-

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Keuntungan / (Kerugian) sebelum cukai dan zakat | 109,901 | (68,553) | 905,780 | (1,043,182) |
| Cukai pada kadar 24% (2020: 24%) ke atas pendapatan yang dikenakan cukai | 26,376 | (16,454) | 217,387 | (250,364) |
| Kesan ke atas perbezaan kadar cukai | (1,546) | (1,064) | - | - |
| Kesan cukai ke atas perbelanjaan yang tidak dibenarkan dalam menentukan keuntungan bercukai | 303,177 | (82,872) | 32,561 | 22,302 |
| Kesan cukai ke atas pendapatan yang tidak dikenakan cukai | (53,959) | (43,848) | (13,900) | (13,805) |
| Kerugian cukai yang diiktiraf pada tahun semasa | (161) | (5,095) | - | - |
| Kerugian cukai yang tidak diiktiraf pada tahun sebelum | (186) | (2,509) | - | - |
| Cukai tertunda di atas perbezaan sementara (diiktiraf) / tidak diiktiraf | (198,663) | 165,662 | (202,741) | 237,708 |
| Bahagian keuntungan syarikat-syarikat bersekutu | (2,087) | (4,897) | - | - |
| Lebihan peruntukan pada tahun-tahun lepas | 4,213 | 4,774 | - | 2,341 |
| Kesan cukai di atas perbelanjaan bagi potongan cukai khas | (127) | 384 | (127) | (41) |
| Kesan cukai ke atas pendapatan yang dikenakan cukai selain cukai pendapatan | 6,108 | 1,514 | 6,108 | 1,514 |
| Lebihan / (Kekurangan) peruntukan cukai tertunda dalam tahun lepas | 221 | (1,306) | 2,044 | (735) |
| Jumlah perbelanjaan cukai dalam tahun semasa | 83,366 | 14,289 | 41,332 | (1,080) |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

7. HARTANAH, LOJI DAN PERALATAN

| | Tanah Pajakan RM'000 | Tanah Pegangan Bebas RM'000 | Bangunan RM'000 | Loji dan Jentera RM'000 | Kenderaan Bermotor RM'000 | Peralatan Pejabat, Perabot, Kelengkapan dan Ubahsuai RM'000 | Pelupusan Sampah RM'000 | Tapak Kerja dalam Pembangunan RM'000 | Jumlah RM'000 |
|---|-------------------------|--------------------------------|--------------------|----------------------------|------------------------------|--|----------------------------|---|------------------|
| Kumpulan | | | | | | | | | |
| Nilai Pembawa | | | | | | | | | |
| Pada 1 Januari 2021 | 95,631 | 42,900 | 296,227 | 30,961 | 4,036 | 46,865 | 30,836 | 357,122 | 904,578 |
| Tambahan | 12,544 | - | 25 | 2,332 | 510 | 37,438 | 62,285 | 1,074,647 | 1,189,781 |
| Jualan | - | - | (419) | - | - | - | - | - | (419) |
| Pelupusan | - | - | (1) | - | (715) | (110) | - | (20) | (846) |
| Pengkelasan | - | - | - | 20,043 | - | 1,797 | 1,246 | (23,086) | - |
| Hapuskira | - | - | - | - | 545 | 4 | - | - | 549 |
| Pindahan ke lain-lain penghutang | - | - | - | - | - | - | - | - | - |
| Pindahan dari / (ke) pelaburan hartanah | - | - | (6,749) | - | - | 773 | - | - | (5,976) |
| Pindahan dari projek kemajuan hartanah | - | - | - | - | - | 3,983 | - | - | 3,983 |
| Pelarasan | - | - | (759) | - | - | 10,991 | - | (11,013) | (781) |
| Pengambilalihan oleh subsidiari | - | - | - | 7,699 | - | 360 | - | - | 8,059 |
| Dinyatakan semula | - | - | - | - | - | - | - | (1,117) | (1,117) |
| Susut nilai tahun semasa | (1,394) | - | (5,597) | (4,715) | (1,460) | (13,474) | (22,531) | - | (49,171) |
| Pada 31 Disember 2021 | 106,781 | 42,900 | 282,727 | 56,320 | 2,916 | 88,627 | 71,836 | 1,396,533 | 2,048,640 |
| Pada 31 Disember 2021 | | | | | | | | | |
| Kos | 112,968 | 42,900 | 320,059 | 158,273 | 18,048 | 209,402 | 266,327 | 1,396,533 | 2,524,510 |
| Susut nilai terkumpul | (6,187) | - | (36,836) | (62,477) | (13,905) | (110,216) | (194,491) | - | (424,112) |
| Hapuskira | - | - | - | - | (967) | (10,559) | - | - | (11,526) |
| Rosotnilai terkumpul | - | - | (496) | (39,476) | (260) | - | - | - | (40,232) |
| Nilai Pembawa | 106,781 | 42,900 | 282,727 | 56,320 | 2,916 | 88,627 | 71,836 | 1,396,533 | 2,048,640 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

7. HARTANAH, LOJI DAN PERALATAN (SAMB.)

| | Tanah Pajakan RM'000 | Tanah Pegangan Bebas RM'000 | Bangunan RM'000 | Loji dan Jentera RM'000 | Kenderaan Bermotor RM'000 | Peralatan Pejabat, Perabot, Kelengkapan dan Ubahsuai RM'000 | Tapak Pelupusan Sampah RM'000 | Kerja dalam Pembangunan RM'000 | Jumlah RM'000 |
|--|----------------------------|--------------------------------------|--------------------|-------------------------------|---------------------------------|--|--|--------------------------------------|------------------|
| Nilai Pembawa | | | | | | | | | |
| Pada 1 Januari 2020 | 58,948 | 42,900 | 235,957 | 26,712 | 4,568 | 50,778 | 33,176 | 309,378 | 762,417 |
| Tambahan | 414 | - | 2,157 | 6,671 | 997 | 7,760 | 13,188 | 44,298 | 75,485 |
| Pelupusan | - | - | (1) | - | - | (23) | - | - | (24) |
| Pengkelasan | - | - | - | 1,032 | - | 22 | - | (1,054) | - |
| Hapuskira | - | - | - | - | - | (414) | - | - | (414) |
| Pindahan ke lain-lain penghutang | - | - | - | - | - | - | - | (6,783) | (6,783) |
| Pindahan dari / (ke) pelaburan hartanah | (1,228) | - | - | - | - | - | - | - | (1,228) |
| Pindahan dari projek kemajuan hartanah | - | - | 7,483 | - | - | - | - | - | 7,483 |
| Pelarasan | (57,714) | - | 57,822 | 126 | - | (271) | - | - | (37) |
| Pengambilalihan oleh subsidiari | 96,519 | - | - | - | 169 | 34 | - | 11,283 | 108,005 |
| Dinyatakan semula | - | - | - | - | - | - | 6,723 | - | 6,723 |
| Susut nilai tahun semasa | (1,308) | - | (7,191) | (3,580) | (1,698) | (11,021) | (22,251) | - | (47,049) |
| Pada 31 Disember 2020 | 95,631 | 42,900 | 296,227 | 30,961 | 4,036 | 46,865 | 30,836 | 357,122 | 904,578 |
| Pada 31 Disember 2020 | 100,424 | 42,900 | 327,577 | 119,567 | 18,272 | 156,306 | 202,796 | 357,122 | 1,324,964 |
| Kos | (4,793) | - | (29,856) | (49,130) | (13,976) | (109,441) | (171,960) | - | (379,156) |
| Susut nilai terkumpul | - | - | (1,494) | (39,476) | (260) | - | - | - | (41,230) |
| Rosotnilai terkumpul | - | - | - | - | - | - | - | - | - |
| Nilai Pembawa | 95,631 | 42,900 | 296,227 | 30,961 | 4,036 | 46,865 | 30,836 | 357,122 | 904,578 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

7. HARTANAH, LOJI DAN PERALATAN (SAMB.)

| | Tanah Pajakan RM'000 | Bangunan RM'000 | Loji dan Jentera RM'000 | Kenderaan Bermotor RM'000 | Peralatan Pejabat, Perabot dan Kelengkapan dan Ubahsuai RM'000 | Jumlah RM'000 |
|--|----------------------------|--------------------|-------------------------------|---------------------------------|---|------------------|
| Perbadanan | | | | | | |
| Nilai Pembawa | | | | | | |
| Pada 1 Januari 2021 | 6 | 201,428 | - | 1,668 | 1,540 | 204,642 |
| Tambahan | - | - | - | - | 211 | 211 |
| Jualan | - | (419) | - | - | - | (419) |
| Pindahan dari projek kemajuan hartanah | - | - | - | - | 3,983 | 3,983 |
| Pelarasan | - | (759) | - | - | (22) | (781) |
| Susut nilai tahun semasa | - | (4,354) | - | (805) | (853) | (6,012) |
| Pada 31 Disember 2021 | 6 | 195,896 | - | 863 | 4,859 | 201,624 |
| Pada 31 Disember 2021 | | | | | | |
| Kos | 10 | 216,530 | 5,209 | 9,152 | 40,825 | 271,726 |
| Rosotnilai terkumpul | - | (496) | - | - | - | (496) |
| Susut nilai terkumpul | (4) | (20,138) | (5,209) | (8,289) | (35,966) | (69,606) |
| Nilai Pembawa | 6 | 195,896 | - | 863 | 4,859 | 201,624 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

7. HARTANAH, LOJI DAN PERALATAN (SAMB.)

| | Tanah Pajakan RM'000 | Bangunan RM'000 | Loji dan Jentera RM'000 | Kenderaan Bermotor RM'000 | Peralatan Pejabat, Perabot dan Kelengkapan dan Ubahtsuai RM'000 | Jumlah RM'000 |
|--|----------------------------|--------------------|-------------------------------|---------------------------------|--|------------------|
| Perbadanan | | | | | | |
| Nilai Pembawa | | | | | | |
| Pada 1 Januari 2020 | 1,234 | 197,943 | 286 | 2,287 | 2,404 | 204,154 |
| Tambahan | - | - | - | 391 | 578 | 969 |
| Pindahan ke pelaburan hartanah | (1,228) | - | - | - | - | (1,228) |
| Pindahan dari projek kemajuan hartanah | - | 7,483 | - | - | - | 7,483 |
| Pelarasan | - | 226 | - | - | - | 226 |
| Susut nilai tahun semasa | - | (4,224) | (286) | (1,010) | (1,442) | (6,962) |
| Pada 31 Disember 2020 | 6 | 201,428 | - | 1,668 | 1,540 | 204,642 |
| Pada 31 Disember 2020 | | | | | | |
| Kos | 10 | 217,812 | 5,209 | 9,152 | 38,885 | 271,068 |
| Rosot/nilai terkumpul | - | (496) | - | - | - | (496) |
| Susut nilai terkumpul | (4) | (15,888) | (5,209) | (7,484) | (37,345) | (65,930) |
| Nilai Pembawa | 6 | 201,428 | - | 1,668 | 1,540 | 204,642 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

8. PELABURAN DALAM SYARIKAT-SYARIKAT SUBSIDIARI

| | PERBADANAN | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Saham biasa tak tersiar harga pada kos | 892,448 | 823,546 |
| Saham keutamaan tak tersiar harga pada kos | 1,311,534 | 1,210,087 |
| | 2,203,982 | 2,033,633 |
| Tolak : Rosotnilai | (129,106) | (973,860) |
| | 2,074,876 | 1,059,773 |

Saham keutamaan tak tersiar harga adalah terdiri daripada saham keutamaan boleh tebus syarikat subsidiari Selgate Corporation Sdn. Bhd., De Palma Management Services Sdn. Bhd., Selaman Sdn. Bhd., SACC Convec Sdn. Bhd., PKNS Real Estate Sdn. Bhd., PKNS Engineering and Construction Berhad dan Datumcorp International Sdn. Bhd.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

8. PELABURAN DALAM SYARIKAT-SYARIKAT SUBSIDIARI (SAMB.)

Syarikat-syarikat subsidiari yang kesemuanya ditubuhkan di Malaysia adalah seperti berikut:-

| | NAMA SYARIKAT | KEGIATAN UTAMA | PEGANGAN EKUITI | |
|----|---|---------------------------------------|-----------------|-----------|
| | | | 2021 % | 2020 % |
| 1. | De Palma Management Services Sdn. Bhd. dan syarikat subsidiarinya:- | Pengurusan hotel | 100 | 100 |
| | i) DPMS Hospitality Sdn. Bhd. | Tidak aktif | 100 | 100 |
| 2. | Worldwide Holdings Berhad dan syarikat-syarikat subsidiarinya:- | Pemegang harta dan pemegang pelaburan | 100 | 100 |
| | i) WGD Development Sdn. Bhd. | Pembangunan hartanah | 100 | 100 |
| | ii) Perangsang Emperee Wood Industries Sdn. Bhd. | Tidak aktif | 61 | 61 |
| | iii) Worldwide Landfills Sdn. Bhd. dan syarikat-syarikat subsidiarinya: | Perkhidmatan pengurusan alam sekitar | 100 | 60 |
| | • WL Environmental Sdn. Bhd. | Perkhidmatan pengurusan alam sekitar | 72 | 72 |
| | • Worldwide Ecoventure Sdn. Bhd. | Tidak aktif | 70 | 42 |
| | • Jana Landfill Sdn. Bhd. | Menjana kuasa biomas | 80 | 48 |
| | iv) Worldwide Land Development Sdn. Bhd. | Pembangunan Hartanah | 100 | 100 |
| | v) Worldwide Medinvest Sdn. Bhd. | Pembuatan Peralatan Perubatan | 100 | 100 |
| | vi) Emerald Crest Sdn. Bhd. | Pemegang pelaburan | 100 | 100 |
| | vii) Worldwide Property Management Sdn. Bhd. | Pembangunan hartanah | 100 | 100 |
| | viii) Worldwide Realty Sdn. Bhd. | Pemegang pelaburan | 100 | 100 |
| | ix) Cekal Unggul Sdn. Bhd. | Pembangunan hartanah | 70 | 70 |
| | x) Worldwide Green Energy Sdn. Bhd. | Tidak aktif | 55 | 55 |
| | xi) Worldwide Environment Sdn. Bhd. dan syarikat-syarikat subsidiarinya:- | Tidak aktif | 100 | 100 |
| | • Worldwide Waste Solutions Sdn. Bhd. | Tidak aktif | 60 | 60 |
| | xii) Worldwide Hydro Energy Sdn. Bhd. | Tidak aktif | 100 | 100 |
| | xii) Worldwide Energy Development Sdn. Bhd. | Tidak aktif | 100 | 100 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

8. PELABURAN DALAM SYARIKAT-SYARIKAT SUBSIDIARI (SAMB.)

| NAMA SYARIKAT | KEGIATAN UTAMA | PEGANGAN EKUITI | |
|--|---|-----------------|-----------|
| | | 2021 % | 2020 % |
| 2. Worldwide Holdings Berhad dan syarikat-syarikat subsidiarinya:- (samb.) | | | |
| xiv) Pulau Indah Power Plant Sdn. Bhd. | Penjanaan tenaga | 75 | 75 |
| xv) Tadmax PMC Sdn. Bhd. | Perkhidmatan pengurusan projek | 100 | 100 |
| xvi) Worldwide Solar Sdn. Bhd. | Tidak aktif | 100 | 100 |
| 3. Selgate Corporation Sdn. Bhd. dan syarikat-syarikat subsidiarinya:- | Pemegang pelaburan | 100 | 100 |
| i) Real Plug & Play Sdn. Bhd. | Tidak aktif | 100 | 100 |
| ii) PKNS Andaman Development Sdn. Bhd. | Pembangunan hartanah | 70 | 70 |
| iii) Selgate Properties Sdn. Bhd. | Tidak aktif | 100 | 100 |
| iv) Selgate Healthcare Sdn. Bhd. dan syarikat-syarikat subsidiarinya: | Perkhidmatan perundangan | 100 | 100 |
| • Selcare Management Sdn. Bhd. | Pengurusan kesihatan | 100 | 100 |
| • Selcare Clinic Sdn. Bhd. | Pembekal klinik perubatan, perunding doktor dan perkhidmatan perubatan yang berkaitan | 90 | 90 |
| • Selgate Rawang Hospital Sdn. Bhd. | Tidak aktif | 60 | 60 |
| • Selgate Shah Alam Hospital Sdn. Bhd. | Tidak aktif | 100 | 100 |
| • Selgate Setia Alam Hospital Sdn. Bhd. | Tidak aktif | 100 | 100 |
| • Selgate Gombak Hospital Sdn. Bhd. | Tidak aktif | 100 | 100 |
| • Selgate Bukit Beruntung Hospital Sdn. Bhd. | Tidak aktif | 100 | 100 |
| • Selgate Bangi Hospital Sdn. Bhd. | Tidak aktif | 100 | 100 |
| • Selgate Sepang Hospital Sdn. Bhd. | Tidak aktif | 100 | 100 |
| • Selgate Mont Kiara Hospital Sdn. Bhd. | Tidak aktif | 100 | 100 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

8. PELABURAN DALAM SYARIKAT-SYARIKAT SUBSIDIARI (SAMB.)

| NAMA SYARIKAT | KEGIATAN UTAMA | PEGANGAN EKUITI | |
|--|--|-----------------|-----------|
| | | 2021 % | 2020 % |
| 3. Selgate Corporation Sdn. Bhd. (samb.) | | | |
| iv) Selgate Healthcare Sdn. Bhd. dan syarikat-syarikat subsidiarinya (samb.):- | Perkhidmatan perundangan | 100 | 100 |
| • Selgate Kuala Selangor Hospital Sdn. Bhd. | Tidak aktif | - | - |
| • Selgate Cyber Valley Hospital Sdn. Bhd. | Tidak aktif | 100 | 100 |
| • Selcare Pharmacy Sdn. Bhd. | Peruncit | 100 | 100 |
| • Selcare Dental Sdn. Bhd. | Tidak aktif | 100 | 100 |
| • Selcare Insurance PCC Limited | Insurans | 100 | 100 |
| • Selangkah Ventures Sdn. Bhd. | Tidak aktif | 60 | 60 |
| 4. PKNS Engineering and Construction Berhad dan syarikat-syarikat subsidiarinya:- | Kejuruteraan awam, pembinaan dan pembangunan hartanah | 100 | 100 |
| i) Millennium Joy Corporation Sdn. Bhd. | Tidak aktif | 100 | 100 |
| ii) VE Intellitech Sdn. Bhd. | Perkhidmatan perundangan | - | 51 |
| iii) PB Piling Sdn. Bhd. | Kerja-kerja pembinaan | 100 | 100 |
| iv) Apex Point Development Sdn. Bhd. | Pembangunan hartanah dan perumahan | 100 | 100 |
| 5. Selangor Industrial Corporation Sdn. Bhd. dan syarikat-syarikat subsidiarinya:- | Perniagaan barangan pembinaan, insurans, pengurusan projek pembinaan dan pembangunan harta | 100 | 100 |
| i) Module Board Sdn. Bhd. | Pembinaan dan pengurusan projek | 100 | 100 |
| ii) Casic Marketing Sdn. Bhd. | Perniagaan jubin seramik | 51 | 51 |
| iii) Selmedia Sdn. Bhd. | Tidak aktif | 100 | 100 |
| iv) Electro Symphony Sdn. Bhd. | Perkilangan | 50 | 50 |
| 6. PI Brilliant Berhad dan syarikat subsidiarinya:- | Kerja Infrastruktur dan pembangunan hartanah | 91 | 92 |
| i) Excelon Sdn. Bhd. | Pembinaan, penyediaan landskap, penyelenggaraan dan pengurusan kemudahan | 100 | 100 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

8. PELABURAN DALAM SYARIKAT-SYARIKAT SUBSIDIARI (SAMB.)

| | NAMA SYARIKAT | KEGIATAN UTAMA | PEGANGAN EKUITI | |
|-----|--|---|-----------------|-----------|
| | | | 2021 % | 2020 % |
| 7. | Selaman Sdn. Bhd. dan syarikat subsidiarinya:- | Pembangunan hartanah, pemegang pelaburan dan pengurusan hartanah | 60 | 60 |
| | i) Selaman Sejati Sdn. Bhd. | Pembangunan hartanah | 100 | 100 |
| 8. | Kelana Property Development Sdn. Bhd. | Pembangunan hartanah | 51 | 51 |
| 9. | SACC Convec Sdn. Bhd. | Perkhidmatan pengurusan pusat konvensyen dan kelab golf | 100 | 100 |
| 10. | Akademi PKNS Sdn. Bhd. | Pusat latihan kemahiran | 100 | 100 |
| 11. | Datumcorp International Sdn. Bhd. dan syarikat subsidiarinya:- | Pembangunan hartanah | 100 | 100 |
| | i) Datum Jelatek Mall Sdn. Bhd. | Tidak aktif | 100 | 100 |
| 12. | PKNS Real Estate Sdn. Bhd. dan syarikat-syarikat subsidiarinya:- | Pengurusan dan pelaburan hartanah dan pemegang pelaburan | 100 | 100 |
| | i) Central Holdings Berhad | Sewaan dan pelaburan hartanah | 100 | 100 |
| | ii) Park Here Sdn. Bhd. | Operasi tempat letak kereta, pengurusan tempat letak kereta dan perunding | 100 | 100 |

9. PELABURAN DALAM SYARIKAT-SYARIKAT BERSEKUTU

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Saham tak tersiar harga pada kos | 369,541 | 379,342 | 225,178 | 205,778 |
| Permodalan hutang tanpa faedah syarikat bersekutu | 14,795 | 14,795 | 14,795 | 14,795 |
| Rosotnilai pelaburan | (23,833) | (23,833) | (21,105) | (21,105) |
| | 360,503 | 370,304 | 218,868 | 199,468 |
| Bahagian keuntungan terkumpul dalam syarikat-syarikat bersekutu | 401,653 | 389,564 | - | - |
| | 762,156 | 759,868 | 218,868 | 199,468 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

9. PELABURAN DALAM SYARIKAT-SYARIKAT BERSEKUTU (SAMB.)

Pada 31 Disember 2021, nilai pembawa bagi pelaburan dalam syarikat-syarikat bersekutu terdiri daripada:-

| | KUMPULAN | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Bahagian harta ketara bersih dalam syarikat-syarikat bersekutu | 738,585 | 736,297 |
| Muhibbah | 23,571 | 23,571 |
| | 762,156 | 759,868 |

Butir-butir syarikat bersekutu yang kesemuanya ditubuhkan di Malaysia, kecuali Eastern Glory Enterprise Ltd yang ditubuhkan di British Virgin Island adalah seperti berikut:-

| | NAMA SYARIKAT | KEGIATAN UTAMA | PEGANGAN EKUITI | |
|-----|---|--|-----------------|-----------|
| | | | 2021 % | 2020 % |
| 1. | Kundang Properties Sdn. Bhd. | Pemaju perumahan | 50 | 50 |
| 2. | Ligamas Sdn. Bhd. | Pemilik ladang dan pemaju hartanah | 50 | 50 |
| 3. | PKNS-LFD Sdn. Bhd. | Pemegang pelaburan | 49 | 49 |
| 4. | Bangi Resort & Development Corporation Sdn. Bhd. | Pemaju hartanah dan pemegang pelaburan | 40 | 40 |
| 5. | Sunway PKNS Sdn. Bhd. | Pemaju hartanah dan pemegang pelaburan | 40 | 40 |
| 6. | Selangor Polo Sdn. Bhd. | Pemaju hartanah dan pengurusan kelab polo dan equestrian | 40 | 40 |
| 7. | Tropicana Indah Sdn. Bhd. | Pemaju hartanah | 30 | 30 |
| 8. | Kesas Holdings Berhad | Pembangunan dan penyelenggaraan operasi tol lebuhraya | 30 | 30 |
| 9. | GLM Emerald (Sepang) Sdn. Bhd. | Pemaju hartanah dan operasi ladang kelapa sawit | 30 | 30 |
| 10. | MUST Ehsan Development Sdn. Bhd. | Pemaju hartanah | 30 | 30 |
| 11. | Pelangi Airways Sdn. Bhd. | Tidak aktif | 20 | 20 |
| 12. | Selangor Shipyard Sdn. Bhd. | Mengurus dermaga dan membaiki kapal laut | 20 | 20 |
| 13. | Selangor Country Club Sdn. Bhd. | Pengurusan kelab polo | 40 | 40 |
| 14. | Al-Kauthar Resources Sdn. Bhd. | Membekal kelengkapan haji dan umrah | 20 | 20 |
| 15. | Icon-Futurehome Sdn. Bhd. | Membekal produk dan perkhidmatan | 20 | 20 |
| 16. | Mutawwif Training & Consultancy Academy Sdn. Bhd. | Perkhidmatan latihan dan khidmat perunding | 20 | 20 |
| 17. | HCK Bestari Sdn. Bhd. | Tidak aktif | 30 | 30 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

9. PELABURAN DALAM SYARIKAT-SYARIKAT BERSEKUTU (SAMB.)

| NAMA SYARIKAT | KEGIATAN UTAMA | PEGANGAN EKUITI | |
|--|--|-----------------|-----------|
| | | 2021 % | 2020 % |
| 18. Eastern Glory Enterprise Ltd * | Pemegang pelaburan | 40 | 40 |
| 19. Kuala Langat Power Plant Sdn. Bhd. * | Penjanaan tenaga | 25 | 25 |
| 20. GS Worldwide Utilities Sdn. Bhd. * | Loji rawatan air | 25 | 25 |
| 21. AIS Small Hydro Sdn. Bhd. * | Penjanaan tenaga | 25 | 25 |
| 22. Pulau Indah O&M Sdn. Bhd. * | Operasi dan penyelenggaraan loji janakuasa | 40 | 40 |
| 23. Gombak Medical Centre Sdn. Bhd. ** | Pakar perubatan | 30 | 30 |

* Pegangan ekuiti Kumpulan melalui syarikat subsidiari, Worldwide Holding Berhad.

** Pegangan ekuiti Kumpulan melalui syarikat subsidiari, Selgate Corporation Sdn. Bhd.

10. LAIN-LAIN PELABURAN

| | KUMPULAN | | PERBADANAN | |
|------------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Saham-saham tersiarharga | 75,770 | 81,878 | 68,894 | 74,840 |
| Saham-saham tak tersiarharga | 6,399 | 5,428 | 5,428 | 5,428 |
| Rosotnilai pelaburan | (5,376) | (4,212) | (5,376) | (4,212) |
| | 1,023 | 1,216 | 52 | 1,216 |
| Unit amanah | 200,110 | 167,926 | 50,032 | 58,660 |
| Keahlian golf | 81 | 81 | - | - |
| | 276,984 | 251,101 | 118,978 | 134,716 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

11. MUHIBBAH DARIPADA PENYATUAN

Muhibbah timbul daripada penyatuan syarikat-syarikat subsidiari yang mewakili perbezaan antara kos pelaburan dan nilai saksama aset bersih yang diperolehi selepas ditolak pelunasan terkumpul.

| | KUMPULAN | |
|------------------------------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| <u>Pada 1 Januari</u> | | |
| Nilai Kasar | 197,241 | 124,809 |
| Pelunasan dan rosotnilai terkumpul | (118,066) | (117,490) |
| Nilai bersih | 79,175 | 7,319 |
| Pelunasan tahun semasa | (16,780) | (576) |
| <u>Pada 31 Disember</u> | | |
| Nilai kasar | 204,956 | 197,241 |
| Pelunasan dan rosotnilai terkumpul | (134,846) | (118,066) |
| Nilai bersih | 70,110 | 79,175 |

12. PELABURAN HARTANAH

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Pada kos: | | | | |
| Pada 1 Januari | 1,211,942 | 1,218,315 | 323,385 | 320,874 |
| Penambahan tahun semasa | 11,145 | 4,598 | 765 | - |
| Jualan | (5,652) | (6,016) | (2,929) | (6,016) |
| Susutnilai jualan | 572 | 1,345 | 572 | 1,345 |
| Pelupusan | (8,126) | - | - | - |
| Perubahan nilai saksama yang diiktiraf di dalam penyata pendapatan | 6,760 | (15,479) | - | - |
| Pindahan dari/(ke) hartanah, loji dan peralatan (Nota 7) | 5,049 | 1,228 | - | 1,228 |
| Pindahan dari harta-hartanah (Nota 13) | - | - | - | - |
| Pindahan dari/(ke) inventori (Nota 14) | 899 | 1,997 | 899 | - |
| Pindahan dari projek kemajuan hartanah (Nota 15) | 133,675 | 5,954 | 133,675 | 5,954 |
| Pelarasan | 2,042 | - | - | - |
| | 1,358,306 | 1,211,942 | 456,367 | 323,385 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

12. PELABURAN HARTANAH (SAMB.)

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Perlunasan terkumpul:- | | | | |
| Pada 1 Januari | (106,295) | (99,306) | (99,465) | (93,694) |
| Pindahan dari/(ke) hartanah, loji dan peralatan (Nota 7) | (927) | - | - | - |
| Susut nilai tahun semasa | (9,020) | (6,982) | (5,909) | (5,764) |
| Pelupusan | 626 | - | - | - |
| Pelarasan | (215) | (7) | (28) | (7) |
| Pada 31 Disember | (115,831) | (106,295) | (105,402) | (99,465) |
| Nilai buku | | | | |
| Pada 31 Disember | 1,242,475 | 1,105,647 | 350,965 | 223,920 |

Pelaburan hartanah dicatatkan pada nilai kos. Nilai saksama tidak boleh diukur dengan pasti tanpa kos atau usaha yang tidak wajar (*undue cost*) kerana kos bagi menentukan nilai saksama melebihi manfaat daripadanya.

13. HARTA HARTANAH

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Kos | | | | |
| Pada 1 Januari | 1,086,776 | 925,397 | 578,068 | 522,833 |
| Tambahan pada tahun semasa | 86,867 | 148,967 | - | 55,361 |
| Pelupusan | (6,685) | (20) | - | - |
| Pelarasan | (1,951) | (126) | - | (126) |
| Pindahan ke projek kemajuan hartanah (Nota 15) | (20,606) | (16,609) | - | - |
| Pindahan ke pelaburan hartanah (Nota 12) | - | - | - | - |
| Perbezaan kadar tukaran | (280) | (980) | - | - |
| Rosotnilai terkumpul | - | - | - | - |
| Kos pembangunan dihapuskira | 73 | - | - | - |
| Pada 31 Disember | 1,144,194 | 1,056,629 | 578,068 | 578,068 |

Harta hartanah meliputi tanah yang dimiliki untuk pembangunan masa depan dan dinyatakan pada kos pembelian termasuk semua kos berkaitan yang ditanggung selepas pembelian ke atas aktiviti yang diperlukan untuk menyediakan tanah tersebut untuk kegunaan yang dicadangkan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

14. INVENTORI

| | KUMPULAN | | PERBADANAN | |
|----------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Dinyatakan pada harga kos: | | | | |
| Bangunan siap | 420,428 | 532,949 | 300,452 | 370,464 |
| Rumah diserahkan balik | 31,435 | 41,617 | 29,982 | 41,617 |
| Tanah diserahkan balik | 30,312 | 30,312 | 30,312 | 30,312 |
| Inventori pengeluaran | 173 | 614 | - | - |
| Barangan stor | 34,172 | 2,502 | 263 | 240 |
| | 516,520 | 607,994 | 361,009 | 442,633 |

15. PROJEK KEMAJUAN HARTANAH

| | KUMPULAN | | PERBADANAN | |
|----------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Bukan Semasa | | | | |
| Kos tanah | | | | |
| Pada 1 Januari | 5,250 | 4,782 | - | - |
| Tambahan pada tahun semasa | 6,587 | 467 | - | - |
| Pelarasan | (1,792) | 1 | - | - |
| Pada 31 Disember | 10,045 | 5,250 | - | - |
| Kos pembangunan | | | | |
| Pada 1 Januari | 10,074 | 7,175 | - | - |
| Tambahan pada tahun semasa | 234 | 2,899 | - | - |
| Pelarasan | (7,930) | - | - | - |
| Pada 31 Disember | 2,378 | 10,074 | - | - |
| | 12,423 | 15,324 | | |

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BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

15. PROJEK KEMAJUAN HARTANAH (SAMB.)

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Semasa | | | | |
| Kos tanah | | | | |
| Pada 1 Januari | 2,304,550 | 2,283,078 | 2,089,625 | 2,081,021 |
| Tambahan pada tahun semasa | 6,152 | 8,604 | 4,701 | 8,604 |
| Pelarasan | (7,556) | 9 | - | - |
| Pindahan dari harta-hartanah (Nota 13) | 20,606 | 16,609 | - | - |
| Pindahan ke inventori (Nota 14) | - | (3,750) | - | - |
| Pada 31 Disember | 2,323,752 | 2,304,550 | 2,094,326 | 2,089,625 |
| Kos pembangunan | | | | |
| Pada 1 Januari | 8,112,588 | 8,101,311 | 7,207,608 | 7,254,798 |
| Tambahan pada tahun semasa | 427,019 | 353,221 | 326,411 | 240,851 |
| Agihan kos infra | - | - | - | - |
| Pindahan dari harta hartanah (Nota 13) | - | - | - | - |
| Pindahan ke lain-lain penghutang (Nota 18) | - | - | - | - |
| Pindahan ke pelaburan hartanah (Nota 12) | (133,675) | (5,954) | (133,675) | (5,954) |
| Pindahan dari/ (ke) hartanah, loji dan peralatan (Nota 7) | (3,983) | (7,483) | (3,983) | (7,483) |
| Pindahan ke inventori (Nota 14) | (30,104) | (259,089) | (30,104) | (251,524) |
| Pelarasan | (60,637) | (69,418) | - | (23,080) |
| Pada 31 Disember | 8,311,208 | 8,112,588 | 7,366,257 | 7,207,608 |
| Kos diiktiraf sebagai perbelanjaan di dalam penyata pendapatan | | | | |
| Tahun-tahun lepas | (6,659,748) | (6,367,569) | (6,139,868) | (5,865,782) |
| Tahun semasa | (751,201) | (379,855) | (618,627) | (301,544) |
| Pelarasan/peruntukan kerugian | 50,500 | 68,225 | 45,779 | 27,458 |
| Pengeluaran semula projek siap | 64,355 | 19,451 | - | - |
| | (7,296,094) | (6,659,748) | (6,712,716) | (6,139,868) |
| Pengeluaran semula projek siap | (64,355) | (19,451) | - | - |
| Pindah ke inventori (Nota 14) | (13,109) | (51,120) | - | - |
| Pengkelasan | 1,494 | - | - | - |
| Rosotnilai | (2,440) | (1,844) | - | - |
| | 3,260,456 | 3,684,975 | 2,747,867 | 3,157,365 |

Termasuk di dalam tambahan kepada perbelanjaan pembangunan terkumpul pada tahun kewangan semasa bagi Kumpulan ialah faedah yang dipermodalkan berjumlah RM43,506,314 (2020: RM42,084,136).

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

16. KERJA KONTRAK YANG TELAH DIJALANKAN TETAPI BELUM DITUNTUT/ (TUNTUTAN TERDAHULU DARI KONTRAK PEMBINAAN)

Kerja kontrak yang telah dijalankan adalah terdiri daripada:-

| | KUMPULAN | |
|---|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Kos kontrak | 223,551 | 189,360 |
| Pembahagian keuntungan | 35,800 | 32,786 |
| | 259,351 | 222,146 |
| Tuntutan kemajuan | (197,423) | (186,314) |
| | 61,928 | 35,832 |
| Kerja kontrak yang telah dijalankan tetapi belum dituntut | 85,296 | 70,832 |
| Tuntutan terdahulu dari kontrak pembinaan | (25,345) | (35,000) |
| | 59,951 | 35,832 |

17. PENGHUTANG PERDAGANGAN

| | KUMPULAN | | PERBADANAN | |
|------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Bukan Semasa | | | | |
| Penghutang perdagangan | 2,361 | 7,170 | - | - |
| Peruntukan hutang ragu | (2,298) | (6,216) | - | - |
| | 63 | 954 | - | - |
| Semasa | | | | |
| Penghutang perdagangan | 880,077 | 669,791 | 518,629 | 460,107 |
| Wang tahanan | 14 | 753 | - | - |
| Peruntukan hutang ragu | (130,238) | (114,245) | (77,970) | (72,511) |
| | 749,853 | 556,299 | 440,659 | 387,596 |

Terma kredit purata yang diberikan oleh Kumpulan dan Perbadanan masing-masing adalah 30-60 hari (2020 : 30-60 hari) dan 30 hari (2020 : 30 hari).

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

18. LAIN-LAIN PENGHUTANG, DEPOSIT DAN BAYARAN TERDAHULU

| | KUMPULAN | | PERBADANAN | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Bukan Semasa | | | | |
| Lain-lain penghutang | 986 | 1,319 | - | - |
| Peruntukan hutang ragu | (986) | (1,100) | - | - |
| | - | 219 | - | - |
| Semasa | | | | |
| Lain-lain penghutang | 171,636 | 96,487 | 2,743 | 5,323 |
| Peruntukan hutang ragu | (2,450) | (7,467) | (1,597) | (4,745) |
| | 169,186 | 89,020 | 1,146 | 578 |
| Deposit boleh dituntut | 65,893 | 36,644 | 12,858 | 16,177 |
| Bayaran pendahuluan | 263,743 | 12,283 | - | - |
| | 498,822 | 137,947 | 14,004 | 16,755 |
| Hutang dari syarikat-syarikat subsidiari | - | - | 102,125 | 95,181 |
| Hutang dari syarikat-syarikat bersekutu | 49,716 | 47,961 | 49,716 | 47,961 |
| Peruntukan hutang ragu | (692) | (692) | (692) | (692) |
| | 49,024 | 47,269 | 49,024 | 47,269 |
| | 547,846 | 185,216 | 165,153 | 159,205 |

Hutang syarikat-syarikat subsidiari dan syarikat-syarikat bersekutu timbul dari transaksi dagangan dan bayaran pendahuluan. Hutang tersebut adalah tidak bercagar dan bebas dari dikenakan faedah serta tiada syarat-syarat bayaran balik yang tetap.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

19. PELABURAN PORTFOLIO

| | KUMPULAN | | PERBADANAN | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Pada kos:- | | | | |
| Saham-saham tersiarharga | 25,104 | 24,405 | 18,634 | 15,824 |
| Saham amanah | 3,324 | 6,920 | - | - |
| Pulih semula / (Peruntukan) rosotnilai pelaburan | 1,548 | 2,779 | 1,548 | 2,779 |
| | 29,976 | 34,104 | 20,182 | 18,603 |
| Nilai pasaran:- | | | | |
| Saham-saham tersiarharga | 26,652 | 27,184 | 20,182 | 18,603 |
| Saham amanah | 3,324 | 6,920 | - | - |
| | 29,976 | 34,104 | 20,182 | 18,603 |

20. SIMPANAN TETAP

| | KUMPULAN | | PERBADANAN | |
|-----------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Bank-bank berlesen | 219,450 | 266,426 | 6,133 | 6,018 |
| Institusi kewangan berlesen | 34,405 | 23,877 | - | - |
| | 253,855 | 290,303 | 6,133 | 6,018 |

Simpanan tetap Kumpulan berjumlah RM20,562,074 (2020 : RM23,288,575) telah dicagarkan kepada bank-bank untuk kemudahan pinjaman bagi syarikat-syarikat subsidiari.

Kadar faedah yang dikenakan ke atas simpanan tetap dari institusi kewangan dalam tahun kewangan semasa adalah dari 1.25% hingga 3.33% (2020: 1.25% hingga 4.45%) setahun dengan tempoh matang dari 4 hari (2020: 4 hari).

21. AKAUN PERLINDUNGAN HARTA

Akaun perlindungan harta ditubuhkan sebagai dana insurans untuk tujuan membiayai kerugian dan kerosakan akibat malapetaka atau kebakaran yang mungkin terjadi ke atas rumah-rumah yang belum dijual dan bangunan-bangunan serta rumah-rumah yang disewakan.

| | KUMPULAN DAN PERBADANAN | |
|------------------------------|-------------------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Pada 1 Januari | 28,938 | 28,690 |
| Penambahan pada tahun semasa | 298 | 248 |
| Pada 31 Disember | 29,236 | 28,938 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

22. PEMIUTANG PAJAKAN KEWANGAN

| | KUMPULAN | |
|---|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Perlu dibayar dalam jangkamasa:- | | |
| Kurang daripada setahun | 607 | 1,061 |
| Lebih daripada 1 tahun dan tidak melebihi 5 tahun | 1,383 | 1,298 |
| | 1,990 | 2,359 |
| Tolak: Faedah tertanggung | (113) | (161) |
| Nilai semasa pemiutang pajakan kewangan | 1,877 | 2,198 |

Pemiutang pajakan kewangan jangka panjang yang akan dibayar seperti berikut:-

| | KUMPULAN | |
|---|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Perlu dibayar dalam jangkamasa:- | | |
| Kurang daripada setahun | 582 | 1,005 |
| Lebih daripada 1 tahun dan tidak melebihi 5 tahun | 1,295 | 1,193 |
| | 1,877 | 2,198 |

Kadar faedah yang dikenakan ke atas pemiutang pajakan kewangan untuk Kumpulan adalah purata di antara 2.37% - 8.00% (2020 : 2.37% - 8.00%) setahun.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

23. PINJAMAN

| | KUMPULAN | | PERBADANAN | |
|---|------------------|------------------|------------------|------------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Jangka Pendek | | | | |
| Bercajar | | | | |
| Pinjaman jangka pendek yang perlu dibayar balik dalam tempoh 12 bulan | 154,279 | 12,541 | - | - |
| Tidak Bercajar | | | | |
| Pinjaman jangka pendek yang perlu dibayar balik dalam tempoh 12 bulan | 18,352 | 207,761 | 10,000 | 201,568 |
| Kredit pusingan | 57,000 | - | - | - |
| Jumlah | 229,631 | 220,302 | 10,000 | 201,568 |
| Jangka Panjang | | | | |
| Bercajar | | | | |
| Pinjaman dari institusi kewangan | 3,506,016 | 1,976,568 | 2,169,959 | 1,667,470 |
| Tidak Bercajar | | | | |
| Pinjaman daripada Kerajaan Negeri | 40,000 | 61,000 | 40,000 | 61,000 |
| Pinjaman tidak bercajar dari institusi kewangan | 150,000 | - | - | - |
| Jumlah | 3,696,016 | 2,037,568 | 2,209,959 | 1,728,470 |

Jangka Panjang

Bahagian jangka panjang yang perlu dibayar adalah seperti berikut:-

| | KUMPULAN | | PERBADANAN | |
|---------------------------|------------------|------------------|------------------|------------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Dalam tempoh: | | | | |
| Dua hingga lima tahun | 3,506,016 | 1,918,154 | 2,169,959 | 1,667,470 |
| Lebih daripada lima tahun | 190,000 | 119,414 | 40,000 | 61,000 |
| | 3,696,016 | 2,037,568 | 2,209,959 | 1,728,470 |

Kadar faedah tahunan yang dikenakan ke atas pinjaman-pinjaman di atas adalah seperti berikut:-

- (i) Kerajaan Negeri : 4.00% (2020 : 4.00%)
- (ii) Institusi kewangan : 2.20% - 6.75% (2020 : 2.99% - 5.17%)

Pinjaman bercajar yang diperolehi oleh salah satu syarikat subsidiari Perbadanan dicagar melalui caj tetap, terapung aset dan debentur syarikat subsidiari yang terlibat.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

23. PINJAMAN (SAMB.)

Jangka Panjang (samb.)

Perbadanan telah membuat penerbitan nota jangka pertengahan Islam berjumlah RM1.7 bilion (“Program IMTN-1”) dan nota jangka pertengahan Islam berjumlah RM3.0 bilion yang baru (“Program IMTN-2”). Program IMTN-2 ini, bersama dengan satu lagi kertas perdagangan Islam berjumlah RM1.0 bilion (“Program ICP-1”) adalah tertakluk kepada had bersama sehingga RM3.0 bilion (keseluruhannya dirujuk sebagai “Program Sukuk Murabahah”).

Kedua-dua Program Sukuk Murabahah ini akan memberi kemudahan dan fleksibiliti kepada Perbadanan untuk menerbitkan sukuk bergantung kepada keperluannya dari masa ke semasa bagi membiayai keperluan modal kerja (working capital) yang patuh Shariah, dan/atau keperluan pelaburan am pada kos yang lebih kompetitif bersandarkan kepada penarafan kredit Perbadanan yang kukuh.

Pada tahun semasa, Perbadanan telah menerbitkan Sukuk berjumlah RM515 juta.

24. PERUNTUKAN PENUTUPAN DAN KOS SELEPAS PENUTUPAN OPERASI PELUPUSAN SISTEM PEPEJAL

| | KUMPULAN | |
|------------------------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Pada 1 Januari | 78,585 | 67,775 |
| Peruntukan pada tahun semasa | 46,112 | 9,654 |
| Penggunaan pada tahun semasa | - | - |
| Penambahan semula peruntukan | (634) | 1,156 |
| Pada 31 Disember | 124,063 | 78,585 |

25. GANJARAN PERSARAAN

| | KUMPULAN | | PERBADANAN | |
|-------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Pada 1 Januari | 9,031 | 9,044 | 3,330 | 3,520 |
| Penambahan tahun semasa | 749 | 1,235 | 418 | 810 |
| | 9,780 | 10,279 | 3,748 | 4,330 |
| Pembayaran | (1,001) | (1,248) | (470) | (1,000) |
| Pada 31 Disember | 8,779 | 9,031 | 3,278 | 3,330 |

Terdapat syarikat subsidiari yang membuat peruntukan ke atas manfaat persaraan berdasarkan gaji pekerja yang layak dan tempoh perkhidmatan sehingga 31 Disember 2021. Semasa persaraan, pembayaran akan dibuat berdasarkan jumlah yang telah diperuntukkan sehingga 31 Disember 2021.

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26. PEMIUTANG PERDAGANGAN

Termasuk dalam pemiutang perdagangan di peringkat Kumpulan adalah wang tahanan terhutang kepada sub-kontraktor berjumlah RM46,170,000 (2020 : RM50,818,000).

Terma kredit purata yang diberi kepada Kumpulan adalah 30-60 hari (2020 : 30-60 hari).

27. ASET/ (LIABILITI) CUKAI TERTUNDA

Cukai tertunda ialah seperti berikut:-

| | KUMPULAN | | PERBADANAN | |
|--------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Aset cukai tertunda | 62,819 | 78,249 | 38,110 | 43,825 |
| Liabiliti cukai tertunda | (63,900) | (56,859) | (28,382) | (22,775) |
| | (1,081) | 21,390 | 9,728 | 21,050 |

Pergerakan cukai tertunda bersih pada tahun kewangan semasa ialah seperti berikut:-

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Baki pada 1 Januari | 21,390 | 29,377 | 21,050 | 17,629 |
| Peruntukan ditambah semula | (3,526) | 613 | - | - |
| Perpindahan bersih daripada penyata pendapatan (Nota 6) | (17,990) | 8,849 | (11,322) | 3,421 |
| Pengambil alihan oleh syarikat subsidiari | (983) | (12,077) | - | - |
| Pelarasan | 28 | (5,372) | - | - |
| Baki pada 31 Disember | (1,081) | 21,390 | 9,728 | 21,050 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

27. ASET/ (LIABILITI) CUKAI TERTUNDA (SAMB.)

Aset cukai tertunda bersih diwakili oleh kesan cukai yang berikut:-

| | KUMPULAN | | PERBADANAN | |
|--|-----------------|-----------------|-----------------|-----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Perbezaan sementara daripada:- | | | | |
| Projek kemajuan hartanah | (1,412) | - | - | - |
| Harta loji dan peralatan | 10,993 | 21,431 | - | - |
| Penghutang | 616 | 490 | - | - |
| Inventori | 950 | 908 | - | - |
| Ganjaran persaraan | 415 | 415 | - | - |
| Kerugian cukai dan elaun modal belum serap | 1,345 | 3,347 | - | 2,002 |
| Peruntukan | 26,447 | 33,316 | 24,663 | 32,171 |
| Lain-lain | 23,437 | 18,342 | 13,447 | 9,652 |
| Harta Hartanah | 28 | - | - | - |
| Aset cukai tertunda | 62,819 | 78,249 | 38,110 | 43,825 |
| Perbezaan sementara daripada:- | | | | |
| Harta, loji dan peralatan | (52,764) | (45,905) | (28,382) | (22,775) |
| Pelaburan hartanah | (11,136) | (10,954) | - | - |
| Lain-lain | - | - | - | - |
| Liabiliti cukai tertunda | (63,900) | (56,859) | (28,382) | (22,775) |

Perbezaan sementara tidak diiktiraf

Butiran perbezaan sementara boleh kurang yang tidak diiktiraf adalah seperti berikut:-

| | KUMPULAN | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Pelaburan dalam Syarikat Subsidiari dan Syarikat Bersekutu | 150,211 | 999,178 |

Perbezaan sementara ini adalah hasil daripada rosot nilai yang diiktiraf terhadap pelaburan Syarikat Subsidiari dan Syarikat Bersekutu. Namun, aset cukai tertunda tidak diiktiraf disebabkan perbezaan sementara boleh kurang yang dijangka tidak dapat berbalik pada masa hadapan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

28. LAIN-LAIN PEMIUTANG

| | KUMPULAN | | PERBADANAN | |
|---------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Bukan Semasa | | | | |
| Lain-lain pemiutang | 12,979 | 1,951 | - | - |
| Semasa | | | | |
| Lain-lain pemiutang | 777,534 | 728,146 | 442,771 | 507,301 |
| Syarikat subsidiari | - | - | 12,817 | 13,788 |
| | 777,534 | 728,146 | 455,588 | 521,089 |
| | 790,513 | 730,097 | 455,588 | 521,089 |

Hutang kepada syarikat-syarikat subsidiari dan syarikat-syarikat bersekutu timbul dari transaksi dagangan dan bayaran pendahuluan. Hutang tersebut adalah tidak bercagar dan bebas dari dikenakan faedah serta tiada syarat-syarat bayaran balik yang tetap.

Pemiutang perdagangan, lain-lain pemiutang dan terakru dinominasikan di dalam Ringgit Malaysia.

29. AMAUN TERHUTANG (KEPADA) PEMEGANG SAHAM BUKAN KAWALAN

| | KUMPULAN | |
|---|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Amaun terhutang kepada pemegang saham bukan kawalan | 269 | 5,467 |

Amaun terhutang kepada pemegang saham bukan kawalan dinominasikan dalam Ringgit Malaysia, tidak bercagar, bebas dari faedah dan perlu dibayar balik atas permintaan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

30. WANG TUNAI DAN BAKI DI BANK

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Wang tunai dan baki di bank | 229,256 | 159,476 | 133,714 | 64,430 |
| Overdraf bank | (21,953) | (14,049) | - | - |
| | 207,303 | 145,427 | 133,714 | 64,430 |
| Simpanan tetap (Nota 20) | 253,855 | 290,303 | 6,133 | 6,018 |
| | 461,158 | 435,730 | 139,847 | 70,448 |
| Simpanan tetap yang telah dicagarkan (Nota 20) | (20,562) | (23,288) | - | - |
| Baki wang di bawah Akta Pemaju Perumahan (Kawalan dan Perlesenan), 1996 | (50,123) | (23,882) | - | - |
| | 390,473 | 388,560 | 139,847 | 70,448 |

Termasuk dalam akaun wang tunai dan baki di bank Kumpulan adalah baki wang syarikat-syarikat subsidiari yang tertakluk di bawah Akta Pemaju Perumahan (Kawalan dan Perlesenan), 1996 yang berjumlah RM50,123,817 (2020 : RM23,881,901).

31. TANGGUNGAN LUAR JANGKA

| | KUMPULAN | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Jaminan yang diberi kepada institusi-institusi kewangan untuk kemudahan pinjaman yang diberikan kepada pihak ketiga | 1,039,780 | 7,062 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

31. TANGGUNGAN LUAR JANGKA (SAMB.)

Tuntutan

Kumpulan

Selgate Corporation Sdn. Bhd.

PKNS-Andaman Development Sdn. Bhd. (PADSB)

Tuntutan terhadap kerugian kerana tidak mematuhi Perjanjian Jual Beli

Tuntutan ganti rugi berjumlah RM17,000,000 atas kegagalan mematuhi Perjanjian Jual Beli difailkan oleh 77 pembeli unit EVO Suites pada 29 Mei 2019. Pembeli-pembeli tersebut telah menuntut ganti rugi bagi Unit Duplex Jenis C dan D di mana bilik-bilik tidak mengikut pelan bangunan, sebagai tambahan kepada kawasan umum (contohnya kolam renang dan gim) juga tidak dibina seperti yang dirancang dan tuntutan di atas tidak termasuk kerugian atas kemudahan umum. Pembeli-pembeli tersebut menuntut tuntutan di atas dibayar dalam tempoh 14 hari dari tarikh surat itu, kegagalan untuk melakukannya akan mengakibatkan tindakan guaman.

Pada 15 Mei 2020, Plaintiff telah mengemukakan permohonan ringkasan penghakiman terhadap Syarikat berdasarkan laporan pakar dan laporan penilaian yang mendakwa Syarikat, sebagai pemaju projek tidak mempunyai pembelaan terhadap tuntutan mereka, oleh itu, ringkasan penghakiman harus dikenakan terhadap Syarikat. Sehubungan dengan itu, permohonan lanjutan masa telah dikemukakan oleh Plaintiff kerana kegagalan mereka untuk memfailkan dan mengemukakan pembelaan tepat pada waktunya ketika Tempoh Kawalan Pergerakan 2020.

Pertukaran Afidavit untuk perkara-perkara seperti yang telah disebutkan di atas telah selesai, namun Mahkamah tetap dengan keputusan kerana kesan Perintah Tinggal yang diberikan pada 27 Julai 2020. Selepas itu, pada 17 Ogos 2020, plaintiff mengemukakan rayuan untuk menengguhkan prosiding terhadap Perintah Mahkamah Tinggi Shah Alam untuk membatalkan Perintah Penangguhan Mahkamah Tinggi bertarikh 27 Julai 2020.

Pembeli-pembeli tersebut menunggu penerbitan penghakiman dari Mahkamah Tinggi sebelum tarikh pendengaran bagi rayuan dapat ditetapkan di Mahkamah Rayuan. Mahkamah telah menetapkan perbicaraan pada 18 Disember 2021.

Syarikat telah memfailkan permohonan bagi lanjutan masa kepada "Jawapan kepada Pembelaan" ke Mahkamah Tinggi. Pendengaran permohonan ini ditetapkan pada 06 Januari 2022 dan syarikat juga telah memfailkan rayuan ke Mahkamah Persekutuan pada keputusan Mahkamah Tinggi. Pendengaran telah ditetapkan pada 16 Mac 2022.

Mahkamah Tinggi telah membenarkan penangguhan prosiding sehingga kes PADSB terhadap Aturan Prisma, Veritas Architect dan Pengurusan Harta Andaman diselesaikan melalui prosiding Timbangtara. Plaintiff telah membuat rayuan terhadap keputusan Mahkamah Tinggi ini dan dibenarkan oleh Mahkamah Rayuan atas alasan bahawa plaintiff bukan pihak dalam prosiding timbang tara. PADSB telah memfailkan rayuan kepada Mahkamah Persekutuan untuk keputusan ini. Perbicaraan di Mahkamah Persekutuan untuk keputusan Mahkamah Rayuan telah ditetapkan pada 24 Mei 2022.

Perbadanan

a) Sazean Development Sdn. Bhd. -lawan- Perbadanan

Plaintiff telah menandatangani Perjanjian Penswastan bersama Perbadanan pada 26 November 2007 untuk memaju dan membangunkan tanah milik Perbadanan seluas 50.3 ekar di Alam Nusantara, Bandar Setia Alam. Tempoh pembangunan yang ditetapkan adalah 5 tahun dan pembangunan adalah merangkumi 2 fasa iaitu Fasa 1A, 1B dan 1C serta Fasa 2. Memandangkan Plaintiff gagal membangunkan pembangunan dalam tempoh yang ditetapkan, maka Perbadanan dan Plaintiff telah menandatangani Perjanjian Penyelesaian pada 20 Jun 2014 bagi penyelesaian LAD Fasa 1 serta mengambilalih tanah Fasa 2 (seluas 20 ekar) yang masih belum dibangunkan dengan tujuan untuk menyelamatkan Fasa 2 daripada terbengkalai. Berdasarkan Perjanjian Penyelesaian, pihak-pihak bersetuju dengan kadar tanggungan LAD yang perlu dibayar. Walau bagaimanapun, Plaintiff membangkitkan tidak puas hati apabila mendakwa Perbadanan memaklumkan hanya bertanggungjawab pada kadar tanggungan LAD tersebut sehingga tarikh penyiapan projek dan bukannya tarikh milikan kosong kepada pembeli.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

31. TANGGUNGAN LUAR JANGKA (SAMB.)

Tuntutan (samb.)

Perbadanan (samb.)

a) Sazean Development Sdn. Bhd. -lawan- Perbadanan (samb.)

Pada 11 April 2017, Sazean Development Sdn. Bhd. ("Plaintif") telah memfailkan Writ Saman di Mahkamah Tinggi Shah Alam terhadap Perbadanan dan menuntut seperti berikut:-

- i. Pengisytiharan bahawa Perbadanan bertanggungjawab membayar LAD untuk Fasa 1A, 1B dan IC bagi Projek Anjung Sari sehingga penyerahan milikan kosong;
- ii. Perbadanan membayar bayaran interim berjumlah RM15,501,354.70 bagi tuntutan penyerahan lewat Fasa 1A, 1B dan 1C;
- iii. Bayaran ganti rugi sebanyak RM50.0 juta akibat tindakan dan kelakuan Perbadanan; dan
- iv. Bayaran tuntutan kehilangan keuntungan sebanyak RM50.0 juta untuk Fasa 2, Anjung Sari;

Perbadanan telah memfailkan Notis Permohonan Penggantungan Prosiding (*stay of proceeding*) pada 23 Mei 2017 di atas alasan bahawa berdasarkan Perjanjian Penswastaaan antara Plaintiff dan Perbadanan telah memperuntukkan klausa bahawa sebarang pertikaian yang timbul hendaklah dirujuk ke Arbitration. Oleh itu, tindakan Plaintiff adalah salah dan tidak mematuhi terma-terma Perjanjian Penswastaaan tersebut.

Pada 26 September 2017, Mahkamah Tinggi telah membenarkan permohonan Perbadanan untuk mengeneipkan tuntutan Plaintiff dengan kos dibayar kepada Perbadanan sebanyak RM3,000.00. Plaintiff tidak berpuas hati dengan Keputusan Mahkamah Tinggi tersebut dan telah memfailkan Notis Usul Untuk Merayu di Mahkamah Rayuan pada 25 Oktober 2017. Semasa Pendengaran kes yang ditetapkan pada 3 Mei 2018, Mahkamah Rayuan telah memutuskan Notis Usul yang difailkan Plaintiff ditolak.

Plaintif tidak berpuas hati dengan Keputusan Mahkamah Rayuan dan telah memfailkan Notis Usul Untuk Merayu di Mahkamah Persekutuan pada 30 Mei 2018. Semasa Pendengaran kes pada 19 Februari 2019, Mahkamah telah memutuskan Notis Usul Plaintiff ditolak dengan kos sebanyak RM10,000.00. Oleh yang demikian, pihak-pihak hendaklah merujuk kes ke Arbitration. Pengadu (Plaintif) selanjutnya memfailkan *Notice of Arbitration* di Asian International Arbitration Centre (AIAC). Pengadu juga telah mengemukakan persetujuan bagi cadangan nama Arbitrator yang disyorkan oleh Perbadanan iaitu En. Lim Chee Wee pada 14 Disember 2020. Pada masa ini AIAC masih belum menetapkan sebarang tarikh untuk kes tersebut.

Sazean telah memfailkan *Notice of Arbitration* terhadap Perbadanan pada 13 Januari 2022. PKNS juga telah memfailkan Saman Pemula untuk perintah jaminan kos sebanyak RM400,000.00. Sekiranya Jaminan Kos ini berjaya, Kes Arbitrasi tidak akan bermula selagi pihak Sazean tidak membuat bayaran. Pada masa ini, lantikan Arbitrator masih belum dikemukakan oleh AIAC.

b) Siak Siong Construction Sdn. Bhd. -lawan- AJ Corp Sdn. Bhd., Perbadanan dan Selangor Industrial Corporation Sdn. Bhd.

Syarikat Siak Siong Construction Sdn. Bhd. ("Plaintif") adalah merupakan sub-kontraktor kepada kontraktor utama iaitu AJ Corp Sdn. Bhd. ("Defendan Pertama"), yang telah dianugerahkan projek "Membina dan menyiapkan 96 unit rumah berkembar (40'x80') serta infrastruktur yang berkaitan di Seksyen 24, Antara Gapi, Hulu Selangor dengan jumlah kontrak sebanyak RM44,812,181.44 dan tempoh penyiapan keseluruhan kerja adalah selama 104 minggu dari tarikh milikan tapak pada 28 Jun 2016. Sebelum memulakan kerja, kontraktor utama perlu menjelaskan Bon Perlaksanaan berjumlah RM2,240,609.07 iaitu 5% dari jumlah keseluruhan kontrak.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

31. TANGGUNGAN LUAR JANGKA (SAMB.)

Tuntutan (samb.)

Perbadanan (samb.)

b) Siak Siong Construction Sdn. Bhd. -lawan- AJ Corp Sdn. Bhd., Perbadanan dan Selangor Industrial Corporation Sdn. Bhd. (samb.)

Namun pada sekitar bulan Jun 2017, Perbadanan mendapat maklumat bahawa Defendan Pertama telah digulungkan oleh Mahkamah pada 5 April 2017. Merujuk kepada klausa 51.2 Dokumen Kontrak, sekiranya mana-mana kontraktor digulungkan dalam tempoh kontrak maka Perbadanan berhak untuk menamatkan kontrak dengan serta merta dengan memberi notis kepada kontraktor tersebut.

Oleh itu pada 21 Jun 2017, Perbadanan telah menamatkan perkhidmatan Defendan Pertama dan merampas Bon Pelaksanaan tersebut sepertimana yang diperuntukkan di dalam Dokumen Kontrak. Walau bagaimanapun, Plaintif tidak berpuas hati di atas penamatan tersebut dan memfailkan Writ Saman terhadap Defendan-Defendan pada 24 Disember 2018. Writ Saman ini telah diserahkan kepada Defendan-Defendan dan diterima oleh Perbadanan pada 9 Januari 2019.

Oleh yang demikian, Plaintif memohon Penghakiman terhadap Defendan-Defendan antara lain seperti berikut: -

- a. Satu deklarasi bahawa penamatan Kontrak Utama oleh Perbadanan adalah salah;
- b. Satu deklarasi bahawa Defendan Pertama dan Plaintif adalah tidak bertanggungjawab terhadap apa jua kehilangan atau kerugian yang timbul akibat penamatan Kontrak Utama;
- c. Perbadanan hendaklah membayar kepada Defendan Pertama tuntutan terakhir berjumlah RM8,734,088.18 atau secara alternatifnya: -
 - i. RM2,298,627.25 untuk nilai kerja-kerja telah siap yang kurang disahkan dan / ataupun belum disahkan oleh Perbadanan;
 - ii. RM1,963,880.39 untuk perintah variasi;
 - iii. RM248,980.68 untuk bahan-bahan di atas tapak;
 - iv. RM2,240,609.07 sebagai pemulangan Wang Tahanan;
 - v. RM935,000.00 sebagai pemulangan wang LAD yang telah ditolak daripada bayaran kemajuan; dan
 - vi. RM461,229.85 untuk GST
- d. Perbadanan harus memulangkan Bon Pelaksanaan sebanyak RM2,240,609.07;
- e. Perbadanan membayar kepada Defendan Pertama berjumlah RM1,453,578.00 untuk bayaran terhadap Sijil Bayaran Kemajuan No. 30 dan 31;
- f. Perbadanan membayar Defendan Pertama sebanyak RM1,895,829.76 sebagai kos pelengahan; dan
- g. Faedah ke atas jumlah penghakiman pada kadar 5% setahun dari tarikh pemfailan tindakan ini sehingga penyelesaian penuh.

Perbadanan memfailkan pembelaan bahawa Notis Penamatan kepada Defendan Pertama adalah teratur dan sah dan Perbadanan tiada sebarang hubungan kontraktual dengan Plaintif malahan tidak pernah memberikan sebarang persetujuan mahupun penyerahan hak kepada Plaintif bagi kontrak tersebut.

Defendan Pertama telah memfailkan Permohonan Penghakiman Terus terhadap Perbadanan di atas penamatan kontrak secara salah. Namun pada 8 Mac 2021, Mahkamah Tinggi Shah Alam telah menolak permohonan tersebut dan kes diteruskan dengan Pembicaraan Penuh. Mahkamah menetapkan tarikh Pengurusan Kes seterusnya pada 21 April 2021 .

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

31. TANGGUNGAN LUAR JANGKA (SAMB.)

Tuntutan (samb.)

Perbadanan (samb.)

b) Siak Siong Construction Sdn. Bhd. -lawan- AJ Corp Sdn. Bhd., Perbadanan dan Selangor Industrial Corporation Sdn. Bhd. (samb.)

Namun pada masa yang sama Defendan Pertama pada 22 Mac 2021 telah memfailkan Notis Usul Untuk Merayu di Mahkamah Rayuan terhadap Keputusan Mahkamah bertarikh 08 Mac 2021. Tiada sebarang tarikh ditetapkan oleh Mahkamah Rayuan pada masa ini.

Plaintif tidak berpuas hati dengan keseluruhan keputusan Mahkamah Tinggi pada 08 Mac 2021 dan telah membuat permohonan rayuan. Mahkamah Rayuan telah menetapkan tarikh bagi pengurusan kes adalah pada 21 Oktober 2021 bagi memaklumkan Status Alasan Penghakiman dan Nota Keterangan. Mahkamah telah menetapkan tarikh pengurusan kes pada 03 November 2021 untuk pemfailan Ikatan Dokumen Bersama. Pengurusan kes telah ditetapkan pada 03 Mac 2022. Walau bagaimanapun, Pengurusan Kes ditetapkan semula pada 19 Mei 2022 disebabkan Yang Arif Hakim masih menjalani kuarantin pada tarikh tersebut.

c) Limatic Holdings Sdn. Bhd. -lawan- Perbadanan

Limatic Holdings Sdn. Bhd. ("Plaintif") telah ditawarkan penjualan tanah seluas 70 ekar di Selangor Cyber Valley, Cyberjaya untuk tujuan pembangunan Universiti Antarabangsa Al-Madinah melalui Surat Tawaran bertarikh 23 Disember 2009 dengan harga jualan RM112,820,437.00 untuk tujuan pembangunan universiti tersebut.

Berdasarkan Surat Tawaran Perbadanan ("Defendan") tersebut, Klausula 3.1.1 menyatakan bahawa pembeli hendaklah menjelaskan bayaran sebanyak 2% dari harga jualan iaitu bersamaan RM4,476,698.32 semasa penerimaan surat tawaran tersebut.

Berikutan dengan tawaran Perbadanan tersebut, Plaintif seterusnya pada 26 Ogos 2010 telah membuat bayaran sebanyak RM2,256,408.00 sahaja daripada jumlah deposit yang dikehendaki.

Pada semua masa yang material adalah dipersetujui di antara Plaintif dan Perbadanan bahawa Bayaran Deposit adalah merupakan satu bayaran deposit yang boleh dipulangkan ("*refundable deposit*") di mana: -

- a. Pembelian Hartanah tersebut adalah tertakluk kepada projek pembangunan Universti tersebut; dan
- b. Sekiranya projek pembangunan Universiti tersebut tidak dilaksanakan dan Perjanjian Jual Beli untuk pembelian hartanah tersebut dilaksanakan di antara Plaintif dan Defendan, Bayaran Deposit tersebut adalah perlu atau wajib dipulangkan kepada Plaintif.

Projek pembangunan Universiti tersebut telah dibatalkan dan telah menyebabkan Perjanjian Jual Beli untuk pembelian tanah tersebut tidak dilaksanakan di antara Plaintif dan Perbadanan. Selanjutnya, Plaintif telah membuat permohonan untuk pemulangan Bayaran Deposit tersebut daripada Perbadanan.

Lanjutan daripada permohonan Plaintif untuk pemulangan bayaran deposit tersebut, Perbadanan telah membuat tawaran secara kontra sebuah rumah banglo di Seksyen 9, Shah Alam dan 2 unit pangsapuri servis di Selangor Cyber Valley, Cyberjaya.

Plaintif tidak bersetuju dengan tawaran tersebut dan telah mengemukakan tawaran balas kepada Perbadanan melalui kontra sebuah rumah banglo di Seksyen 9, Shah Alam dan pembelian 1 lagi unit rumah banglo di Seksyen 9, Shah Alam milik Perbadanan.

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BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

31. TANGGUNGAN LUAR JANGKA (SAMB.)

Tuntutan (samb.)

Perbadanan (samb.)

c) Limatic Holdings Sdn. Bhd. -lawan- Perbadanan (samb.)

Memandangkan tidak ada persetujuan dicapai di antara Plaintiff dan Perbadanan bagi cadangan yang dikemukakan, Peguamcara Plaintiff telah memfailkan Writ Saman mengemukakan surat bertarikh 5 Oktober 2018 dan menuntut perkara berikut:-

- a. Bayaran deposit berjumlah RM2,256,408; dan
- b. Faedah atas jumlah wang sebanyak RM2,256,408. pada kadar 5% setahun dari tarikh pemfailan tindakan ini sehingga tarikh penghakiman.

Perbadanan telah memfailkan Permohonan Membatalkan Writ Saman di atas alasan tuntutan difailkan di luar tempoh Had Masa. Mahkamah Tinggi Shah Alam telah membenarkan Permohonan Perbadanan pada 14 September 2020 dan memerintah Writ Saman tersebut dibatalkan dengan kos dibayar kepada Perbadanan sebanyak RM5,000.

Plaintif tidak berpuas hati dan telah memfailkan Notis Usul Untuk merayu pada 5 Oktober 2020. Mahkamah Rayuan menetapkan tarikh untuk Pengurusan kes ditetapkan pada 24 Mei 2021.

Mahkamah juga telah menetapkan tarikh perbicaraan pada 06 Disember 2021. Mahkamah Rayuan memutuskan rayuan plaintiff ditolak dengan kos sebanyak RM5,000 dibayar kepada Perbadanan.

d) Sas Industries Sdn. Bhd. -lawan- Perbadanan

Plaintif memfailkan Writ saman pada 2 Julai 2019 berhubung tuntutan gantirugi akibat limpahan banjir yang didakwa berpunca daripada kolam takungan dan "silt trap" daripada projek Perbadanan di Antara Gapi 2 yang dikatakan tidak diselenggara dengan baik. Akibat daripada kegagalan kerja-kerja penyelenggaraan tersebut premis Plaintiff dibanjiri lumpur sehingga menyebabkan kerosakan dan kerugian premis sebanyak RM8,551,744.39.

Pengurusan kes telah ditetapkan pada 1 Oktober 2021 dan Perbicaraan kes ditetapkan pada 1 hingga 3 November 2021. Perbicaraan penuh ditetapkan pada 11,12 dan 29 Ogos 2022.

e) Samamara Sdn. Bhd. -lawan- Perbadanan

Samamara Sdn. Bhd. telah dilantik oleh Perbadanan bagi projek pembinaan 72 unit Rumah Link 2 Tingkat di Seksyen 8, Kota Puteri. Walau bagaimanapun, PKNS telah menamatkan kontrak bagi projek berkenaan di atas kegagalan menyiapkan projek dalam tempoh kontrak.

Plaintif memfailkan Notice of Arbitration pada 10 Jun 2020. Jumlah tuntutan oleh pihak plaintiff berjumlah RM11,478,988.62. Perbadanan telah menjelaskan yuran pentadbiran dan kos Arbitrator berjumlah RM40,050.74 kepada AIAC namun, penuntut masih gagal menjelaskan bayaran.

Surat daripada pihak Samamara untuk penyelesaian luar Arbitrasi bertarikh 28 April 2021 telah diterima. Kes Arbitrasi masih belum dijalankan kerana penuntut gagal menjelaskan bayaran kepada AIAC.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

32. PENGLIBATAN MODAL

| | KUMPULAN | |
|---|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Perbelanjaan modal yang diluluskan tetapi belum diperuntukkan di dalam penyata kewangan:- | | |
| Dikontrak | 1,346,500 | 2,387,392 |
| Belum dikontrak | - | 73,620 |

33. TRANSAKSI-TRANSAKSI DENGAN SYARIKAT-SYARIKAT SUBSIDIARI

Sesuatu syarikat (selepas ini dirujuk sebagai "syarikat tersebut") dianggap sebagai syarikat berkaitan sekiranya Perbadanan mempunyai keupayaan, secara langsung atau tidak langsung, untuk mengawal atau mengawal bersama syarikat tersebut atau mempunyai pengaruh penting ke atas syarikat tersebut dalam membuat pertimbangan kewangan dan operasi, atau sebaliknya, atau di mana Perbadanan dan syarikat tersebut itu tertakluk kepada kawalan bersama.

Sebagai tambahan, terdapat maklumat terperinci di dalam penyata kewangan, di mana Perbadanan mempunyai hubungan dengan syarikat tersebut termasuk pengarah, kakitangan pengurusan utama dan Pihak Berkaitan dalam kumpulan syarikat yang sama.

- a) Transaksi-transaksi utama antara Perbadanan dengan syarikat-syarikat subsidiari adalah seperti berikut:-

| | PERBADANAN | |
|-------------------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Kerja kontrak pembinaan | 27,327 | 20,074 |
| Dividen | 12,948 | 31,758 |
| Lain-lain | 74,534 | 28,144 |
| | 114,809 | 79,976 |

- b) Imbuan para pengarah dan ahli-ahli pengurusan utama pada tahun kewangan adalah seperti berikut:-

| | KUMPULAN | | PERBADANAN | |
|-------------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Gaji dan lain-lain ganjaran:- | | | | |
| Pengarah dan Ahli Pengurusan | 10,678 | 11,633 | 824 | 1,633 |

Imbuan di atas adalah termasuk ganjaran pengarah seperti yang dinyatakan di dalam Nota 4.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

34. PELARASAN TAHUN TERDAHULU

Ini adalah berkenaan dengan keuntungan pelupusan syarikat bersekutu tidak direalisasikan, dikeluarkan dan peninggalan bahagian keuntungan bagi kepentingan bukan kawalan. Kesan kepada penyata kewangan adalah seperti berikut:-

| | Seperti dinyatakan sebelumnya RM'000 | Pelarasan tahun sebelum RM'000 | Seperti dinyatakan semula RM'000 |
|----------------------|---|---|---|
| Keuntungan terkumpul | 6,027,336 | 39,167 | 39,167 |

Tiada kesan ke atas penyata pendapatan tahun semasa dan juga angka perbandingannya.

35. PERISTIWA PENTING SELEPAS TAHUN KEWANGAN

35.1 Penyusunan Semula Carta Organisasi dan Fungsi PKNS

Pada 14 Januari 2022, Perbadanan telah memperakui & meluluskan penyusunan semula carta organisasi PKNS dengan memberikan fokus kepada dua (2) fungsi utama iaitu: -

- Bahagian Korporat dan Pembangunan Usahawan; dan
- Bahagian Pembangunan Hartanah.

Manakala, Bahagian Kewangan dan Pelaburan serta Bahagian Pembangunan dan Perancangan Strategik tiada perubahan ketara. Fungsi Bahagian Korporat dan Pembangunan Usahawan ini diperkasakan dengan memberikan fokus kepada ekosistem yang mampan dalam membangunkan usahawan secara teratur. Fungsi Pentadbiran dan Hal Ehwal Korporat juga akan diletakkan dibawah Bahagian ini dalam memastikan penyampaian perkhidmatan yang kukuh. Dalam mencapai hasrat Kerajaan Negeri Selangor untuk memastikan perumahan mampu milik, PKNS telah menyusun semula Bahagian Teknikal dengan memberikan fokus kepada projek yang sesuai dengan hasrat Kerajaan Negeri. Bahagian Pembangunan Hartanah juga akan memberikan fokus kepada Tanah Industri dan Asrama Pekerja Berpusat (*Centralised Labour Quarters* (CLQ)).

35.2 Pelupusan Saham Milik PKNS

Pada 14 Januari 2022, Perbadanan telah memperakui & meluluskan secara dasarnya pelupusan sebahagian saham milik PKNS di dalam anak syarikat PKNS iaitu Worldwide Holdings Berhad bagi tujuan mengurangkan kos kewangan PKNS tertakluk kepada kajian-kajian terperinci yang akan dijalankan. Penjualan saham ini dijangka akan dapat menarik minat ramai pelabur yang berpotensi khususnya yang terlibat dengan industri "waste to energy" termasuklah Pihak Berkuasa Tempatan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

36. INSTRUMEN KEWANGAN

36.1 Kategori-kategori Instrumen Kewangan

Jadual di bawah memberikan analisis ke atas instrumen-instrumen kewangan yang dikategorikan seperti berikut: -

- (a) Aset kewangan atau liabiliti kewangan yang diukur pada nilai saksama melalui keuntungan atau kerugian (NSUR);
- (b) Aset kewangan atau liabiliti kewangan yang diukur pada kos yang dilunaskan (KL); dan
- (c) Aset kewangan yang mengandungi instrumen ekuiti yang diukur pada kos ditolak rosotnilai (KRN).

| | Amaun dibawa RM'000 | NSUR RM'000 | KL RM'000 | KRN RM'000 |
|---|---------------------------|----------------|------------------|---------------|
| 2021 | | | | |
| Aset kewangan | | | | |
| Kumpulan | | | | |
| Lain-lain pelaburan | 276,984 | 218,746 | 50,113 | 8,125 |
| Kerja kontrak yang telah dijalankan tetapi belum dituntut | 85,296 | - | 85,296 | - |
| Penghutang perdagangan | 749,916 | - | 749,916 | - |
| Lain-lain penghutang, deposit dan bayaran terdahulu | 547,846 | - | 547,846 | - |
| Pelaburan portfolio | 29,976 | 29,976 | - | - |
| Simpanan tetap | 253,855 | - | 253,855 | - |
| Wang tunai dan baki di bank | 207,303 | - | 207,303 | - |
| | 2,151,176 | 248,722 | 1,894,329 | 8,125 |
| Perbadanan | | | | |
| Lain-lain pelaburan | 118,978 | 67,559 | 50,032 | 1,387 |
| Penghutang perdagangan | 440,659 | - | 440,659 | - |
| Lain-lain penghutang, deposit dan bayaran terdahulu | 165,153 | - | 165,153 | - |
| Pelaburan portfolio | 20,182 | 20,182 | - | - |
| Simpanan tetap | 6,133 | - | 6,133 | - |
| Wang tunai dan baki di bank | 133,714 | - | 133,714 | - |
| | 884,819 | 87,741 | 795,691 | 1,387 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

36. INSTRUMEN KEWANGAN (SAMB.)

36.1 Kategori-kategori Instrumen Kewangan (samb.)

| | Amaun dibawa RM'000 | NSUR RM'000 | KL RM'000 | KRN RM'000 |
|--|---------------------------|----------------|--------------------|---------------|
| 2021 | | | | |
| Liabiliti kewangan | | | | |
| Kumpulan | | | | |
| Pemiutang perdagangan | (281,906) | - | (281,906) | - |
| Lain-lain pemiutang | (790,513) | - | (790,513) | - |
| Amaun terhutang kepada pemegang saham bukan kawalan | (269) | - | (269) | - |
| Pemiutang pajakan kewangan | (1,877) | - | (1,877) | - |
| Pinjaman | (3,925,647) | - | (3,925,647) | - |
| Ganjaran persaraan | (8,779) | - | (8,779) | - |
| | (5,008,991) | - | (5,008,991) | - |
| Liabiliti kewangan | | | | |
| Perbadanan | | | | |
| Pemiutang perdagangan | (65,453) | - | (65,453) | - |
| Lain-lain pemiutang | (455,588) | - | (455,588) | - |
| Pinjaman | (2,219,959) | - | (2,219,959) | - |
| Ganjaran persaraan | (3,278) | - | (3,278) | - |
| | (2,744,278) | - | (2,744,278) | - |
| 2020 | | | | |
| Aset kewangan | | | | |
| Kumpulan | | | | |
| Lain-lain pelaburan | 251,101 | 184,033 | 58,741 | 8,327 |
| Kerja kontrak yang telah dijalankan tetapi belum dituntut | 70,832 | - | 70,832 | - |
| Penghutang perdagangan | 557,253 | - | 557,253 | - |
| Lain-lain penghutang, deposit dan bayaran terdahulu | 185,435 | - | 185,435 | - |
| Pelaburan portfolio | 34,104 | 34,104 | - | - |
| Simpanan tetap | 290,303 | - | 290,303 | - |
| Wang tunai dan baki di bank | 145,427 | - | 145,427 | - |
| | 1,534,455 | 218,137 | 1,307,991 | 8,327 |

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

36. INSTRUMEN KEWANGAN (SAMB.)

36.1 Kategori-kategori Instrumen Kewangan (samb.)

| | Amaun dibawa RM'000 | NSUR RM'000 | KL RM'000 | KRN RM'000 |
|---|---------------------------|----------------|--------------------|---------------|
| 2020 | | | | |
| Aset kewangan | | | | |
| Perbadanan | | | | |
| Lain-lain pelaburan | 134,716 | 74,669 | 58,660 | 1,387 |
| Penghutang perdagangan | 387,596 | - | 387,596 | - |
| Lain-lain penghutang, deposit dan bayaran terdahulu | 159,205 | - | 159,205 | - |
| Pelaburan portfolio | 18,603 | 18,603 | - | - |
| Simpanan tetap | 6,018 | - | 6,018 | - |
| Wang tunai dan baki di bank | 64,430 | - | 64,430 | - |
| | 770,568 | 93,272 | 675,909 | 1,387 |
| Liabiliti kewangan | | | | |
| Kumpulan | | | | |
| Pemiutang perdagangan | (297,032) | - | (297,032) | - |
| Lain-lain pemiutang | (728,146) | - | (728,146) | - |
| Amaun terhutang kepada pemegang saham bukan kawalan | (5,467) | - | (5,467) | - |
| Pemiutang pajakan kewangan | (2,198) | - | (2,198) | - |
| Pinjaman | (2,257,870) | - | (2,257,870) | - |
| Ganjaran persaraan | (9,031) | - | (9,031) | - |
| | (3,299,744) | - | (3,299,744) | - |
| Perbadanan | | | | |
| Pemiutang perdagangan | (66,705) | - | (66,705) | - |
| Lain-lain pemiutang | (521,089) | - | (521,089) | - |
| Pinjaman | (1,930,038) | - | (1,930,038) | - |
| Ganjaran persaraan | (3,330) | - | (3,330) | - |
| | (2,521,162) | - | (2,521,162) | - |

Berikut meringkaskan kaedah yang digunakan untuk menentukan nilai saksama instrumen-instrumen kewangan seperti yang ditunjukkan dalam jadual di atas:-

Pelaburan dalam ekuiti dan sekuriti hutang

Nilai saksama bagi aset-aset kewangan yang disebut harga dalam pasaran aktif ditentukan dengan merujuk pada nilai aset dipetik menurut harga tawaran pada akhir tempoh pelaporan.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

36. INSTRUMEN KEWANGAN (SAMB.)

36.2 Keuntungan dan Kerugian Bersih Yang Timbul Daripada Instrumen-Instrumen Kewangan

| | KUMPULAN | | PERBADANAN | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Keuntungan/(Kerugian) bersih pada:- | | | | |
| Aset kewangan yang diukur pada nilai saksama melalui keuntungan atau kerugian | (31,033) | (39,446) | (31,033) | (39,446) |
| Aset kewangan yang diukur pada kos yang dilunaskan | (16,100) | (19,356) | (9,560) | (7,304) |
| Liabiliti kewangan yang diukur pada kos yang dilunaskan | (153,307) | (101,255) | (88,352) | (78,308) |
| | (200,440) | (160,057) | (128,945) | (125,058) |

37. PERISTIWA PENTING TAHUN SEMASA

37.1 Suntikan modal

a) Worldwide Holdings Berhad

Pada 12 April 2021, Perbadanan telah memperakui dan meluluskan cadangan menyuntik modal kepada anak syarikat milik penuh iaitu Worldwide Holdings Berhad ("WHB") berjumlah RM300 juta dalam bentuk Saham Keutamaan Islamik Boleh Tebus Tidak Boleh Ditukar ("*Islamic Redeemable Non-Convertible Preference Shares*")("RNCPS-i").

Tujuan RNCPS-i dilaksanakan adalah untuk membiayai sebahagian daripada pembangunan projek loji jana kuasa kitar padu berkapasiti 1,200MW di Pulau Indah, Selangor oleh anak syarikat WHB iaitu Pulau Indah Power Plant Sdn Bhd ("PIPP").

Suntikan RNCPS-i dilaksanakan secara berperingkat dalam tempoh 3 tahun bermula tahun 2021 mengikut keperluan WHB dan PIPP. RNCPS-i membawa kadar kupon sebanyak 5.5% dan setiap terbitan RNCPS-i akan ditebus pada tahun ketiga dari tahun penerbitan.

b) Selgate Corporation Sdn. Bhd.

Pada 12 April 2021, Perbadanan telah memperakui dan meluluskan cadangan menyuntik modal kepada anak syarikat milik penuh iaitu Selgate Corporation Sdn. Bhd. ("SELGATE") berjumlah RM100 juta dalam bentuk Saham Keutamaan Islamik Boleh Tebus-3 ("*Islamic redeemable preference shares 3*")("RPS-i 3").

Tujuan RPS-i 3 dilaksanakan adalah untuk membiayai sebahagian daripada Program Vaksinasi Covid-19 Negeri Selangor kepada industri terlibat di dalam Selangor. Program Vaksinasi Covid-19 Negeri Selangor adalah inisiatif Kerajaan Negeri Selangor bagi melengkapi usaha program vaksinasi Kerajaan Persekutuan dan melindungi tahap kesihatan ekonomi negeri Selangor yang terjejas teruk akibat penularan wabak pandemik Covid-19. Suntikan RPS-i 3 akan dilaksanakan setelah Kerajaan Persekutuan memberi kebenaran kepada negeri-negeri untuk membeli vaksin bagi negeri masing-masing.

Suntikan RPS-i 3 dilaksanakan secara berperingkat dalam tempoh 1 tahun mengikut keperluan SELGATE. RPS-i 3 membawa kadar kupon sebanyak 5.5% dan setiap terbitan RPS-i 3 telah ditebus pada tahun 2021.

Sehingga 31 Disember 2021, SELGATE telah menebus semula kesemua RPS-i 3 pada 14 Oktober 2021.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

37. PERISTIWA PENTING TAHUN SEMASA (SAMB.)

37.1 Suntikan modal (samb.)

c) PKNS Real Estate Sdn. Bhd.

Pada 12 April 2021, Perbadanan telah memperakui dan meluluskan cadangan menyuntik modal kepada anak syarikat milik penuh iaitu PKNS Real Estate Sdn. Bhd. ("PREC") berjumlah RM20 juta dalam bentuk Saham Keutamaan Islamik Boleh Tebus-3 ("*Islamic Redeemable Preference Shares 3*") ("RPS-i 3").

Tujuan RPS-i 3 dilaksanakan adalah bagi tujuan simpanan dan bentuk simpanan tetap ("*Fixed Deposit*") oleh PREC di dalam institusi kewangan yang akan digunakan sebagai cagaran ("*Third Party Charge*") kepada permohonan jaminan bank ("*Bank Guarantee*") oleh Perbadanan.

Suntikan RPS-i 3 dilaksanakan secara berperingkat mengikut keperluan Perbadanan. Kadar kupon dan tempoh penebusan RPS-i 3 adalah mengikut perjanjian di antara Perbadanan dengan PREC.

37.2 Penjualan tanah

Worldwide Holdings Berhad

Pada 06 November 2020, satu perjanjian jual beli bagi penjualan tanah Parcel A di Selangor Cyber Valley seluas 33.19 ekar dengan No. Hak Milik – H.S. (D) 41964 PT 56953 pada nilai RM45.60 skp atau RM65,926,491.84 telah ditandatangani di antara PKNS dan Worldwide Holdings Berhad. Kaedah pembayaran penjualan tanah ini adalah di dalam bentuk terbitan 11,173,981 unit saham biasa pada nilai RM5.90 sesaham.

Terbitan saham tersebut telah selesai dilaksanakan pada 12 Julai 2021.

37.3 Pindaan Terma – Terma Saham Keutamaan Boleh Tebus (RPS) / Saham Keutamaan Boleh Tebus Boleh Tukar (RCPS)

a) Datumcorp International Sdn. Bhd. (DCI)

Pada 05 Oktober 2021, Perbadanan telah memperakui dan meluluskan pindaan terma-terma Saham Keutamaan Boleh Tebus (*Redeemable Preference Shares* ("RPS") berbentuk liabiliti dan Konvensional kepada ekuiti dan Islamik (*Syariah Principle of Musyarakah & Tanazul Concept*) bagi RPS yang telah diterbitkan oleh DCI.

Pindaan terma-terma RPS ini telah selesai dilaksanakan pada 27 Disember 2021. Ianya telah diimplementasi dalam Penyata Kewangan bagi tahun kewangan berakhir 31 Disember 2021.

b) PKNS Real Estate Sdn. Bhd. (PREC)

Pada 05 Oktober 2021, Perbadanan telah memperakui dan meluluskan pindaan terma-terma Saham Keutamaan Boleh Tebus Boleh Tukar-1 (*Redeemable Convertible Preference Shares* ("RCPS-1") berbentuk liabiliti dan Konvensional kepada ekuiti dan Islamik (*Syariah Principle of Musyarakah & Tanazul Concept*) bagi RCPS yang telah diterbitkan oleh PREC.

Pindaan terma-terma RCPS ini telah selesai dilaksanakan pada 16 Oktober 2021. Ianya telah diimplementasi dalam Penyata Kewangan bagi tahun kewangan berakhir 31 Disember 2021.

c) Selgate Corporation Sdn. Bhd. (Selgate)

Pada 05 Oktober 2021, Perbadanan telah memperakui dan meluluskan pindaan terma-terma Saham Keutamaan Boleh Tebus (*Redeemable Preference Shares* ("RPS") berbentuk liabiliti dan Konvensional kepada ekuiti dan Islamik (*Syariah Principle of Musyarakah & Tanazul Concept*) bagi RPS yang telah diterbitkan oleh Selgate.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

37. PERISTIWA PENTING TAHUN SEMASA (SAMB.)

37.3 Pindaan Terma – Terma Saham Keutamaan Boleh Tebus (RPS) / Saham Keutamaan Boleh Tebus Boleh Tukar (RCPS) (samb.)

c) Selgate Corporation Sdn. Bhd. (Selgate) (samb.)

Pindaan terma-terma RPS ini telah selesai dilaksanakan pada 29 Disember 2021. Ianya telah diimplementasi dalam Penyata Kewangan bagi tahun kewangan berakhir 31 Disember 2021.

37.4 Pembatalan Pembelian Saham

Pada 14 September 2020, Perbadanan memperakui dan meluluskan tawaran daripada Faster Asia Sdn. Bhd. ("FASB") untuk mengambilalih keseluruhan (100%) saham milik Perbadanan di dalam Datumcorp International Sdn. Bhd. ("Datum").

Nilai pelupusan pegangan Perbadanan di dalam Datum adalah sama dengan nilai pelaburan yang telah dilaksanakan ke dalam Datum pada tarikh pelupusan dilakukan. Pengambilalihan pegangan saham ini akan dilaksanakan secara berperingkat sebanyak 70% di peringkat pertama dan selebihnya 30% di peringkat kedua.

Pada 03 November 2020, FASB bersetuju untuk menerima tawaran Perbadanan dan memaklumkan bahawa syarat dan terma bagi pembelian dan pemilikan saham perlu dimuktamadkan melalui perjanjian pemilikan saham antara FASB dan Perbadanan. Untuk memuktamadkan perjanjian tersebut, FASB telah melantik firma guaman untuk mewakili FASB dan perjanjian tersebut telah dimuktamadkan dan ditandatangani pada 31 Disember 2020.

Perjanjian Penjualan Saham yang ditandatangani tersebut adalah tertakluk kepada Syarat-syarat Terdahulu ("*Conditions Precedent*") yang perlu dipenuhi dalam tempoh tiga (3) bulan dari tarikh perjanjian tersebut dengan lanjutan tempoh masa secara automatik selama tiga (3) bulan atau sehingga mana-mana tempoh masa yang dipersetujui oleh kedua-dua pihak.

FASB telah mengemukakan tawaran baru yang mana didapati ada di antara terma-terma yang dicadangkan adalah bercanggah dengan persetujuan asal. Seterusnya, pada 25 Jun 2021, Perbadanan telah memutuskan untuk membatalkan perjanjian penjualan saham di antara PKNS dan FASB bertarikh 31 Disember 2020 kerana pihak FASB masih gagal untuk memberi keyakinan ke atas keupayaan FASB meneruskan transaksi pembelian ini.

37.5 Penutupan Operasi Hotel De Palma

Pada 05 Ogos 2021, Perbadanan telah memperakui dan meluluskan penutupan operasi Hotel De Palma berkuatkuasa mulai 01 Oktober 2021 berikutan situasi ekonomi yang tidak stabil serta faktor luaran yang menekan kedudukan kewangan syarikat. Bangunan-bangunan hotel tersebut telah disewakan kepada operator hotel yang baru.

37.6 Pandemik Covid-19

Wabak Covid-19 telah berkembang menjadi global pandemik, yang memberi kesan buruk kepada ekonomi akibat pelaksanaan langkah-langkah kesihatan awam, sekatan perjalanan, kekangan pergerakan dan penggantungan operasi perniagaan bagi mengekang penyebaran virus Covid-19. Pihak Kerajaan Malaysia juga tidak berkecuali dan telah melaksanakan Perintah Kawalan Pergerakan ("PKP") bermula pada 18 Mac 2020 dan kemudiannya melaksanakan Perintah Kawalan Pergerakan Bersyarat ("PKPB") dari 4 Mei 2020 sehingga 9 Jun 2020 bagi mengekang penyebaran virus di Malaysia. Ini diikuti oleh Perintah Kawalan Pergerakan Pemulihan ("PKPP") sehingga 31 Ogos 2020, dan telah dilanjutkan kepada 31 Disember 2020.

Berikutan berlaku peningkatan kes harian Covid-19 terutamanya di Selangor, PKP telah dikenakan untuk tempoh 14 hari bermula pada 13 Januari 2021 sehingga 26 Januari 2021. Walau bagaimanapun, pengoperasian dengan kapasiti kehadiran 30% bagi perkhidmatan awam adalah dibenarkan. Sistem penggiliran dan Bekerja Dari Rumah (BDR) dilaksanakan mengikut keperluan dengan mengambil kira kebajikan penjawat awam. PKPP di seluruh negara juga turut dilanjutkan lagi mulai 1 Januari hingga 31 Mac 2021. Memandangkan peningkatan kes harian Covid-19, Kerajaan Malaysia telah mengenakan PKP sekali lagi berkuatkuasa dari 1 Jun 2021 diikuti oleh Peralihan Fasa-Fasa Pelan Pemulihan Negara.

NOTA-NOTA KEPADA PENYATA KEWANGAN

BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2021 (SAMB.)

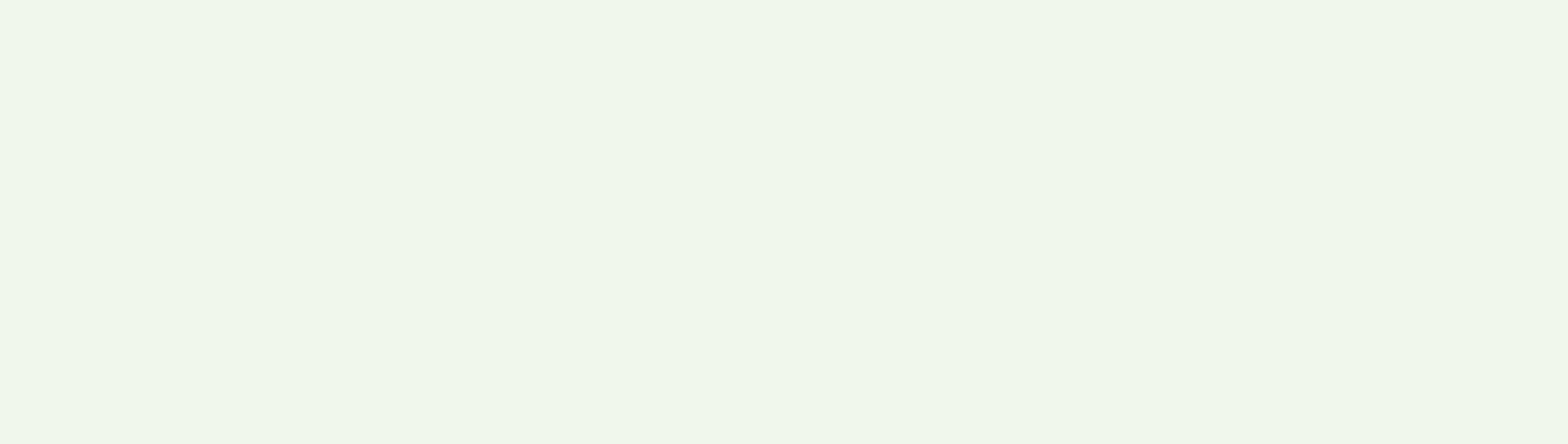
37. PERISTIWA PENTING TAHUN SEMASA (SAMB.)

37.6 Pandemik Covid-19 (samb.)

Oleh kerana Perbadanan tidak termasuk dalam kategori “Perkhidmatan Penting”, Perbadanan yang tertakluk oleh undang-undang telah diwajibkan untuk menutup pejabat selama tempoh PKP berlangsung bagi mengekang penyebaran virus Covid-19. Walaupun pejabat telah ditutup, Perbadanan telah dapat menempuh tempoh gangguan ini yang bersifat sementara dengan jayanya. Pengurusan Perbadanan telah bertekad bagi memastikan operasi perniagaan kembali kepada tahap normal dan meminimalkan sebarang kesan yang mungkin timbul daripada wabak Covid-19.

38. TARIKH KELULUSAN UNTUK TERBITAN

Penyata kewangan diluluskan untuk terbitan oleh Ahli Perbadanan pada tarikh penyata kewangan ini.





BAB / CHAPTER 06

FINANCIAL STATEMENTS

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STATEMENT BY THE MEMBERS OF THE CORPORATION

The Members of the Selangor State Development Corporation hereby state that, in our opinion, the following Financial Statements consisting the Comprehensive Income Statement, Statement of Financial Position, Statement of Changes in Equity, and Statement of Cash Flows along with the notes to the Financial Statement therein, are prepared to show a faithful and fair representation of the position of the Selangor State Development Corporation on 31st December 2021 and its operating results as well as changes in its financial position for the year ending on that date.

On behalf of the Members of the Corporation,



DATO' SERI AMIRUDIN BIN SHARI
Chairman



DR. AHMAD FADZLI BIN AHMAD TAJUDDIN
Board Member

Shah Alam

Date **25 APR 2022**

DECLARATION BY THE CHIEF OFFICER IN CHARGE OF THE FINANCIAL MANAGEMENT

I, DATO' MAHMUD BIN ABBAS, the chief officer in charge of the financial management and accounting records of the Selangor State Development Corporation, sincerely acknowledge that the Comprehensive Income Statement, Statement of Financial Position, Statement of Changes in Equity, and Statement of Cash Flows in this following financial position along with the notes to the Financial Statement therein to the best of my knowledge and belief, shall be true and I make this pledge in true belief that it is true and in accordance with the requirements of the Statutory Declaration Act, 1960.

Signed and sworn to by the above nominee }
DATO' MAHMUD BIN ABBAS }
at Shah Alam in the state of Selangor on }



DATO' MAHMUD BIN ABBAS

25 APR 2022

Before me,



Commissioner of Oaths
Shah Alam



STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

| | NOTE | GROUP | | CORPORATION | |
|--|------|----------------|-----------------|----------------|--------------------|
| | | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Revenue | 3 | 1,777,468 | 871,479 | 915,253 | 421,093 |
| Other operating income | | 227,948 | 189,436 | 912,397 | 33,890 |
| Changes in inventory | | (10,141) | 43,863 | - | - |
| Property development cost | 15 | (751,201) | (379,855) | (618,627) | (301,544) |
| Contract cost recognised | | (156,395) | (27,606) | - | - |
| Service implementation costs | | (314,605) | (265,768) | - | - |
| Staff costs | 4 | (150,482) | (155,143) | (67,530) | (81,630) |
| Depreciation of property, plant and equipment | 7 | (49,171) | (47,049) | (6,012) | (6,962) |
| Depreciation of investment property | 12 | (9,020) | (6,982) | (5,909) | (5,764) |
| Other operating expenses | | (361,088) | (275,178) | (178,637) | (1,079,125) |
| Operating Profit / (Loss) | | 203,313 | (52,803) | 950,935 | (1,020,042) |
| Finance costs | 4 | (153,307) | (101,255) | (88,352) | (78,308) |
| Share profit of associated companies | | 45,285 | 68,303 | - | - |
| Net income from other investments | 5 | 14,610 | 17,202 | 43,197 | 55,168 |
| Profit / (Loss) before taxation and zakat | 4 | 109,901 | (68,553) | 905,780 | (1,043,182) |
| Zakat | | (2,394) | (2,715) | (2,100) | (2,500) |
| Taxation | 6 | (83,366) | (14,289) | (41,332) | 1,080 |
| Profit / (Loss) after taxation and zakat | | 24,141 | (85,557) | 862,348 | (1,044,602) |
| Non-controlling interests | | 9,392 | 1,272 | - | - |
| Net Profit / (Loss) for the financial year / Total comprehensive income | | 33,533 | (84,285) | 862,348 | (1,044,602) |

The accompanying notes form an integral part of the financial statements.

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2021

| | NOTE | GROUP | | CORPORATION | |
|---|------|----------------|----------------|----------------|----------------|
| | | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Non-current Assets | | | | | |
| Property, plant and equipment | 7 | 2,048,640 | 904,578 | 201,624 | 204,642 |
| Investment in subsidiary companies | 8 | - | - | 2,074,876 | 1,059,773 |
| Investment in associated companies | 9 | 762,156 | 759,868 | 218,868 | 199,468 |
| Other investments | 10 | 276,984 | 251,101 | 118,978 | 134,716 |
| Goodwill on consolidation | 11 | 70,110 | 79,175 | - | - |
| Intangible asset | | - | 34 | - | - |
| Investment properties | 12 | 1,242,475 | 1,105,647 | 350,965 | 223,920 |
| Property development costs | 15 | 12,423 | 15,324 | - | - |
| Land held for property development | 13 | 1,144,194 | 1,056,629 | 578,068 | 578,068 |
| Trade receivables | 17 | 63 | 954 | - | - |
| Other receivables, deposits and prepayments | 18 | - | 219 | - | - |
| Deferred tax assets | 27 | 62,819 | 78,249 | 38,110 | 43,825 |
| | | 5,619,864 | 4,251,778 | 3,581,489 | 2,444,412 |
| Current Assets | | | | | |
| Inventories | 14 | 516,520 | 607,994 | 361,009 | 442,633 |
| Property development costs | 15 | 3,260,456 | 3,684,975 | 2,747,867 | 3,157,365 |
| Amount due from contract customer | 16 | 85,296 | 70,832 | - | - |
| Accrued billings | | 251,413 | 1,959 | 249,083 | - |
| Trade receivables | 17 | 749,853 | 556,299 | 440,659 | 387,596 |
| Other receivables, deposits and prepayments | 18 | 547,846 | 185,216 | 165,153 | 159,205 |
| Portfolio investment | 19 | 29,976 | 34,104 | 20,182 | 18,603 |
| Fixed deposits | 20 | 253,855 | 290,303 | 6,133 | 6,018 |
| Cash and bank balance | 30 | 207,303 | 145,427 | 133,714 | 64,430 |
| Tax recoverable | | 32,137 | 23,647 | - | 1,706 |
| | | 5,934,655 | 5,600,756 | 4,123,800 | 4,237,556 |

The accompanying notes form an integral part of the financial statements.

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2021 (CONT'D)

| | NOTE | GROUP | | CORPORATION | |
|--|------|----------------|----------------|----------------|----------------|
| | | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Current Liabilities | | | | | |
| Trade payables | 26 | 281,906 | 297,032 | 65,453 | 66,705 |
| Amount due to contract customer | 16 | 25,345 | 35,000 | - | - |
| Progress billings | | - | 93,920 | - | 93,920 |
| Other payables | 28 | 777,534 | 728,146 | 455,588 | 521,089 |
| Amounts due to non-controlling shareholders | 29 | 269 | 5,467 | - | - |
| Finance lease payable | 22 | 582 | 1,005 | - | - |
| Short term loan | 23 | 229,631 | 220,302 | 10,000 | 201,568 |
| Tax liabilities | | 46,717 | 11,935 | 27,482 | 1,610 |
| Deferred Grant | | 11,692 | 44,326 | - | - |
| | | 1,373,676 | 1,437,133 | 558,523 | 884,892 |
| Net current assets | | 4,560,979 | 4,163,623 | 3,565,277 | 3,352,664 |
| | | 10,180,843 | 8,415,401 | 7,146,766 | 5,797,076 |
| Financed By: | | | | | |
| Retained earnings | | 6,067,675 | 6,027,336 | 4,875,911 | 4,013,563 |
| Asset protection reserves | 21 | 29,236 | 28,938 | 29,236 | 28,938 |
| Reserves | | 18,911 | 19,891 | - | - |
| | | 6,115,822 | 6,076,165 | 4,905,147 | 4,042,501 |
| Non-controlling interests | | 157,989 | 154,049 | - | - |
| Total Equity | | 6,273,811 | 6,230,214 | 4,905,147 | 4,042,501 |
| Non-current Liabilities | | | | | |
| Finance lease payable | 22 | 1,295 | 1,193 | - | - |
| Other payables | 28 | 12,979 | 1,951 | - | - |
| Long term loan | 23 | 3,696,016 | 2,037,568 | 2,209,959 | 1,728,470 |
| Provision for closure and post closure costs | 24 | 124,063 | 78,585 | - | - |
| Retirement benefits | 25 | 8,779 | 9,031 | 3,278 | 3,330 |
| Deferred tax liabilities | 27 | 63,900 | 56,859 | 28,382 | 22,775 |
| Total Non-current liabilities | | 3,907,032 | 2,185,187 | 2,241,619 | 1,754,575 |
| | | 10,180,843 | 8,415,401 | 7,146,766 | 5,797,076 |

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

| | Asset Protection Reserves RM'000 | Revaluation Reserve RM'000 | Other Reserves RM'000 | Retained Earnings RM'000 | Total RM'000 | Non-Controlling Interests RM'000 | Total Equity RM'000 |
|---|----------------------------------|----------------------------|-----------------------|--------------------------|------------------|----------------------------------|---------------------|
| Group | | | | | | | |
| Balance as at 1 January 2020 | 28,690 | 18,632 | (1,661) | 6,115,806 | 6,161,467 | 144,796 | 6,306,263 |
| As previously stated | - | - | - | 249 | 249 | - | 249 |
| Prior year adjustment | | | | | | | |
| As restated | 28,690 | 18,632 | (1,661) | 6,116,055 | 6,161,716 | 144,796 | 6,306,512 |
| Net Loss for the current year | - | - | - | (84,285) | (84,285) | - | (84,285) |
| Fair value classification | - | - | (904) | 904 | - | - | - |
| Increase / (decrease) in the current year | 248 | - | 3,824 | (5,338) | (1,266) | 9,253 | 7,987 |
| Balance as at 31 December 2020 | 28,938 | 18,632 | 1,259 | 6,027,336 | 6,076,165 | 154,049 | 6,230,214 |

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

| | Asset Protection Reserves RM'000 | Revaluation Reserve RM'000 | Other Reserves RM'000 | Retained Earnings RM'000 | Total RM'000 | Non-Controlling Interests RM'000 | Total Equity RM'000 |
|---|----------------------------------|----------------------------|-----------------------|--------------------------|------------------|----------------------------------|---------------------|
| Group | | | | | | | |
| Balance as at 1 January 2021 | | | | | | | |
| As previously stated | 28,938 | 18,632 | 1,259 | 6,027,336 | 6,076,165 | 154,049 | 6,230,214 |
| Prior year adjustment (Note 34) | - | - | - | 39,167 | 39,167 | - | 39,167 |
| As restated (Note 34) | 28,938 | 18,632 | 1,259 | 6,066,503 | 6,115,332 | 154,049 | 6,269,381 |
| Net Profit for the current year | - | - | - | 33,533 | 33,533 | - | 33,533 |
| Increase / (decrease) in the current year | 298 | - | (980) | (32,361) | (33,043) | 3,940 | (29,103) |
| Balance as at 31 December 2021 | 29,236 | 18,632 | 279 | 6,067,675 | 6,115,822 | 157,989 | 6,273,811 |

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

| | Asset Protection Reserves RM'000 | Retained Earnings RM'000 | Total RM'000 |
|---------------------------------------|---|--------------------------------|------------------|
| Corporation | | | |
| Balance as at 1 January 2020 | 28,690 | 5,058,165 | 5,086,855 |
| Increase in the current year | 248 | - | 248 |
| Net loss for the current year | - | (1,044,602) | (1,044,602) |
| Balance as at 31 December 2020 | 28,938 | 4,013,563 | 4,042,501 |
| Balance as at 1 January 2021 | 28,938 | 4,013,563 | 4,042,501 |
| Increase in the current year | 298 | - | 298 |
| Net profit for the current year | - | 862,348 | 862,348 |
| Balance as at 31 December 2021 | 29,236 | 4,875,911 | 4,905,147 |

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

| | GROUP | | CORPORATION | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Cash flows from operating activities | | | | |
| Profit / (Loss) before tax, zakat and non-controlling interests | 109,901 | (68,553) | 905,780 | (1,043,182) |
| Depreciation of property, plant and equipment | 49,171 | 47,049 | 6,012 | 6,962 |
| Depreciation of investment property | 9,020 | 6,982 | 5,909 | 5,764 |
| Depreciation of intangible asset | 697 | 14 | - | - |
| Finance costs | 153,307 | 101,255 | 88,352 | 78,308 |
| (Reversal) / Provision for impairment of property, plant and equipment | - | (6,723) | - | - |
| Provision for closure and post closure costs | 1,633 | 2,682 | - | - |
| Change in fair value of investment properties recognised in statement of comprehensive income | (6,760) | 15,479 | - | - |
| (Reversal) / Provision for impairment of subsidiaries company | - | - | (844,754) | 960,360 |
| Provision for impairment of associated company | - | - | - | - |
| Provision for impairment of land held for development | - | 15,387 | - | - |
| Provision for impairment of investments | 1,004 | - | 88 | - |
| Provision for doubtful debts | 16,100 | 23,192 | 9,560 | 8,914 |
| Provision for retirement benefits | 749 | 1,235 | 418 | 810 |
| Property, plant and equipment written off | 21 | 416 | - | - |
| Share of results of an associated companies | (45,285) | (68,303) | - | - |
| Proceed from disposal of property, plant and equipment | (226) | (49) | - | - |
| Proceed from disposal of investment property | (3,380) | - | - | - |
| Proceed from disposal of investment portfolio | 83 | - | - | - |
| Reversal for impairment of other investments | - | (5,963) | - | (4,139) |
| Dividend income | (8,934) | (9,312) | (41,293) | (50,483) |
| Adjustment for:- | | | | |
| Depreciation of property, plant and equipment | 780 | 2,493 | 780 | (225) |
| Depreciation of investment property | 28 | 7 | 28 | 7 |
| Land held for property development | 1,877 | - | - | - |
| Property, plant and equipment | 1,117 | 264 | - | - |
| Interest income | (5,676) | (7,890) | (1,904) | (4,685) |
| Interest expense | 18,388 | - | - | - |

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

| | GROUP | | CORPORATION | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Cash flows from operating activities (cont'd) | | | | |
| Provision / (Reversal) for impairment of portfolio investment | 1,299 | (3,536) | 1,231 | (2,852) |
| Differences in exchange rate | 4,043 | 980 | - | - |
| Change in fair value of other investments | 6,306 | (813) | 6,992 | - |
| Operating Profit / (Loss) before working capital changes | 305,263 | 46,293 | 137,199 | (44,441) |
| (Increase) / Decrease in:- | | | | |
| Property development costs | 288,449 | 56,930 | 252,821 | 24,631 |
| Inventories | 109,594 | (6,401) | 99,744 | 35,598 |
| Trade receivable | (208,763) | (210,805) | (64,233) | (178,158) |
| Goodwill | 9,065 | (71,856) | - | - |
| Housing Developers (Control and Licensing) Act, 1996 | (44,075) | (50,763) | - | - |
| Fixed deposit pledged in licensed banks | 20,561 | 23,288 | - | - |
| Amount due from contract customer | (263,918) | 7,492 | (249,083) | 11,258 |
| Other receivables, deposits and prepayments | (362,411) | (9,896) | (4,193) | 16,927 |
| Amount due from associated companies | - | - | (1,755) | (24,749) |
| Increase / (Decrease) in:- | | | | |
| Trade payable | (15,126) | (70,271) | (1,252) | (16,426) |
| Amount due to contract customer | (103,575) | 80,384 | (93,920) | 93,920 |
| Land held for property development | 2,633 | - | - | - |
| Amount due to related company | (5,198) | 5,210 | - | - |
| Other payables | 38,264 | 164,742 | (65,501) | 45,127 |
| Other reserves | (682) | 4,321 | 328 | 115 |
| Cash (Used in) / generated from operation | (229,919) | (31,332) | 10,155 | (36,198) |
| Tax paid | (28,764) | (9,619) | (822) | (2,320) |
| Interest paid | (153,307) | (101,255) | (88,352) | (78,308) |
| Tax refund | 448 | 43 | - | - |
| Zakat paid | (2,394) | (2,715) | (2,100) | (2,500) |
| Retirement benefit paid | (1,001) | (1,248) | (470) | (1,000) |
| Net cash flows generated from operating activities | (414,937) | (146,126) | (81,589) | (120,326) |

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Cash flows from investing activities | | | | |
| Interest income | 5,676 | 7,890 | 1,904 | 4,685 |
| Dividend received from other investments | 8,934 | 9,312 | 3,846 | 2,701 |
| Dividend received from subsidiary companies | - | - | 12,948 | 31,758 |
| Dividend received from associated companies | - | - | 24,499 | 16,024 |
| Proceed from disposal of property, plant and equipment | 920 | 54 | - | - |
| Proceed from sale of property, plant and equipment | - | - | 420 | - |
| Proceed from sale of investment property | 2,357 | - | 2,357 | 4,670 |
| Proceed from disposal of investment property | 10,970 | 4,670 | - | - |
| Increase of property, plant and equipment | (1,189,778) | (186,192) | (211) | (969) |
| Decrease of other investment | 28,522 | 58,241 | 28,522 | 56,628 |
| Increase of other investment | (61,715) | (82,776) | (19,894) | (35,800) |
| Increase of investment property | (11,146) | (4,598) | (765) | - |
| Decrease of Portfolio investment | 7,082 | 4,097 | - | - |
| Increase of intangible asset | (663) | (48) | - | - |
| Increase of Portfolio investment | (4,336) | (8,060) | (2,810) | (3,357) |
| Proceed from disposal of investments in associated companies | 62,654 | 80,014 | - | - |
| Investment in subsidiaries | - | - | (170,349) | (169,934) |
| Investment in associates | (19,658) | (10,317) | (19,400) | (10,300) |
| Increase of land held for development | (116,494) | (159,656) | - | (55,235) |
| Increase of real estate development project | 2,901 | - | - | - |
| Disposal of land held for property development | 6,685 | - | - | - |
| Disposal of subsidiary company | (8,060) | - | - | 400 |
| Closure and post closure costs | 43,845 | 8,128 | - | - |
| Increase of non-controlling interest in subsidiaries | 13,332 | 10,559 | - | - |
| Net cash flows generated from investing activities | (1,217,972) | (268,682) | (138,933) | (158,729) |

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Cash flows from financing activities | | | | |
| Drawdown of term loan | 1,934,931 | - | 515,000 | 292,851 |
| Receipt of grant | 111,745 | 133,521 | - | - |
| Utilization of grant | (144,379) | (124,977) | - | - |
| Repayment of Finance leases payable | (321) | (1,728) | - | - |
| Loan repayment | (267,154) | 309,422 | (225,079) | - |
| Net cash flows generated from financing activities | 1,634,822 | 316,238 | 289,921 | 292,851 |
| Net increase/(decrease) in cash and cash equivalents | 1,913 | (98,570) | 69,399 | 13,796 |
| Cash and cash equivalents at the beginning of financial year | 388,560 | 487,130 | 70,448 | 56,652 |
| Cash and cash equivalents at the end of financial year (Note 30) | 390,473 | 388,560 | 139,847 | 70,448 |

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

The Corporation's main activities are developing new cities and towns, developing lands for industrial and residential purposes, and building various types of buildings for sale or lease.

The principal activities of the subsidiaries are as disclosed in Note 8.

There have been no significant changes to the principal activities of the Corporation and its subsidiaries in the current financial year.

The registered office of the Corporation and the main business office of the Corporation are located at the PKNS Headquarters Building, No 2, Jalan Indah 14/8, Section 14, 40000 Shah Alam, Selangor Darul Ehsan.

1. BASICS OF PREPARATION

(a) Statement of compliance

The financial statements of the Corporation have been prepared in accordance with the Selangor State Development Corporation's Enactment 1964 (Amendment 2014), Malaysian Private Entities Reporting Standard ("MPERS") and the requirements of the Companies Act, 2016 in Malaysia.

(b) Basis of measurement

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

(c) Functional and presentation currency

The financial statements are presented in Ringgit Malaysia ("RM"), which is the Corporation's functional currency and all values are rounded to the nearest thousand, unless otherwise stated.

(d) Use of estimates and judgments

The preparation of financial statements in accordance to MPERS requires management to make judgments, 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.

In particular, the key areas of estimation uncertainty and critical judgments in applying accounting policies that have significant effect in determining the amounts recognised in the financial statements are described in the following notes:

i) Revenue

Income from housing project and construction contract is measured by the percentage of completion stage progress method. Estimated work completion, income and future costs and completeness of completion of billed bills required to determine the percentage method of progressive work. Budget and internal forecasts are used within these estimates. The actual outcome will only be known when the contract or development project is completed and all units are sold to the customer, and this actual income will not be the same as the estimates made.

ii) Depreciation of Property, plant and Equipment

The cost of property, plant and equipment are depreciated on a straight-line basis over the assets' useful lives. Changes in the expected level of usage could impact the economic useful life and the residual values of those assets, therefore future depreciation charges could be revised.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

1. BASIS OF PREPARATION (CONT'D)

(d) Use of estimates and judgments (cont'd)

iii) Income Taxes

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

iv) Classification of Investment Property

Certain property comprises of a portion that is held to earn rental income or capital appreciation, or for both, whilst the remaining portion is held for use in the production or supply of goods and services or for administrative purpose. If the portion held for rental and/or capital appreciation could be sold separately (or leased out separately as a finance lease), the Group accounts for that portion as an investment property. If the portion held for rental and/or capital appreciation could not be sold or leased out separately, it is classified as an investment property only if an insignificant portion of the property is held for use in the production or supply of goods and services or for administrative purposes. Management uses its judgement to determine whether any ancillary services are of such significance that a property does not qualify as an investment property.

v) Impairment of Trade and Other Receivables

An impairment loss is recognised when there is objective evidence that a financial asset is impaired. Management specifically reviews its loan and receivables financial assets and analyses historical bad debts, customer concentrations, customer creditworthiness, current economic trends and changes in the customer payment terms when making a judgement to evaluate the adequacy of the allowance for impairment losses. Where there is objective evidence of impairment, the amount and timing of future cash flows are estimated based on historical loss experience for assets with similar credit risk characteristics. If the expectation is different from the estimation, such difference will impact the carrying value of receivables.

vi) Fair Value of Financial Assets and Financial Liabilities

The value of assets and financial liabilities is determined by the fair value, in which estimates and accounting considerations are used. If the Group and Corporation use different measurement methods, the fair value will change even if the significant components in fair value measurement can be verified and have objective evidence. Any change in the fair value of these assets and liabilities will affect the Group's profits and / or equity.

vii) Deferred Tax Asset

Deferred tax assets are recognised only to the extent that their future taxable profits are probable and can be utilised to offset temporary differences. Deferred tax assets are reviewed at the end of each reporting period and reduced to an extent that it is no longer probable that the related tax benefits will be realised.

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(a) Basis of consolidation

(i) Subsidiaries

Subsidiaries are entities (including special purpose entities) controlled by the Corporation. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

Investments in subsidiaries are measured in the statement of financial position of the Corporation at cost less impairment losses. The investment cost, including transaction costs.

(ii) Business combination

Business combinations are accounted for applying the purchase method from the acquisition date, which is the date on which the Group obtains control of the acquiree. The cost of a business combination is the aggregate of:

- The fair values, at the date of acquisition, of assets given, liabilities incurred or assumed, and equity instruments issued by the acquirer, in exchange for control of the acquiree, plus
- Any costs directly attributable to the business combination.

If an associate or a jointly controlled entity becomes a subsidiary, the Group remeasures its previously held equity interest to fair value and recognises the resulting gain or loss, if any, in profit or loss. The remeasured carrying amount forms part of the cost of business combination.

When the cost of the business combination is in excess of the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised, the excess is recognised as goodwill. When the excess is negative, a bargain purchase gain is recognised immediately in profit or loss.

The non-controlling interest in the acquiree is measured at the proportionate share of the acquiree's identifiable net assets at the acquisition date.

(iii) Acquisition of non-controlling interests

The Group accounts for 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.

(iv) Loss of control

Upon the loss of control of a subsidiary, the Group recognises the difference between the disposal of subsidiaries and the total carrying amount at the date of disposal. If the Group retains an interest in the former subsidiary, the investment is accounted for as a financial asset from the date the entity ceases to be a subsidiary, provided that it does not become a subsidiary or affiliated entity jointly controlled entities. The carrying amount of the investment at the date the entity ceases to be a subsidiary is regarded as cost on the initial measurement of financial assets.

(v) Associates entities

Associated are entities, including unincorporated entities, in which the Group has a long term equity interest and where it exercises significant influence, but not control, over the financial policies and operations.

Investments in associates are accounted for in the consolidated financial statements using the equity method less impairment losses. The investment cost, including transaction costs. The consolidated financial statements include the Group's share of post-acquisition profit or loss and other comprehensive income of associated. After adjustment, if any, to adjust the accounting policies with the Group, from the date that significant influence commences until the date that significant influence ceases.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(a) Basis of consolidation (cont'd)

(v) Associates entities (cont'd)

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 interest retained 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 decreases 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 Corporation's statement of financial position at cost less any impairment losses. The cost of the investment includes transaction costs.

(vi) Joint ventures entities

Joint ventures are arrangements of which the Group has joint control, established by contracts requiring unanimous consent for strategic financial and operating decisions over an economic activity.

Jointly controlled entities have been classified and accounted for as follows:-

- A jointly controlled entity are classified as "jointly controlled operations" when the joint operation involving the use of assets and other resources of the Group or the Corporation, rather than the establishment of a corporation, partnership or other entity, or a financial structure that is separate from the Group or the Corporation itself. Group or the Corporation's uses its own property, plant and equipment and carries its own inventories. Group or the Company also incurs its own expenses and liabilities and raise its own financial resources, which represent its own obligations. The joint activities undertaken by employees of the Group or the Corporation, together with similar activities. Group or the Corporation recognizes the assets controlled and liabilities that is incurs, as well as the expenses incurred and the income that it earns from the sale of goods or services by the joint venture.
- A jointly controlled entity are classified as "jointly controlled assets" when the Group or the Corporation contributes for one or more assets to a joint venture that has joint control, or acquires assets and dedicate assets to the joint venture. Group or the Corporation recognises its share of the jointly controlled assets, classified according to the nature of the assets, the liabilities that is incurred, and its share of the liabilities incurred jointly with other venturers in relation to the joint venture. Group or the Corporation also recognises revenue from the sale or use of the production joint venture, together with the expenses incurred by the joint venture and any expenses incurred in respect of its interest in the joint venture.
- Jointly controlled entity are classified as "jointly controlled entities" when it involves the establishment of a corporation, partnership or other entity in which the Group has interests. The Group has joint control over economic activity joint venture based on contractual arrangements between the Group and other venturers. The Group accounts for its interests in jointly controlled entities using the equity method.

The Group accounts for its interests in jointly controlled entities using the equity method. Investments in jointly controlled entities are measured in the statement of financial position of the Corporation at cost less impairment losses. The cost of investment includes transaction costs.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(a) Basis of consolidation (cont'd)

(vii) Non-controlling interests

Non-controlling interest at the end of the reporting period, represents the equity in a subsidiary not attributable, either directly or indirectly to the equity holders of the Corporation, are presented in the statement of financial position within equity, separately from the equity attributable to shareholders of the Corporation. Non-controlling interest in the Group are presented in the statements of the consolidated profit or loss and other comprehensive income for the year between the interests of non-controlling shareholders of the Corporation.

Losses applicable to the non-controlling interests in subsidiaries attributable to non-controlling interests even if doing so causes the non-controlling interests have a deficit balance.

(viii) Transactions eliminated on consolidation

Intra-group balances and transactions, including income, expenses and dividends, are eliminated in full in preparing the consolidated financial statements.

Unrealised profits and losses arising from transactions with associated entities using the equity method and jointly controlled entities are eliminated against the investment to the extent the Group's interest in the investee. Unrealised losses are eliminated only to the extent that there is evidence of impairment of the asset transferred.

(b) Foreign currency exchange

Transactions in foreign currencies are translated to the respective functional currency of each entity in the Group at the exchange rates at the date of the transaction.

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

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

(c) Financial instrument

(i) Recognition and initial measurement

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

Financial instruments are initially recognised at the transaction price (including transaction costs except in the initial measurement of financial assets or financial liabilities measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction. If the arrangement constitutes a financing transaction, the financial assets or financial liabilities are measured at the present value of future payments discounted at market interest rates for similar debt instruments.

(ii) Subsequent measurement

Debt instruments which fulfill the following conditions are measured at amortised cost using the effective interest method:-

- (a) return to the holder can be determined, for example, a fixed amount and / or variable rate of return on the benchmark against a quoted or observable interest rate

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(c) Financial instrument (cont'd)

(ii) Subsequent measurement (cont'd)

Debt instruments which fulfill the following conditions are measured at amortised cost using the effective interest method:- (cont'd)

- (b) there is no contractual provision that could lead to the holder losing the principal amount or any interest attributable to the current period or prior period; and
- (c) prepayment option, if any, is not dependent on future events.

Debt instruments that are classified as current assets or current liabilities are measured at an undiscounted amount of cash or other consideration that are expected to be paid or received unless the arrangement constitutes, in fact, a financing transaction.

All financial assets and other financial liabilities which are not measured at amortised cost or cost less impairment would be measured at fair value with changes recognised in profit or loss.

All financial assets (except for financial assets measured at fair value through profit or loss) are assessed at each reporting date whether there is any objective evidence of impairment. The impairment loss is measured as follows:-

- For an instruments measured at amortised cost, the impairment loss is the difference between the asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate.
- For an instrument is measured at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount to be received for the asset if it were sold at the reporting date.

(iii) Derecognition

A financial asset or part of it is derecognised when the contractual rights to the cash flows from the financial assets expire or the financial asset is transferred to another party without control is maintained or substantially all risks and rewards of ownership of financial assets. When the derecognition of financial assets, the difference between the carrying amount of the asset and the amount of the consideration received, including any rights and obligations of the newly created, have been recognised in profit or loss.

A financial liability or a part of it is derecognised when the obligation specified in the contract have been deprived or canceled or due. 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 are estimated, are recognised in profit or loss.

(d) Property, Plant and Equipment

(i) Recognition and measurement

Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the assets and other costs directly attributable to bringing the asset to a condition that can be used for its intended purpose, and the cost of dismantling and removing the items and restoring the site on which they are located. The cost of self-constructed assets includes the cost of materials and direct labor.

Purchased software that is integral to the functionality of the related equipment is capitalized as part of that equipment.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

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

(i) Recognition and measurement (cont'd)

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 property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and net amount recognised in "other income" or "other expenses" respectively in profit or loss.

(ii) Subsequent costs

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

The annual depreciation rates used are as follows:-

| | % |
|-------------------------|----------|
| Building | 2 – 20 |
| Modify | 5 - 10 |
| Leasehold land | 99 years |
| Plant and machinery | 10 – 50 |
| Motor vehicles | 10 – 20 |
| Office equipment | 10 – 50 |
| Computers | 20 – 50 |
| Furniture and equipment | 10 – 25 |
| Landfill | 14 – 36 |

Profit or loss on disposal is determined by comparing proceeds with carrying amount of assets and where the difference is stated as profit or loss from operations.

(e) Intangible assets

(i) Goodwill

Goodwill arise on business combinations and is initially measured at its cost. After initial recognition, the Group measures the goodwill acquired in a business combination at cost less accumulated amortisation and accumulated impairment losses.

Goodwill arises from the acquisition of associates which take into account the equity method of accounting and jointly controlled entities as part of the carrying amount of the acquisition date. The Group adjusts its share of gains and losses from associated entities and joint venture entities after the acquisition to account for the amortisation of the goodwill.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(e) Intangible Assets (Cont'd)

(ii) Other Intangible Assets

Other intangible assets are measured at cost less accumulated amortisation and accumulated impairment.

An internally generated intangible asset, including research and development expenditure, is expensed to profit or loss, unless it forms part of the cost of another asset.

(iii) Amortisation

Amortisation is based on the cost of an asset less its residual value. Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available to use. The estimated useful lives for current and comparative periods are as follows:

- Goodwill 10 years

If there is an indication that there is a change in the residual value or useful lives of an intangible asset since the last annual reporting date, the Group will review the previous estimates and, if the estimates are currently different, the Group will amend the residual value, amortisation method or useful life.

(f) Investment Property

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 or services or for administrative purposes.

Investment properties are measured initially at cost. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labour, any other costs directly attributable to bringing the investment property to a working condition for their intended use.

The fair value of investment property can not be measured reliably without any unnecessary cost or effort. Subsequent costs for the entire property investment have been accounted for in accordance with property, plant and equipment policies.

If a reliable measure of fair value is not available without undue cost or effort for an item of investment property, the item is classified as property, plant and equipment and is measured at cost less accumulated depreciation and accumulated impairment until a reliable measure of fair value becomes available. The carrying amount of property investment on that date becomes its cost.

Fair value gain or loss arising from the reclassification of property, plant and equipment to investment property is recognised in profit or loss.

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 profit or loss for the period in which the item is derecognised.

(g) Inventories

Inventories are measured at the lower cost and estimated selling price less costs to complete and sales. Inventories consist of houses, shophouses, and completed buildings, production inventory and general store items.

The cost of inventory is calculated using the average method of scales or on a specific identification basis.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Inventories (Cont'd)

At each reporting date, the Group assesses whether any inventories are impaired by comparing the carrying amount of each item of inventory or group of similar items with its selling price less costs to complete and sell. If an item of inventory or group of similar items is impaired, the Group reduces the carrying amount of the inventory or the group of similar items to its selling price less costs to complete and sell. That reduction is an impairment loss and it is recognised immediately in profit or loss.

If it is impracticable to determine the selling price less costs to complete and sell for inventories item by item, items of inventory relating to the same product line that have similar purposes or end uses and are produced and marketed in the same geographical area are grouped together for the purpose of assessing impairment of the inventory.

(h) Land held for Property Development

Land held for property development consist of land owned for future development and is stated at purchase cost including all related costs incurred after the purchase of the activity required to provide the land for the intended use.

Such assets are transferred to the property development project account when major development work has been carried out and is expected to be completed within the normal operating cycle.

(i) Property Development Costs

Property development work costs are stated as property development costs in current assets or current liabilities when major development works have been implemented and are expected to be completed within the normal operating cycle. Property development projects include costs associated with the purchase of land and all costs directly related to development activities or costs that can be allocated using the method appropriate to this activity.

Development expenditure is the cost of a development project that covers land costs, building costs, damages to squatters, benefits payments, professional rewards and other expenses covering progressive activities. Earnings and gains from property development activities are recognised based on the percentage rate of completion of the development work on the property units sold. The expected loss is taken into account when it is identified.

Accrued progress claims are the acquisition of a recognised property progress project that exceeds claims to buyers whilst the previous advance claim is a claim to buyers exceeding the acquisition of property development projects recognised in profit or loss and other comprehensive income.

(j) Construction Contracts

When the outcome of a contract can be estimated reliably, revenue and costs are recognised by reference to the stage of completion of the contract activity at the end of the reporting period, as measured by the proportion that contract costs incurred for work performed to-date bear to the estimated total contract cost. Variation in contract work and claims are included to the extent that they have been agreed with the customer.

When the outcome of a contract can not be estimated reliably, contract revenue is recognised to the extent it is probable to be available for the cost of the contract that has been expended. Contract costs are recognised as an expense in the period in which they are incurred.

When it is expected that the total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately in the statement of profit and loss and other comprehensive income as a provision for foreseeable loss.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(k) Amount Due From / To Contract Customer

Amount due from contract customers represents the gross unbilled amount expected to be collected from customers for contract work performed to date. It is measured at cost plus profit recognised to date less progress billings and recognised losses. Cost includes all expenditure related directly to specific projects and an allocation of fixed and variable overheads incurred in the Group's contract activities based on normal operating capacity. If progress billings exceed costs incurred plus recognised profits, then the difference is presented as amount due to contract customers which is part of the deferred income in the statement of financial position.

(l) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand, bank balances and bank deposits and high liquidity investments which have insignificant risk of changes in fair value and have a maturity period of three months or less, and are used by the Group and within the Corporation in the managing their financial commitments.

(m) Impairment of Non-Financial Assets

The carrying amount of non-financial assets (i.e: property, plant and equipment, investment property and intangible assets) 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 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 cash flows from other assets or cash-generating units. For the purpose of goodwill impairment testing, the cash-generating units to which goodwill has been allocated are aggregated so that the level at which the 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 purposes 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 combination.

The recoverable amount of an asset or cash-generating unit is higher than the fair value less costs to sell and its value in use. In assessing the 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 specific risks to the assets 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.

Impairment losses are recognised in the income statement. An 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) using a pro rata basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in the prior period are assessed at the end of each reporting period of any indication 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 amount due since the last impairment loss was recognised. An impairment loss is reversed only if the carrying amount of the asset does not exceed the carrying amount that would have been determined, net of depreciation or amortisation value, if no impairment loss had been recognised. Reversals of impairment losses are credited to the current financial statements for the year in which the reversals are recognised.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(n) Employee Benefits

(i) Short-term employee benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees of the Group and the Corporation. Short term accumulating compensated absences such as paid annual leave are recognised when services rendered by employees will increase the right to compensate for future absences, and short-term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(ii) Defined contribution plans

The Group and the Corporation are legally required to make monthly contributions to the Employees Provident Fund (EPF), a statutory body that determines the contribution plan for eligible employees based on employee salaries. Such contributions are accounted for as expenses in profit or loss and other comprehensive income when incurred.

(iii) Retirement Benefits

There is a subsidiary that pays the retirement scheme for employees who have been in the service for 5 years or the death of the employee.

Under this scheme, retirement benefits will also be given to employees who have served at least 10 years of service on their own retirement date or for medical reasons.

This retirement benefit is calculated based on current emolument rates of all eligible employees including their housing allowance and their term of service up to the extent of the contractual liability of subsidiaries at the end of the year. Full provision is made for all employees.

(o) Provision

A provision is made when the Group or the Corporation represents legally binding obligations and is based on past transactions, which enables the outflow of resources to be required to settle the obligation, and when reasonable estimates of the amount can be made.

(p) Deferred Expenses

Deferred expenses, which have economic benefits, are stated at cost less amortisation. Deferred expenses of the Group comprise:-

(i) Excretion site

Expenses incurred on the site are amortised based on the usage of the excretion site.

(ii) Excretion gas site

Expenses incurred in the excretion site gas project are amortised over the contract period of 4 years to supply excretion gas site.

(q) Property Leases

Property acquired under finance lease is defined as a transfer of risk and return on leased property ownership to the Group or the Corporation. Leased assets are capitalised at a value equal to the principal amount of the lease to be paid. Lease interest is included in the statement of comprehensive income based on the life of the lease.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(r) Revenue

Revenue for the Group comprises sale of houses, shops, factories, apartments, flats and land, rental property, a certified value of construction contracts and property development gains and income from hotel operations and privatisation ventures as well as the invoice's aggregate value of the goods sold.

Revenue of the Corporation include the sale of houses, shops, factories, apartments, flats and land, rental property, certified value of construction contracts and real estate development projects and privatisation ventures.

(s) Income Recognised

Income from housing projects and long-term construction contracts and land sales accounted for by the percentage of completion method by stages and the method of full work completion, where appropriate.

Income from goods sold is accounted for based on the value of the invoice after discounts.

Dividend and interest income on investments is accounted for as income when received.

Rental income is accounted for on an accrual method.

(t) Provision for Closure and Post Closure Costs

Closure and post closure costs consist of estimated costs to be incurred by the Group on the filling of the excretion site. Provision for closure and post closure costs are accrued based on a systematic method over the period expected to complete an excretion site.

(u) Government Grants

Grants received from the government to finance the cost of property, plant and equipment is matched to the carrying amount of property, plant and equipment when the grant was used. The grants are then amortised to the Statement of comprehensive income over the life of these assets, equal to the ratio of depreciation charged on the assets.

(v) Borrowing Costs

Borrowing costs are recognised as an expense in the statement of profit or loss at cost incurred using the effective interest method.

(w) 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 such taxes relate to business combinations 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 period, 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 nor 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 period.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(w) Income Tax (cont'd)

Where investment properties are carried at their fair value in accordance with the accounting policy set out in Note 2 (f), the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying value at the reporting date unless the property is depreciable and is held with the objective to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. In all other cases, 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, and only 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 plan to settle current tax assets and liabilities 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 period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(x) Discontinued Operation

A discontinued operation is a component of the Group that has been disposed of or is held for sale represents a separate major line of business or geographical area of operations or is a subsidiary acquired exclusively with the purpose of resale. When operations are classified as discontinued operation, the comparative statements of profit and loss and other comprehensive income is re-presented as if the operation had been discontinued from the beginning of the comparative period.

(y) Contingency

(i) Contingent Liability

If there is a probability that an outflow of economic benefits will not be required or the amount can not be estimated, the obligation is not recognised in the statement of financial position and is expressed as an unexpected liability, unless the probability of an outflow of economic benefits is thin. The possibility that bonds can only be recognised in the event of or not occurring one or more future events are also disclosed as a contingent liability unless the economic outflow of benefits is inferior.

(ii) Contingent Assets

Where there is a probability of an inflow of economic benefits or an amount can not be estimated, the asset is not recognised in the statement of financial position and is disclosed as a contingent asset, unless the probability of inflows of economic benefits is thin. The possibility of qualification exists only if it occurs or does not occur one or more future events, it is also disclosed as a contingent asset unless the probability of inflows of economic benefits is thin.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(z) Related Parties

A party is related to Group and the Corporation are:-

- (a) A person or a close member of that person's family is a related to Group and the Corporation if that person:-
- i. has control or joint control over the Group and the Corporation and
 - ii. has significant influence over the Group and the Corporation; and
 - iii. is a member of the key management personnel.

The close family members are members of the Group's family and the Corporation who influence, or are influenced in business.

- (b) An entity is related to a Group and the Corporation if any of the following conditions applies:-
- i. The entity and the Group and the Corporation are the members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - ii. One entity is an associates or joint venture of the other entity (or an associate or joint venture of the member of a group of which the other entity is a member).
 - iii. Both entities are joint ventures of the same third party.
 - iv. One entity is a joint ventures of a third party and the other entity is an associates of the third party.
 - v. The entity is a post-employment benefit plan for the benefit of employees of either the entity are the Group and the Corporation or an entity related to the Group and the Corporation. If the reporting entity is itself such a plan, the sponsoring employers are also related to the Group and the Corporation.
 - vi. The entity is controlled or jointly controlled by a person identified in (a) above.
 - vii. A person identified in (a) (i) above has significant influence over the Group and the Corporation or is a member of the key management personnel of the Group and the Corporation.
 - viii. The entity, or any member of a Company of which it is a part, provides key management personnel services to the Group and the Corporation.

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 and the Corporation either directly or indirectly, including any director.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

3. REVENUE

| | GROUP | | CORPORATION | |
|-------------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Property development projects | 801,498 | 391,406 | 565,439 | 257,789 |
| Construction contracts | 186,155 | 71,349 | - | - |
| Hotel operations | 4,300 | 9,068 | - | - |
| Privatisation projects | 55,178 | 41,260 | 55,178 | 41,260 |
| Sale of construction material | 43,750 | 15,438 | - | - |
| Others | 686,587 | 342,958 | 294,636 | 122,044 |
| | 1,777,468 | 871,479 | 915,253 | 421,093 |

4. PROFIT BEFORE TAXATION AND ZAKAT

Profit before tax and zakat recognised after charging / (crediting):-

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Auditor's remuneration:- | | | | |
| Current year | 1,044 | 898 | 150 | 120 |
| Directors' remuneration:- | | | | |
| Other remuneration | 1,352 | 1,385 | 824 | 792 |
| Fee and bonus | 1,093 | 3,152 | - | - |
| Staff cost:- | | | | |
| Salaries, wages and bonus | 121,429 | 117,539 | 48,567 | 53,826 |
| EPF | 14,505 | 12,291 | 6,019 | 4,582 |
| Other employee benefits | 14,548 | 25,313 | 12,944 | 23,222 |
| | 150,482 | 155,143 | 67,530 | 81,630 |
| Finance costs comprises interests/charges on:- | | | | |
| Terms loans | 150,722 | 94,090 | 87,999 | - |
| Overdraft | 922 | 690 | - | - |
| Hire purchase and lease | 104 | 67 | - | - |
| Bank guarantee | 20 | 24 | - | - |
| Bank acceptance | 475 | 441 | 353 | 337 |
| Redeemable preferred shares | (890) | 1,568 | - | - |
| Others | 1,954 | 4,375 | - | 77,971 |
| | 153,307 | 101,255 | 88,352 | 78,308 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

4. PROFIT BEFORE TAXATION AND ZAKAT (CONT'D)

Profit before tax and zakat recognised after charging / (crediting):-

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Cost of repairing home | - | 11,425 | - | 11,425 |
| Rental:- | | | | |
| Machinery | 11,501 | 12,414 | - | - |
| Others | 1,535 | 2,623 | - | - |
| Gain on disposal property, plant and equipment | (134) | (22) | - | - |
| Provision for doubtful debts | 16,100 | 23,192 | 9,560 | 8,914 |
| Provision for impairment of other investments | - | - | - | - |
| Depreciation of property, plant and equipment | 49,171 | 47,049 | 6,012 | 6,962 |
| Depreciation of investment property | 9,020 | 6,982 | 5,909 | 5,764 |
| Liquidated ascertained damages (LAD) | - | 1,225 | - | - |
| Provision for retirement benefit | 749 | 1,235 | 418 | 810 |
| Amortisation of investment property | - | - | - | - |
| Rental income | (12,022) | (7,325) | (9,704) | (5,597) |
| Dividend income | (8,934) | (9,312) | (41,293) | (50,483) |
| Interest income | (5,676) | (7,890) | (1,904) | (4,685) |

The staff costs of the Group and the Corporation comprises salaries, bonuses, retirement benefits, contributions to EPF and other related expenses.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

5. NET INCOME FROM OTHER INVESTMENTS

| | GROUP | | CORPORATION | |
|-----------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Interests on fixed deposits | 5,588 | 7,890 | 1,905 | 4,685 |
| Gross dividends from:- | | | | |
| Associate companies | - | - | 24,499 | 16,024 |
| Subsidiary companies | - | - | 12,948 | 31,758 |
| Quoted shares in Malaysia | 3,185 | 2,265 | 3,141 | 2,232 |
| Unquoted shares in Malaysia | 720 | 542 | 704 | 469 |
| Others | 5,117 | 6,505 | - | - |
| | 9,002 | 9,312 | 41,292 | 50,483 |
| | 14,610 | 17,202 | 43,197 | 55,168 |

6. TAXATION

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Corporation and subsidiaries: | | | | |
| Malaysian taxation:- | | | | |
| Current year | 60,786 | 18,977 | 30,010 | - |
| Under provision in prior year | 1,065 | 4,774 | - | 2,341 |
| Deferred tax:- | | | | |
| Current year | 17,990 | (8,849) | 11,322 | (3,421) |
| Under / (Over) provision in prior year | 3,525 | (613) | - | - |
| | 83,366 | 14,289 | 41,332 | (1,080) |

Income tax is calculated at defined statutory rate of 24% (2020: 24%) on taxable income estimated for the financial year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

6. TAXATION (CONT'D)

A reconciliation of income tax expense applicable to profit before tax and zakat at the statutory income tax rate over the income tax expense at the effective income tax rate for the Group and the Corporation are as follows:-

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Profit / (Loss) before taxation and zakat | 109,901 | (68,553) | 905,780 | (1,043,182) |
| Tax rate at 24% (2020: 24%) on taxable income | 26,376 | (16,454) | 217,387 | (250,364) |
| Different tax rate | (1,546) | (1,064) | - | - |
| Expenses not deductible for tax purpose | 303,177 | (82,872) | 32,561 | 22,302 |
| Income not subject to tax | (53,959) | (43,848) | (13,900) | (13,805) |
| Tax losses recognised in current year | (161) | (5,095) | - | - |
| Tax losses not recognised in prior year | (186) | (2,509) | - | - |
| (Deferred tax) on temporary differences (recognised)/ not recognised | (198,663) | 165,662 | (202,741) | 237,708 |
| Share of result of associate companies | (2,087) | (4,897) | - | - |
| Over provision in prior year | 4,213 | 4,774 | - | 2,341 |
| Tax impact on expenditure of special tax deductions | (127) | 384 | (127) | (41) |
| Tax effect on taxable income other than income tax | 6,108 | 1,514 | 6,108 | 1,514 |
| Over / (Under) Provision of deferred taxation in respect of prior years | 221 | (1,306) | 2,044 | (735) |
| Total tax expenses in current year | 83,366 | 14,289 | 41,332 | (1,080) |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

7. PROPERTY, PLANT AND EQUIPMENT

| Group | Leased Land RM'000 | Freehold Land RM'000 | Building RM'000 | Plant and Machinery RM'000 | Motor Vehicles RM'000 | Office fixtures, furniture and equipment RM'000 | Landfill RM'000 | Work in Progress RM'000 | Total RM'000 |
|---|-----------------------|----------------------------|--------------------|----------------------------------|-----------------------------|---|--------------------|-------------------------------|------------------|
| Carrying amount | | | | | | | | | |
| At 1 January 2021 | 95,631 | 42,900 | 296,227 | 30,961 | 4,036 | 46,865 | 30,836 | 357,122 | 904,578 |
| Additional | 12,544 | - | 25 | 2,332 | 510 | 37,438 | 62,285 | 1,074,647 | 1,189,781 |
| Sales | - | - | (419) | - | - | - | - | - | (419) |
| Disposal | - | - | (1) | - | (715) | (110) | - | (20) | (846) |
| Reclassification | - | - | - | 20,043 | - | 1,797 | 1,246 | (23,086) | - |
| Written-off | - | - | - | - | 545 | 4 | - | - | 549 |
| Transfer to other receivables | - | - | - | - | - | - | - | - | - |
| Transfer from / (to) investment property | - | - | (6,749) | - | - | 773 | - | - | (5,976) |
| Transfer from property development cost | - | - | - | - | - | 3,983 | - | - | 3,983 |
| Adjustment | - | - | (759) | - | - | 10,991 | - | (11,013) | (781) |
| Acquisition of subsidiary | - | - | - | 7,699 | - | 360 | - | - | 8,059 |
| As restated | - | - | - | - | - | - | - | (1,117) | (1,117) |
| Current year depreciation | (1,394) | - | (5,597) | (4,715) | (1,460) | (13,474) | (22,531) | - | (49,171) |
| At 31 December 2021 | 106,781 | 42,900 | 282,727 | 56,320 | 2,916 | 88,627 | 71,836 | 1,396,533 | 2,048,640 |
| At 31 December 2021 | | | | | | | | | |
| Cost | 112,968 | 42,900 | 320,059 | 158,273 | 18,048 | 209,402 | 266,327 | 1,396,533 | 2,524,510 |
| Accumulated depreciation | (6,187) | - | (36,836) | (62,477) | (13,905) | (110,216) | (194,491) | - | (424,112) |
| Write-off | - | - | - | - | (967) | (10,559) | - | - | (11,526) |
| Accumulated impairment | - | - | (496) | (39,476) | (260) | - | - | - | (40,232) |
| Carrying amount | 106,781 | 42,900 | 282,727 | 56,320 | 2,916 | 88,627 | 71,836 | 1,396,533 | 2,048,640 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

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

| Group | Leased Land RM'000 | Freehold Land RM'000 | Building RM'000 | Plant and Machinery RM'000 | Motor Vehicles RM'000 | Office fixtures, furniture and equipment RM'000 | Landfill RM'000 | Work in Progress RM'000 | Total RM'000 |
|---|-----------------------|----------------------------|--------------------|----------------------------------|-----------------------------|---|--------------------|-------------------------------|-----------------|
| Carrying amount | | | | | | | | | |
| At 1 January 2020 | 58,948 | 42,900 | 235,957 | 26,712 | 4,568 | 50,778 | 33,176 | 309,378 | 762,417 |
| Additional | 414 | - | 2,157 | 6,671 | 997 | 7,760 | 13,188 | 44,298 | 75,485 |
| Disposal | - | - | (1) | - | - | (23) | - | - | (24) |
| Reclassification | - | - | - | 1,032 | - | 22 | - | (1,054) | - |
| Written-off | - | - | - | - | - | (414) | - | - | (414) |
| Transfer to other receivables | - | - | - | - | - | - | - | (6,783) | (6,783) |
| Transfer from / (to) investment property | (1,228) | - | - | - | - | - | - | - | (1,228) |
| Transfer from property development cost | - | - | 7,483 | - | - | - | - | - | 7,483 |
| Adjustment | (57,714) | - | 57,822 | 126 | - | (271) | - | - | (37) |
| Acquisition of subsidiary | 96,519 | - | - | - | 169 | 34 | - | 11,283 | 108,005 |
| As restated | - | - | - | - | - | - | 6,723 | - | 6,723 |
| Current year depreciation | (1,308) | - | (7,191) | (3,580) | (1,698) | (11,021) | (22,251) | - | (47,049) |
| At 31 December 2020 | 95,631 | 42,900 | 296,227 | 30,961 | 4,036 | 46,865 | 30,836 | 357,122 | 904,578 |
| At 31 December 2020 | | | | | | | | | |
| Cost | 100,424 | 42,900 | 327,577 | 119,567 | 18,272 | 156,306 | 202,796 | 357,122 | 1,324,964 |
| Accumulated depreciation | (4,793) | - | (29,856) | (49,130) | (13,976) | (109,441) | (171,960) | - | (379,156) |
| Accumulated impairment | - | - | (1,494) | (39,476) | (260) | - | - | - | (41,230) |
| Carrying amount | 95,631 | 42,900 | 296,227 | 30,961 | 4,036 | 46,865 | 30,836 | 357,122 | 904,578 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

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

| Corporation | Leasehold land RM'000 | Building RM'000 | Plant and Machinery RM'000 | Motor Vehicles RM'000 | Office fixtures, furniture and equipment RM'000 | Total RM'000 |
|---|--------------------------|--------------------|----------------------------------|--------------------------|--|-----------------|
| Carrying amount | | | | | | |
| At 1 January 2021 | 6 | 201,428 | - | 1,668 | 1,540 | 204,642 |
| Additional | - | - | - | - | 211 | 211 |
| Sales | - | (419) | - | - | - | (419) |
| Transfer from property development cost | - | - | - | - | 3,983 | 3,983 |
| Adjustment | - | (759) | - | - | (22) | (781) |
| Current year depreciation | - | (4,354) | - | (805) | (853) | (6,012) |
| At 31 December 2021 | 6 | 195,896 | - | 863 | 4,859 | 201,624 |
| At 31 December 2021 | | | | | | |
| Cost | 10 | 216,530 | 5,209 | 9,152 | 40,825 | 271,726 |
| Accumulated impairment | - | (496) | - | - | - | (496) |
| Accumulated depreciation | (4) | (20,138) | (5,209) | (8,289) | (35,966) | (69,606) |
| Carrying amount | 6 | 195,896 | - | 863 | 4,859 | 201,624 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

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

| Corporation | Leased Land RM'000 | Building RM'000 | Plant and Machinery RM'000 | Motor Vehicles RM'000 | Office Equipment, Furniture and Fittings and Renovation RM'000 | Total Amount RM'000 |
|---|-----------------------|--------------------|----------------------------------|--------------------------|---|---------------------------|
| Carrying amount | | | | | | |
| At 1 January 2020 | 1,234 | 197,943 | 286 | 2,287 | 2,404 | 204,154 |
| Additional | - | - | - | 391 | 578 | 969 |
| Transfer to investment properties | (1,228) | - | - | - | - | (1,228) |
| Transfer from property development cost | - | 7,483 | - | - | - | 7,483 |
| Adjustment | - | 226 | - | - | - | 226 |
| Current year depreciation | - | (4,224) | (286) | (1,010) | (1,442) | (6,962) |
| At 31 December 2020 | 6 | 201,428 | - | 1,668 | 1,540 | 204,642 |
| At 31 December 2020 | | | | | | |
| Cost | 10 | 217,812 | 5,209 | 9,152 | 38,885 | 271,068 |
| Accumulated impairment | - | (496) | - | - | - | (496) |
| Accumulated depreciation | (4) | (15,888) | (5,209) | (7,484) | (37,345) | (65,930) |
| Carrying amount | 6 | 201,428 | - | 1,668 | 1,540 | 204,642 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

8. INVESTMENT IN SUBSIDIARY COMPANIES

| | CORPORATION | |
|-----------------------------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Unquoted ordinary shares at cost | 892,448 | 823,546 |
| Unquoted preferred shares at cost | 1,311,534 | 1,210,087 |
| | 2,203,982 | 2,033,633 |
| Less: Impairment loss | (129,106) | (973,860) |
| | 2,074,876 | 1,059,773 |

Unquoted preferred shares are consisting of redeemable preferred shares of Selgate Corporation Sdn. Bhd., De Palma Management Services Sdn. Bhd., Selaman Sdn. Bhd., SACC Convec Sdn. Bhd., PKNS Real Estate Sdn. Bhd., PKNS Engineering & Construction Berhad and Datumcorp International Sdn. Bhd.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

8. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

The subsidiaries which are all incorporated in Malaysia are as follows:-

| | COMPANY NAME | PRINCIPAL ACTIVITY | EQUITY HOLDINGS | |
|----|---|--|-----------------|-----------|
| | | | 2021 % | 2020 % |
| 1. | De Palma Management Services Sdn. Bhd. and its subsidiary:- | Hotel management | 100 | 100 |
| | i) DPMS Hospitality Sdn. Bhd. | Dormant | 100 | 100 |
| 2. | Worldwide Holdings Berhad and its subsidiaries:- | Property and investment holdings | 100 | 100 |
| | i) WGD Development Sdn. Bhd. | Property development | 100 | 100 |
| | ii) Perangsang Emperee Wood Industries Sdn. Bhd. | Dormant | 61 | 61 |
| | iii) Worldwide Landfills Sdn. Bhd. and its subsidiaries:- | Environmental management services | 100 | 60 |
| | • WL Environmental Sdn. Bhd. | Environmental management services | 72 | 72 |
| | • Worldwide Ecoventure Sdn. Bhd. | Dormant | 70 | 42 |
| | • Jana Landfill Sdn. Bhd. | Biomass power generation | 80 | 48 |
| | iv) Worldwide Land Development Sdn. Bhd. | Property development | 100 | 100 |
| | v) Worldwide Medivest Sdn. Bhd. | Manufacture and trading surgical sutures | 100 | 100 |
| | vi) Emerald Crest Sdn. Bhd. | Investment holdings | 100 | 100 |
| | vii) Worldwide Property Management Sdn. Bhd. | Property development | 100 | 100 |
| | viii) Worldwide Realty Sdn. Bhd. | Investment holdings | 100 | 100 |
| | ix) Cekal Unggul Sdn. Bhd. | Property development | 70 | 70 |
| | x) Worldwide Green Energy Sdn. Bhd. | Dormant | 55 | 55 |
| | xi) Worldwide Environment Sdn. Bhd. and its subsidiaries:- | Dormant | 100 | 100 |
| | • Worldwide Waste Solutions Sdn. Bhd. | Dormant | 60 | 60 |
| | xii) Worldwide Hydro Energy Sdn. Bhd. | Dormant | 100 | 100 |
| | xii) Worldwide Energy Development Sdn. Bhd. | Dormant | 100 | 100 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

8. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

| | COMPANY NAME | PRINCIPAL ACTIVITY | EQUITY HOLDINGS | |
|----|--|--|-----------------|-----------|
| | | | 2021 % | 2020 % |
| 2. | Worldwide Holdings Berhad and its subsidiary companies: (cont'd) | | | |
| | xiv) Pulau Indah Power Plant Sdn. Bhd. | Power generation | 75 | 75 |
| | xv) Tadmax PMC Sdn. Bhd. | Project management services | 100 | 100 |
| | xvi) Worldwide Solar Sdn. Bhd. | Dormant | 100 | 100 |
| 3. | Selgate Corporation Sdn. Bhd. and its subsidiaries:- | Investment holdings | 100 | 100 |
| | i) Real Plug & Play Sdn. Bhd. | Dormant | 100 | 100 |
| | ii) PKNS Andaman Development Sdn. Bhd. | Property development | 70 | 70 |
| | iii) Selgate Properties Sdn. Bhd. | Dormant | 100 | 100 |
| | iv) Selgate Healthcare Sdn. Bhd. and its subsidiaries:- | Consulting services | 100 | 100 |
| | • Selcare Management Sdn. Bhd. | Healthcare management | 100 | 100 |
| | • Selcare Clinic Sdn. Bhd. | Provider of medical clinic, physician consultants and related medical services | 90 | 90 |
| | • Selgate Rawang Hospital Sdn. Bhd. | Dormant | 60 | 60 |
| | • Selgate Shah Alam Hospital Sdn. Bhd. | Dormant | 100 | 100 |
| | • Selgate Setia Alam Hospital Sdn. Bhd. | Dormant | 100 | 100 |
| | • Selgate Gombak Hospital Sdn. Bhd. | Dormant | 100 | 100 |
| | • Selgate Bukit Beruntung Hospital Sdn. Bhd. | Dormant | 100 | 100 |
| | • Selgate Bangi Hospital Sdn. Bhd. | Dormant | 100 | 100 |
| | • Selgate Sepang Hospital Sdn. Bhd. | Dormant | 100 | 100 |
| | • Selgate Mont Kiara Hospital Sdn. Bhd. | Dormant | 100 | 100 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

8. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

| | COMPANY NAME | PRINCIPAL ACTIVITY | EQUITY HOLDINGS | |
|----|---|--|-----------------|-----------|
| | | | 2021 % | 2020 % |
| 3. | Selgate Corporation Sdn. Bhd. (cont'd) | | | |
| | iv) Selgate Healthcare Sdn. Bhd. and its subsidiaries (cont'd): | Consulting services | 100 | 100 |
| | • Selgate Kuala Selangor Hospital Sdn. Bhd. | Dormant | - | - |
| | • Selgate Cyber Valley Hospital Sdn. Bhd. | Dormant | 100 | 100 |
| | • Selcare Pharmacy Sdn. Bhd. | Retailer | 100 | 100 |
| | • Selcare Dental Sdn. Bhd. | Dormant | 100 | 100 |
| | • Selcare Insurance PCC Limited | Insurance | 100 | 100 |
| | • Selangkah Ventures Sdn. Bhd. | Dormant | 60 | 60 |
| 4. | PKNS Engineering and Construction Berhad and its subsidiaries:- | Construction of conventional and prefabricated buildings | 100 | 100 |
| | i) Millennium Joy Corporation Sdn. Bhd. | Dormant | 100 | 100 |
| | ii) VE Intellitech Sdn. Bhd. | Consultancy service | - | 51 |
| | iii) PB Piling Sdn. Bhd. | Construction works | 100 | 100 |
| | iv) Apex Point Development Sdn. Bhd. | Real property and housing development | 100 | 100 |
| 5. | Selangor Industrial Corporation Sdn. Bhd. and its subsidiaries:- | Involved in construction products, insurance, construction and project management services and property development | 100 | 100 |
| | i) Module Board Sdn. Bhd. | Construction and project management | 100 | 100 |
| | ii) Casic Marketing Sdn. Bhd. | Trading in ceramic tiles | 51 | 51 |
| | iii) Selmedia Sdn. Bhd. | Dormant | 100 | 100 |
| | iv) Electro Symphony Sdn. Bhd. | Manufacturing | 50 | 50 |
| 6. | PI Brilliant Berhad and its subsidiaries:- | Infrastructure works and landscape engineering | 91 | 92 |
| | i) Excelon Sdn. Bhd. | Construction and provision of landscaping, maintenance and facilities management | 100 | 100 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

8. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

| COMPANY NAME | PRINCIPAL ACTIVITY | EQUITY HOLDINGS | |
|--|---|-----------------|-----------|
| | | 2021 % | 2020 % |
| 7. Selaman Sdn. Bhd. and its subsidiaries:- | Investment property | 60 | 60 |
| i) Selaman Sejati Sdn. Bhd. | Property development | 100 | 100 |
| 8. Kelana Property Development Sdn. Bhd. | Property developer | 51 | 51 |
| 9. SACC Convec Sdn. Bhd. | Convention centre management services | 100 | 100 |
| 10. Akademi PKNS Sdn. Bhd. | Skills training centre | 100 | 100 |
| 11. Datumcorp International Sdn. Bhd. and its subsidiary:- | Property developer | 100 | 100 |
| i) Datum Jelatek Mall Sdn. Bhd. | Dormant | 100 | 100 |
| 12. PKNS Real Estate Sdn. Bhd. and subsidiaries:- | Property management and investment | 100 | 100 |
| i) Central Holdings Berhad | Leasing and property investment | 100 | 100 |
| ii) Park Here Sdn. Bhd. | Car park operator, car park management and consultant | 100 | 100 |

9. INVESTMENT IN ASSOCIATED COMPANIES

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Unquoted shares at cost | 369,541 | 379,342 | 225,178 | 205,778 |
| Outstanding interest-free receivable from associates | 14,795 | 14,795 | 14,795 | 14,795 |
| Provision for diminution in value of investment | (23,833) | (23,833) | (21,105) | (21,105) |
| | 360,503 | 370,304 | 218,868 | 199,468 |
| Share of retained profits in associate companies | 401,653 | 389,564 | - | - |
| | 762,156 | 759,868 | 218,868 | 199,468 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

9. INVESTMENT IN ASSOCIATED COMPANIES (CONT'D)

On 31 December 2021, the carrying value of investments in associate companies comprise of:-

| | GROUP | |
|---|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Share of net tangible assets in associate companies | 738,585 | 736,297 |
| Goodwill | 23,571 | 23,571 |
| | 762,156 | 759,868 |

Details of associate of which all are incorporated in Malaysia, except for Eastern Glory Enterprise Ltd, which is incorporated in British Virgin Island, is as follows:-

| | COMPANY NAME | PRINCIPAL ACTIVITY | EQUITY HOLDINGS | |
|-----|---|--|-----------------|-----------|
| | | | 2021 % | 2020 % |
| 1. | Kundang Properties Sdn. Bhd. | Housing developer | 50 | 50 |
| 2. | Ligamas Sdn. Bhd. | Estate owners and property developers | 50 | 50 |
| 3. | PKNS-LFD Sdn. Bhd. | Investment Holdings | 49 | 49 |
| 4. | Bangi Resort & Development Corporation Sdn. Bhd. | Property Developer and Investment Holdings | 40 | 40 |
| 5. | Sunway PKNS Sdn. Bhd. | Property Developer and Investment Holdings | 40 | 40 |
| 6. | Selangor Polo Sdn. Bhd. | Property Developer and management of polo and equestrian clubs | 40 | 40 |
| 7. | Tropicana Indah Sdn. Bhd. | Property Developer | 30 | 30 |
| 8. | Kesas Holdings Berhad | Development and maintenance of highway toll operations | 30 | 30 |
| 9. | GLM Emerald (Sepang) Sdn. Bhd. | Property developer, management of oil palm plantations and palm oil processing | 30 | 30 |
| 10. | MUST Ehsan Development Sdn. Bhd. | Property Developer | 30 | 30 |
| 11. | Pelanggi Airways Sdn. Bhd. | Dormant | 20 | 20 |
| 12. | Selangor Shipyard Sdn. Bhd. | Wharves management and ship repair | 20 | 20 |
| 13. | Selangor Country Club Sdn. Bhd. | Management of Polo Club | 40 | 40 |
| 14. | Al-Kauthar Resources Sdn. Bhd. | Supply haj and umrah equipment | 20 | 20 |
| 15. | Icon-Futurehome Sdn. Bhd. | Supply products and services | 20 | 20 |
| 16. | Mutawwif Training & Consultancy Academy Sdn. Bhd. | Training and consultancy services | 20 | 20 |
| 17. | HCK Bestari Sdn. Bhd. | Dormant | 30 | 30 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

9. INVESTMENTS IN ASSOCIATED COMPANIES (CONT'D)

| COMPANY NAME | MAIN ACTIVITY | EQUITY HOLDINGS | |
|--|---|-----------------|-----------|
| | | 2021 % | 2020 % |
| 18. Eastern Glory Enterprise Ltd * | Investment holder | 40 | 40 |
| 19. Kuala Langat Power Plant Sdn. Bhd. * | Power generation | 25 | 25 |
| 20. GS Worldwide Utilities Sdn. Bhd. * | Water treatment plant | 25 | 25 |
| 21. AIS Small Hydro Sdn. Bhd. * | Power generation | 25 | 25 |
| 22. Pulau Indah O&M Sdn. Bhd. * | Operational and maintenance of power generation plant | 40 | 40 |
| 23. Gombak Medical Centre Sdn. Bhd. ** | Medical specialist | 30 | 30 |

* Equity holdings of the Group through its subsidiary, Worldwide Holdings Berhad.

** TEquity holdings of the Group through its subsidiary, Selgate Corporation Sdn. Bhd.

10. OTHER INVESTMENTS

| | GROUP | | CORPORATION | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Quoted shares | 75,770 | 81,878 | 68,894 | 74,840 |
| Unquoted shares | 6,399 | 5,428 | 5,428 | 5,428 |
| Provision for diminution in value of investment | (5,376) | (4,212) | (5,376) | (4,212) |
| | 1,023 | 1,216 | 52 | 1,216 |
| Unit trust | 200,110 | 167,926 | 50,032 | 58,660 |
| Golf membership | 81 | 81 | - | - |
| | 276,984 | 251,101 | 118,978 | 134,716 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

11. GOODWILL ON CONSOLIDATION

Goodwill arising on consolidation of subsidiary companies which represent the difference between investment cost and the fair value of net assets acquired after deducting accumulated amortisation

| | GROUP | |
|---|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| <u>At 1 January</u> | | |
| Gross value | 197,241 | 124,809 |
| Amortisation and accumulated impairment | (118,066) | (117,490) |
| Net value | 79,175 | 7,319 |
| Amortisation during the year | (16,780) | (576) |
| <u>At 31 December</u> | | |
| Gross value | 204,956 | 197,241 |
| Amortisation and accumulated impairment | (134,846) | (118,066) |
| Net value | 70,110 | 79,175 |

12. INVESTMENT PROPERTIES

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| At Cost:- | | | | |
| At 1 January | 1,211,942 | 1,218,315 | 323,385 | 320,874 |
| Additional during the year | 11,145 | 4,598 | 765 | - |
| Sale | (5,652) | (6,016) | (2,929) | (6,016) |
| Depreciation of sale | 572 | 1,345 | 572 | 1,345 |
| Disposal | (8,126) | - | - | - |
| Change in fair value recognised in statement of comprehensive income | 6,760 | (15,479) | - | - |
| Transfer from/(to) property, plant and equipment (Note 7) | 5,049 | 1,228 | - | 1,228 |
| Transfer from land held for property development (Note 13) | - | - | - | - |
| Transfer from/(to) inventories (Note 14) | 899 | 1,997 | 899 | - |
| Transfer from property development costs (Note 15) | 133,675 | 5,954 | 133,675 | 5,954 |
| Adjustment | 2,042 | - | - | - |
| | 1,358,306 | 1,211,942 | 456,367 | 323,385 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

12. INVESTMENT PROPERTIES (CONT'D)

| | GROUP | | CORPORATION | |
|------------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Accumulated Amortisation:- | | | | |
| At 1 January | (106,295) | (99,306) | (99,465) | (93,694) |
| Amortisation during the year | (927) | - | - | - |
| Depreciation during the year | (9,020) | (6,982) | (5,909) | (5,764) |
| Disposal | 626 | - | - | - |
| Adjustment | (215) | (7) | (28) | (7) |
| At 31 December | (115,831) | (106,295) | (105,402) | (99,465) |
| Book value | | | | |
| At 31 December | 1,242,475 | 1,105,647 | 350,965 | 223,920 |

Property Investment is stated at cost. The fair value can not be measured reliably without undue cost or effort as the cost of determining fair value exceeds the benefits thereof.

13. LAND HELD FOR PROPERTY DEVELOPMENT

| | GROUP | | CORPORATION | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Cost | | | | |
| At 1 January | 1,086,776 | 925,397 | 578,068 | 522,833 |
| Additional during the year | 86,867 | 148,967 | - | 55,361 |
| Disposal | (6,685) | (20) | - | - |
| Adjustment | (1,951) | (126) | - | (126) |
| Transfer to property development costs (Note15) | (20,606) | (16,609) | - | - |
| Transfer to investment properties (Note12) | - | - | - | - |
| Different in exchange rate | (280) | (980) | - | - |
| Accumulated impairment | - | - | - | - |
| Written off development costs | 73 | - | - | - |
| At 31 December | 1,144,194 | 1,056,629 | 578,068 | 578,068 |

Land held for property development includes land held for future development and stated at purchase cost includes all related costs incurred after the acquisition of necessary activities to prepare the land for the proposed use.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

14. INVENTORIES

| | GROUP | | CORPORATION | |
|------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Stated at costs: | | | | |
| Completed buildings | 420,428 | 532,949 | 300,452 | 370,464 |
| Surrendered houses | 31,435 | 41,617 | 29,982 | 41,617 |
| Surrendered land | 30,312 | 30,312 | 30,312 | 30,312 |
| Production inventories | 173 | 614 | - | - |
| Store item | 34,172 | 2,502 | 263 | 240 |
| | 516,520 | 607,994 | 361,009 | 442,633 |

15. PROPERTY DEVELOPMENT COSTS

| | GROUP | | CORPORATION | |
|----------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Non-current | | | | |
| Land costs | | | | |
| At 1 January | 5,250 | 4,782 | - | - |
| Additional during the year | 6,587 | 467 | - | - |
| Adjustment | (1,792) | 1 | - | - |
| At 31 December | 10,045 | 5,250 | - | - |
| Development Cost | | | | |
| At 1 January | 10,074 | 7,175 | - | - |
| Additional during the year | 234 | 2,899 | - | - |
| Adjustment | (7,930) | - | - | - |
| At 31 December | 2,378 | 10,074 | - | - |
| | 12,423 | 15,324 | | |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

15. PROPERTY DEVELOPMENT COSTS (CONT'D)

| | GROUP | | CORPORATION | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Current | | | | |
| Land costs | | | | |
| At 1 January | 2,304,550 | 2,283,078 | 2,089,625 | 2,081,021 |
| Additional during the year | 6,152 | 8,604 | 4,701 | 8,604 |
| Adjustment | (7,556) | 9 | - | - |
| Transfer from land held for property development (Note 13) | 20,606 | 16,609 | - | - |
| Transfer to inventory (Note 14) | - | (3,750) | - | - |
| At 31 December | 2,323,752 | 2,304,550 | 2,094,326 | 2,089,625 |
| Development Cost | | | | |
| At 1 January | 8,112,588 | 8,101,311 | 7,207,608 | 7,254,798 |
| Additional during the year | 427,019 | 353,221 | 326,411 | 240,851 |
| Infra cost | - | - | - | - |
| Transfer from land held for property development (Note 13) | - | - | - | - |
| Transfer to other receivable (Note 18) | - | - | - | - |
| Transfer to Investment property (Note 12) | (133,675) | (5,954) | (133,675) | (5,954) |
| Transfer from/(to) property, plant and equipment (Note 7) | (3,983) | (7,483) | (3,983) | (7,483) |
| Transfer to inventory (Note 14) | (30,104) | (259,089) | (30,104) | (251,524) |
| Adjustment | (60,637) | (69,418) | - | (23,080) |
| At 31 December | 8,311,208 | 8,112,588 | 7,366,257 | 7,207,608 |
| Cost recognised as expenses in income statement | | | | |
| At beginning of the year | (6,659,748) | (6,367,569) | (6,139,868) | (5,865,782) |
| Recognised during the financial year | (751,201) | (379,855) | (618,627) | (301,544) |
| Adjustment/ (Provision) for losses | 50,500 | 68,225 | 45,779 | 27,458 |
| Reversal of completed projects | 64,355 | 19,451 | - | - |
| | (7,296,094) | (6,659,748) | (6,712,716) | (6,139,868) |
| Reversal of completed projects | (64,355) | (19,451) | - | - |
| Transfer to inventories (Note 14) | (13,109) | (51,120) | - | - |
| Classification | 1,494 | - | - | - |
| Impairment | (2,440) | (1,844) | - | - |
| | 3,260,456 | 3,684,975 | 2,747,867 | 3,157,365 |

Included in the respective development costs of the Group are accumulated interest capitalised of RM43,506,314 (2020: RM42,084,136) respectively.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

16. AMOUNT DUE FROM / (TO) CONTRACT CUSTOMER

Contracted works performed are as follows:-

| | GROUP | |
|-----------------------------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Contract cost | 223,551 | 189,360 |
| Attributable profits | 35,800 | 32,786 |
| | 259,351 | 222,146 |
| Progress billings | (197,423) | (186,314) |
| | 61,928 | 35,832 |
| Amount due from contract customer | 85,296 | 70,832 |
| Amount due to contract customer | (25,345) | (35,000) |
| | 59,951 | 35,832 |

17. TRADE RECEIVABLES

| | GROUP | | CORPORATION | |
|------------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Non-current | | | | |
| Trade receivables | 2,361 | 7,170 | - | - |
| Provision for doubtful debts | (2,298) | (6,216) | - | - |
| | 63 | 954 | - | - |
| Current | | | | |
| Trade receivables | 880,077 | 669,791 | 518,629 | 460,107 |
| Retention | 14 | 753 | - | - |
| Provision for doubtful debts | (130,238) | (114,245) | (77,970) | (72,511) |
| | 749,853 | 556,299 | 440,659 | 387,596 |

The average credit terms granted by the Group and Corporation generally ranges from 30-60 days (2020: 30-60 days) and 30 days (2020: 30 days).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

18. OTHER RECEIVABLES, DEPOSIT AND PREPAYMENTS

| | GROUP | | CORPORATION | |
|--------------------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Non-current | | | | |
| Other receivables | 986 | 1,319 | - | - |
| Provision for doubtful debts | (986) | (1,100) | - | - |
| | - | 219 | - | - |
| Current | | | | |
| Other receivables | 171,636 | 96,487 | 2,743 | 5,323 |
| Provision for doubtful debts | (2,450) | (7,467) | (1,597) | (4,745) |
| | 169,186 | 89,020 | 1,146 | 578 |
| Refundable deposits | 65,893 | 36,644 | 12,858 | 16,177 |
| Prepayments | 263,743 | 12,283 | - | - |
| | 498,822 | 137,947 | 14,004 | 16,755 |
| Amount due from subsidiary companies | - | - | 102,125 | 95,181 |
| Amount due from associate companies | 49,716 | 47,961 | 49,716 | 47,961 |
| Provision for doubtful debts | (692) | (692) | (692) | (692) |
| | 49,024 | 47,269 | 49,024 | 47,269 |
| | 547,846 | 185,216 | 165,153 | 159,205 |

Amount due from subsidiaries and associate companies arising from transactions and prepayments. The receivables is unsecured and interest free and has no conditions of fixed repayment.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

19. PORTFOLIO INVESTMENT

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| At cost: | | | | |
| Quoted shares | 25,104 | 24,405 | 18,634 | 15,824 |
| Unit trust | 3,324 | 6,920 | - | - |
| (Provision) / Reversal for diminution in value | 1,548 | 2,779 | 1,548 | 2,779 |
| | 29,976 | 34,104 | 20,182 | 18,603 |
| Market value: | | | | |
| Quoted shares | 26,652 | 27,184 | 20,182 | 18,603 |
| Unit trust | 3,324 | 6,920 | - | - |
| | 29,976 | 34,104 | 20,182 | 18,603 |

20. FIXED DEPOSITS

| | GROUP | | CORPORATION | |
|---------------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Licensed banks | 219,450 | 266,426 | 6,133 | 6,018 |
| Licensed financial institutions | 34,405 | 23,877 | - | - |
| | 253,855 | 290,303 | 6,133 | 6,018 |

The fixed deposits of the Group amounting RM20,562,074 (2020 : RM23,288,575) are pledged to banks as credit facilities granted to subsidiary companies.

The interest rates charged on fixed deposits from the financial institutions in the current financial year are range from 1.25% to 3.33% (2020: 1.25% hingga 4.45%) per annum with a maturity of 4 days (2020: 4 days).

21. ASSET PROTECTION RESERVES

Asset protection reserves are established as an insurance fund for the purpose of defraying losses and damage caused by natural disaster or fire that could affect unsold stock and rental stock.

| | GROUPS AND CORPORATIONS | |
|--|-------------------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| At 1 January | 28,938 | 28,690 |
| Addition / (Reduction) during the year | 298 | 248 |
| At 31 December | 29,236 | 28,938 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

22. FINANCE LEASE PAYABLE

| | GROUP | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Due within period:- | | |
| Less than one year | 607 | 1,061 |
| More than one year and less than 5 years | 1,383 | 1,298 |
| | 1,990 | 2,359 |
| Less: Future finance charges | (113) | (161) |
| Present value of finance lease payables | 1,877 | 2,198 |

Finance lease payable will be paid as follows:-

| | GROUP | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Due within period:- | | |
| Less than one year | 582 | 1,005 |
| More than one year and less than 5 years | 1,295 | 1,193 |
| | 1,877 | 2,198 |

The interest rate charged on hire purchase and leasing of the Group is an average between 2.37% - 8.00% (2020: 2.37% - 8.00%) per annum.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

23. TERM LOAN

| | GROUP | | CORPORATION | |
|---|------------------|------------------|------------------|------------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Short term | | | | |
| Secured | | | | |
| Repayable in 12 months | 154,279 | 12,541 | - | - |
| Unsecured | | | | |
| Repayable in 12 months | 18,352 | 207,761 | 10,000 | 201,568 |
| Revolving Credit | 57,000 | - | - | - |
| Total | 229,631 | 220,302 | 10,000 | 201,568 |
| Long term | | | | |
| Secured | | | | |
| Loan from Financial institutions | 3,506,016 | 1,976,568 | 2,169,959 | 1,667,470 |
| Unsecured | | | | |
| Loan from State Government | 40,000 | 61,000 | 40,000 | 61,000 |
| Unsecured loans from financial institutions | 150,000 | - | - | - |
| Total | 3,696,016 | 2,037,568 | 2,209,959 | 1,728,470 |

Long Term

Long term portion to be paid are as follows:-

| | GROUP | | CORPORATION | |
|----------------------|------------------|------------------|------------------|------------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Within the period: | | | | |
| Two to five years | 3,506,016 | 1,918,154 | 2,169,959 | 1,667,470 |
| More than five years | 190,000 | 119,414 | 40,000 | 61,000 |
| | 3,696,016 | 2,037,568 | 2,209,959 | 1,728,470 |

The annual interest rate charged on these loans are as follows:-

- (i) State Government : 4.00% (2020 : 4.00%)
- (ii) Financial institutions : 2.20% - 6.75% (2020 : 2.99% - 5.17%)

Secured loan obtained from one of PKNS subsidiaries is secured by fixed charge and floating asset and debenture of the said subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

23. LOAN (CONT'D)

Long Term (cont'd)

The Corporation has issued Islamic medium-term notes amounting to RM1.7 billion ("IMTN-1 Program") and new Islamic medium-term notes amounting to RM3.0 billion ("IMTN-2 Program"). This IMTN-2 program, together with another Islamic commercial paper amounting to RM1.0 billion ("ICP-1 Program") is subject to a joint limit of up to RM3.0 billion (wholly referred to as the "Sukuk Murabahah Program").

Both of these Sukuk Murabahah Programme will provide convenience and flexibility for PKNS to issue sukuk depending on its needs from time to time to finance Shariah-compliant working capital requirements, and/or general investment requirements at a more competitive cost based on the Corporation's strong credit rating.

In the current year, PKNS has issued a Sukuk of RM515 million.

24. PROVISION FOR CLOSURE AND POST CLOSURE COSTS

| | GROUP | |
|------------------------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| At 1 January | 78,585 | 67,775 |
| Provision during the year | 46,112 | 9,654 |
| Utilisation during the year | - | - |
| Written back during the year | (634) | 1,156 |
| At 31 December | 124,063 | 78,585 |

25. RETIREMENT BENEFITS

| | GROUP | | CORPORATION | |
|----------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| At 1 January | 9,031 | 9,044 | 3,330 | 3,520 |
| Additional during the year | 749 | 1,235 | 418 | 810 |
| | 9,780 | 10,279 | 3,748 | 4,330 |
| Payments | (1,001) | (1,248) | (470) | (1,000) |
| At 31 December | 8,779 | 9,031 | 3,278 | 3,330 |

There are subsidiary companies that provide retirement benefits based on eligible employees' salary and years of service until 31 December 2021. During retirement, the payment will be made based on the amounts allocated until 31 December 2021.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

26. TRADE PAYABLES

Included in trade payables of the Group is retention sum payable to sub-contractors amounting RM46,170,000 (2020 : RM50,818,000) respectively.

The average credit terms granted to the Group is 30-60 days (2020: 30-60 days).

27. DEFERRED TAX ASSETS/(LIABILITIES)

Deferred tax are as follows:-

| | GROUP | | CORPORATION | |
|--------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Deferred tax assets | 62,819 | 78,249 | 38,110 | 43,825 |
| Deferred tax liabilities | (63,900) | (56,859) | (28,382) | (22,775) |
| | (1,081) | 21,390 | 9,728 | 21,050 |

The movements of net deferred tax in the current financial year are as follows:-

| | GROUP | | CORPORATION | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Balance at 1 January | 21,390 | 29,377 | 21,050 | 17,629 |
| Over provision in prior year | (3,526) | 613 | - | - |
| Transfer to/(from) statement of comprehensive (Note 6) | (17,990) | 8,849 | (11,322) | 3,421 |
| Acquisition of subsidiary | (983) | (12,077) | - | - |
| Adjustment | 28 | (5,372) | - | - |
| Balance at 31 December | (1,081) | 21,390 | 9,728 | 21,050 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

27. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

Net deferred tax assets are represented by the following tax effects:-

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Temporary differences from:- | | | | |
| Property development costs | (1,412) | - | - | - |
| Property, plant and equipment | 10,993 | 21,431 | - | - |
| Receivables | 616 | 490 | - | - |
| Inventories | 950 | 908 | - | - |
| Retirement benefits | 415 | 415 | - | - |
| Tax losses and unabsorbed capital allowances | 1,345 | 3,347 | - | 2,002 |
| Provision | 26,447 | 33,316 | 24,663 | 32,171 |
| Others | 23,437 | 18,342 | 13,447 | 9,652 |
| Land held for Property Development | 28 | - | - | - |
| Deferred tax assets | 62,819 | 78,249 | 38,110 | 43,825 |
| Temporary differences from:- | | | | |
| Property, plant and equipment | (52,764) | (45,905) | (28,382) | (22,775) |
| Investment properties | (11,136) | (10,954) | - | - |
| Others | - | - | - | - |
| Deferred tax liabilities | (63,900) | (56,859) | (28,382) | (22,775) |

Temporary differences are not recognised

Details of temporary differences can be less are not recognised are as follows:-

| | GROUP | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Investments in Subsidiary Companies, Associate Companies and other investments | 150,211 | 999,178 |

This temporary difference is a result of impairment recognized on the investments of Subsidiaries, Associates and other investments. However, deferred tax assets are not recognised because temporary differences can be less which are not expected to be reversed in the future.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

28. OTHER PAYABLES

| | GROUP | | CORPORATION | |
|----------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Long-term | | | | |
| Other payables | 12,979 | 1,951 | - | - |
| Short-term | | | | |
| Other payables | 777,534 | 728,146 | 442,771 | 507,301 |
| Subsidiary companies | - | - | 12,817 | 13,788 |
| | 777,534 | 728,146 | 455,588 | 521,089 |
| | 790,513 | 730,097 | 455,588 | 521,089 |

Amount due to subsidiary and associate companies arise from trade transactions and prepayments. The debt is unsecured and interest-free and has no fixed terms of repayment.

Trade payables, other payables and accruals are denominated in Ringgit Malaysia.

29. AMOUNT DUE (TO) NON-CONTROLLING SHAREHOLDERS

| | GROUP | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Amount due to non-controlling shareholders | 269 | 5,467 |

Amount due to non-controlling shareholders is denominated in Ringgit Malaysia, unsecured, interest free and has no fixed terms of repayment.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

30. CASH AND CASH EQUIVALENT

| | GROUP | | CORPORATION | |
|---|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Cash and bank balances | 229,256 | 159,476 | 133,714 | 64,430 |
| Bank overdraft | (21,953) | (14,049) | - | - |
| | 207,303 | 145,427 | 133,714 | 64,430 |
| Fixed deposits (Note 20) | 253,855 | 290,303 | 6,133 | 6,018 |
| | 461,158 | 435,730 | 139,847 | 70,448 |
| Fixed deposits pledged (Note 20) | (20,562) | (23,288) | - | - |
| Bank balance under the Housing Developers (Control and Licensing) Act, 1996 | (50,123) | (23,882) | - | - |
| | 390,473 | 388,560 | 139,847 | 70,448 |

Included in the cash accounts and bank balances of the Group is the balance of the subsidiary companies under the Housing Developers (Control and Licensing) Act, 1996 amounting RM50,123,817 (2020 : RM23,881,901).

31. CONTINGENT LIABILITIES

| | GROUP | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Guarantees given to financial institutions for banking facilities granted to third parties | 1,039,780 | 7,062 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

31. CONTINGENT LIABILITIES (CONT'D)

Claims

Group

Selgate Corporation Sdn. Bhd.

PKNS-Andaman Development Sdn. Bhd. (PADSB)

Claims for losses due to non-compliance with the Sale and Purchase Agreement

Claim for damages amounting to RM17,000,000 for failure to comply with the Sale and Purchase Agreement was filed by 77 buyers of EVO Suites units on 29 May 2019. The buyers had claimed for damages for Duplex Units Type C and D where the rooms are not according to the building plan, besides the common areas (e.g., swimming pool and gym) are not built according to the plan and the above claims do not include losses on public facilities. The buyers demand that the above claims be settled within 14 days from the date of the letter, failure to do so shall result in legal action.

On 15 May 2020, the Plaintiff applied for summary judgement against the Company based on an expert report and evaluation report claiming that the Company, as a project developer has no defence to their claims, therefore, summary judgement should be imposed against the Company. In connection with that, an application for an extension of period had been submitted by the Plaintiff due to the failure to file and submit a defence on time during the Movement Control Order 2020.

The exchange of Affidavits for the matters mentioned above was completed, however the Court remains with the decision because of the Stay Order granted on 27 July 2020. After that, on 17 August 2020, the plaintiff submitted an appeal to postpone the proceedings to the Shah Alam High Court Order to cancel the High Court Adjournment Order dated 27 July 2020.

The buyers await the judgement issued by the High Court prior to the hearing date for the appeal can be set at the Court of Appeal. The court had set the hearing on 18 December 2021.

The Company had filed an application for an extension of period to "Reply to Defence" to the High Court. The hearing of this application is set for 06 January 2022 and the company had also filed an appeal to the Federal Court on the High Court's decision. A hearing had been set for 16 March 2022.

The High Court has granted a stay of proceeding until the PADSB's case against Aturan Prisma, Veritas Architect, and Andaman Property Management is settled via arbitration proceeding. The Plaintiff appealed against the High Court's decision and was allowed by the Court of Appeal on the grounds that the Plaintiff is not a party to the arbitration proceedings. PADSB had filed an appeal to the Federal Court for this decision. The Federal Court hearing for the Court of Appeal decision has been set for 24 May 2022.

Corporation

a) Sazean Development Sdn. Bhd. against Corporation

The Plaintiff signed a privatisation Agreement with the Corporation on 26th November 2007 to plan and develop the Corporation's 50.3 acres of land in Alam Nusantara, Bandar Setia Alam. The development period is stipulated within 5 years and the development shall include 2 phases namely Phase 1A, 1B and 1C as well as Phase 2. Since the Plaintiff failed to develop the development within the stipulated period, the Corporation and the Plaintiff signed a Settlement Agreement on 20th June 2014 for the settlement of Phase 1 LAD and took over the Phase 2 land (an area of 20 acres) which has not yet been developed for the purpose of salvaging Phase 2 from being abandoned. According to the Settlement Agreement, the parties agree on the LAD liability rate payable. However, the Plaintiff raised dissatisfaction, claiming that the Corporation informed the buyers that it is only responsible for the LAD liability rate until the project completion date instead of the vacant possession date.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

31. CONTINGENT LIABILITIES (CONT'D)

Claims (cont'd)

Corporation (cont'd)

a) Sazean Development Sdn. Bhd. against Corporation (cont'd)

On 11th April 2017, Sazean Development Sdn Bhd ("Plaintiff") had filed a Writ of Summons in the Shah Alam High Court against the Corporation and made claims as follows:-

- i. Declaration that the Corporation is responsible for settling LAD for Phase 1A, 1B, and 1C of the Anjung Sari Project until the handover of vacant possession (VP);
- ii. The Corporation settled an interim payment amounting to RM15,501,354.70 for the claims for delayed hand over of Phase 1A, 1B, and 1C properties;
- iii. Payment of compensation amounting to RM50.0 million as a consequence of the actions and conduct of the Corporation; and
- iv. Settlement of loss of profit claim amounting to RM50.0 million for Phase 2, Anjung Sari;

The Corporation had filed a Notice of Application for Stay of Proceeding on 23rd May 2017 on the grounds that the privatisation Agreement between the Plaintiff and the Corporation has provided a clause that any dispute that arises shall be referred to Arbitration. Therefore, the Plaintiff's actions are unfounded and do not comply with the terms of the Privatisation Agreement.

On 26 September 2017, the High Court granted the Corporation's application to set aside the Plaintiff's claim with costs payable to the Corporation of RM3,000.00. The Plaintiff is not satisfied with the High Court Decision and filed a Notice of Motion to Appeal at the Court of Appeal on 25 October 2017. During the hearing of the case set for 3 May 2018, the Court of Appeal ruled that the Notice of Motion filed by the Plaintiff was dismissed.

The plaintiff is not satisfied with the Court of Appeal's Decision and filed a Notice of Motion to Appeal in the Federal Court on 30 May 2018. During the hearing of the case on 19 February 2019, the Court ruled that the Plaintiff's Notice of Motion was dismissed with the cost of RM10,000.00. Therefore, the parties shall refer the case to Arbitration. The Complainant (Plaintiff) then filed the Notice of Arbitration at the Asian International Arbitration Centre (AIAC). The complainant also entered into an agreement to propose the name of the Arbitrator recommended by the Corporation, Mr. Lim Chee Wee on 14 December 2020. Currently, AIAC has not yet set any date for the case.

Sazean had filed a Notice of Arbitration against the Corporation on 13 January 2022. PKNS also initiated an Originating Summons for security for cost order amounting to RM400,000.00. In the event of this Security for Cost is successful, the Arbitration Case shall not commence while Sazean does not make payment. At this time, the appointment of an Arbitrator has not yet been submitted by AIAC.

b) Siak Siong Construction Sdn. Bhd. against AJ Corp Sdn. Bhd., Corporation and Selangor Industrial Corporation Sdn. Bhd.

Syarikat Siak Siong Construction Sdn Bhd ("Plaintiff") is a sub-contractor to the main contractor which is AJ Corp Sdn Bhd ("The First Defendant"), which was awarded the project to "Build and complete 96 units of semi-detached houses (40'x80') and related infrastructure in Section 24, Antara Gapi, Hulu Selangor with the contract amount of RM44,812,181.44 and the completion period of the entire works shall be 104 weeks from the site ownership date on 28 June 2016. Prior to commencing the work, the main contractor has to settle the Performance Bond amounting to RM2,240,609.07, which is 5% of the total contract amount.

However, around June 2017, the Corporation was informed that the First Defendant had been wound up by the Court on 5 April 2017. Referring to clause 51.2 of the Contract Document, in the event of any contractor is wound up during the contract period, the Corporation has the right to terminate the contract immediately by giving notice to the said contractor.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

31. CONTINGENT LIABILITIES (CONT'D)

Claims (cont'd)

Corporation (cont'd)

b) Siak Siong Construction Sdn. Bhd. against AJ Corp Sdn. Bhd., Corporation and Selangor Industrial Corporation Sdn. Bhd. (cont'd)

Therefore, on 21 June 2017, the Corporation terminated the services of the First Defendant and forfeited the Performance Bond as provided in the Contract Document. However, the Plaintiff was not satisfied on the termination and filed a Writ of Summons against the Defendants on 24 December 2018. This Writ of Summons was served on the Defendants and received by the Corporation on 09 January 2019.

The Plaintiff seeks Judgment against the Defendants, among others as follows: -

- a. A declaration that the termination of the Main Contract by the Corporation is incorrect;
- b. A declaration that the First Defendant and Plaintiff are not liable for any loss or damage arises as a result of the termination of the Main Contract;
- c. The Corporation shall pay to the First Defendant the last claim amounting to RM8,734,088.18 or alternatively: -
 - i. RM2,298,627.25 for the value of the work completed which is less confirmed and / or not yet confirmed by the Corporation;
 - ii. RM1,963,880.39 for variation orders;
 - iii. RM248,980.68 for on-site materials;
 - iv. RM2,240,609.07 as refund of Detention Money;
 - v. RM935,000.00 as a refund of LAD money that has been deducted from the progress payments; and
 - vi. RM461,229.85 for GST
- d. The Corporation must return the Performance Bond of RM2,240,609.07;
- e. The Corporation paid to the First Defendant the amount RM1,453,578.00 for payment of Development Payment Certificate No. 30 day 31;
- f. The Corporation paid the First Defendant RM1,895,829.76 as a delay cost; and
- g. Interest on the judgment amount at the rate of 5% per annum from the date filing this action until full resolution.

The Corporation filed a defence that the Termination Notice to the First Defendant is in order and valid and that the Corporation had no contractual relationship with the Plaintiff and has never given any consent or assignment of rights to the Plaintiff for the contract.

The First Defendant filed a Motion for Directed Verdict against the Corporation for wrongful termination of the contract. However, on 8th March 2021, the Shah Alam High Court dismissed the application and the case was proceeded for Full Trial. The court set the next Case Management date on 21st April 2021.

However, in the meantime the First Defendant on 22nd March 2021 filed a Notice of Motion to Appeal at the Court of Appeal against the Court Decision dated 08th March 2021. There is no date set by the Court of Appeal at this time.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

31. CONTINGENT LIABILITIES (CONT'D)

Claims (cont'd)

Corporation (cont'd)

b) Siak Siong Construction Sdn. Bhd. against AJ Corp Sdn. Bhd., Corporation and Selangor Industrial Corporation Sdn. Bhd. (cont'd)

The plaintiff is dissatisfied with the overall decision of the High Court on 08th March 2021 and had made an appeal. The Court of Appeal has set a date for case management on 21st October 2021 to inform the Status of Reasons for Judgement and Evidence Notes. The court has set the case management date on 03rd November 2021 for the filing of the Bundle of Documents. Case management has been set on 03rd March 2022. However, Case Management has been rescheduled for 19 May 2022 due to Yang Arif Hakim still undergoing quarantine on that date.

c) Limatic Holdings Sdn. Bhd. against Corporation

Limatic Holdings Sdn. Bhd. ("Plaintiff") has been offered the sale of 70 acres of land in Selangor Cyber Valley, Cyberjaya for the purpose of developing Al-Madinah International University through a Letter of Offer dated 23 December 2009 with a sale price of RM112,820,437.00 for the purpose of developing the university.

Based on the Corporation's Offer Letter ("Defendant"), Clause 3.1.1 states that the buyer must pay 2% of the sale price which is equivalent to RM4,476,698.32 upon receipt of the offer letter.

Following the Corporation's offer, the next Plaintiff on 26 August 2010 made a payment of only RM2,256,408.00 out of the required deposit amount.

At all material times it is agreed between the Plaintiff and the Corporation that the Deposit Payment is a refundable deposit payment where: -

- a. The purchase of the Property is subject to the project the construction of the University; and
- b. If the University development project is not implemented and the Sale and Purchase Agreement for the purchase of the property is executed between the Plaintiff and the Defendant, the Payment of the Deposit is necessary or mandatory to be returned to the Plaintiff.

The University development project has been revoked and has caused the Sale and Purchase Agreement for the purchase of the land not to be executed between the Plaintiff and the Corporation. Furthermore, the Plaintiff had applied for the refund of the Deposit Payment from the Corporation.

Due to the Plaintiff's application for the refund of the deposit, the Corporation made a counter offer of a bungalow house in Section 9, Shah Alam and 2 serviced apartment units in Selangor Cyber Valley, Cyberjaya.

The plaintiff did not agree with such offer and submitted a counter offer to the Corporation through a bungalow house in Section 9, Shah Alam and the purchase of another bungalow unit in Section 9, Shah Alam owned by the Corporation.

Since there is no consensus reached between the Plaintiff and the Corporation for the proposal submitted, the Plaintiff's Attorney filed a Writ of Summons submitting a letter dated 5th October 2018 and demanding the following:-

The Plaintiff has applied for the Order as follows:-

- a. Deposit payment amounting to RM2,256,408.00; and
- b. Interest on a sum of RM2,256,408.00 at the rate of 5% per annum from the date of filing of this action until the date of judgment.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

31. CONTINGENT LIABILITIES (CONT'D)

Claims (cont'd)

Corporation (cont'd)

c) Limatic Holdings Sdn. Bhd. against Corporation (cont'd)

The Corporation has filed an Application to Cancel the Writ of Summons on the grounds that the claim was filed outside the Time Limit period. The Shah Alam High Court allowed the Corporation's Application on 14 September 2020 and ordered the Writ of Summons to be quashed with costs paid to the Corporation of RM5,000.00.

Plaintiff was dissatisfied and had filed a Notice of Motion To appeal on 05 October 2020. The Court of Appeal fixed the date for Case Management to be fixed on 24 May 2021.

d) Sas Industries Sdn. Bhd. and Corporation

The Plaintiff filed a Writ of Summons on 02 July 2019 in relation to a claim for compensation due to the overflow of the flood which was allegedly caused by the impounding reservoir and silt trap from the Corporation's project at Antara Gapi 2 which was deemed to be poorly maintained. Because of the failure of the maintenance works, the Plaintiff's premises were flooded with mud, causing damage and loss to the premises amounting to RM8,551,744.39.

Case management has been set for 01 October 2021 and Case Trial is set for 01 to 03 November 2021. The full hearing is set for 11, 12, and 29 August 2022.

e) Samamara Sdn. Bhd. -against- Corporation

Samamara Sdn Bhd was appointed by the Corporation for the construction project of 72 units of 2-Storey Link Houses in Section 8, Kota Puteri. However, PKNS has terminated the contract of the project due to failure to complete the project within the contractual period.

The Plaintiff filed the Notice of Arbitration on 10 June 2020. The claim amount by the Plaintiff is RM11,478,988.62. The Corporation has settled the administrative fee and Arbitrator costs amounting to RM40,050.74 to AIAC, however, the claimant has yet failed to settle the payment.

A letter from Samamara for an out-of-arbitration settlement dated 28 April 2021 had been received. The Arbitration Case has not yet been conducted because the claimant failed to settle the payment to AIAC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

32. CAPITAL COMMITMENT

| | GROUP | |
|--|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Approved capital expenditure not yet allocated in the financial statements:- | | |
| Contracted | 1,346,500 | 2,387,392 |
| Not contracted | - | 73,620 |

33. TRANSACTIONS WITH SUBSIDIARY COMPANIES

A parties are considered to be a related to the company if the company has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decision, or vise versa, or where the company and a party are subject to common control or common significant influence.

In addition, there is detailed information on the financial statements, where the company has relationships with related parties including directors, key management personnel and Related Parties in the same group of companies.

- a) The main transactions between PKNS and its subsidiary companies are as follows:-

| | CORPORATION | |
|--------------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 |
| Construction Works | 27,327 | 20,074 |
| Dividend | 12,948 | 31,758 |
| Others | 74,534 | 28,144 |
| | 114,809 | 79,976 |

- b) The remuneration of director and key management personnel during the financial year is as follows:-

| | GROUP | | CORPORATION | |
|---------------------------------|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Salaries and other emoluments:- | | | | |
| Director and management | 10,678 | 11,633 | 824 | 1,633 |

Included in the above compensation of key management personnel is directors' remuneration as disclose in Note 4.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

34. PRIOR YEAR ADJUSTMENT

This in respect of gain on disposal of associates not recognised, issued and the remaining share of profit attributable to minority interest. The effect on the financial statements are as follows:-

| | As previously stated RM'000 | Prior year adjustments RM'000 | As restated RM'000 |
|-------------------|-----------------------------------|-------------------------------------|--------------------------|
| Retained earnings | 6,027,336 | 39,167 | 39,167 |

No effect on the current year income statement and its comparative figures.

35. SIGNIFICANT EVENTS AFTER THE FINANCIAL YEAR

35.1 Reorganisation of PKNS Organisation Chart and Functions

On 14 January 2022, the Corporation has certified & approved the restructuring of the PKNS organisation chart by focusing on two (2) main functions, namely:-

- a) Corporate and Entrepreneur Development Division; and
- b) Property Development Division.

Meanwhile, the Finance and Investment Division as well as the Development and Strategic Planning Division have no significant changes. The function of the Corporate and Entrepreneur Development Division is strengthened by focusing on a sustainable ecosystem in developing entrepreneurs in organised manner. Administrative and Corporate Affairs functions shall also be placed under this Division to ensure strong service delivery. To realise the Selangor State Government's aspiration to ensure affordable housing, PKNS has reorganised the Technical Division by focusing on projects that are in line with the State Government's aspiration. The Property Development Division shall also focus on the Industrial Land and Centralised Labour Quarters (CLQ).

35.2 Disposal of PKNS Owned Shares

On 14 January 2022, the Corporation has certified & approved in principle the disposal of a part of PKNS's shares in PKNS's subsidiary Worldwide Holdings Berhad for the purpose of reducing PKNS's financial costs subject to detailed studies to be carried out. The sale of these shares is expected to attract the interest of many potential investors, especially those involved in the "waste to energy" industry, including the Local Authorities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

36. FINANCIAL INSTRUMENT

36.1 Categories of Financial Instruments

The table below provides an analysis of financial instruments categorised as follow:-

- (a) Financial assets and financial liabilities measured at fair value through profit or loss ("FVTPL");
- (b) Financial assets and financial liabilities measured at amortised cost ("AC"); and
- (c) Financial assets that are equity instruments measured at cost less impairment ("CLI").

| | Carrying amount RM'000 | FVTPL RM'000 | AC RM'000 | CLI RM'000 |
|---|------------------------------|-----------------|------------------|---------------|
| 2021 | | | | |
| Financial assets | | | | |
| Group | | | | |
| Other investments | 276,984 | 218,746 | 50,113 | 8,125 |
| Amount due from contract customer | 85,296 | - | 85,296 | - |
| Trade receivables | 749,916 | - | 749,916 | - |
| Other receivables, deposits and prepayments | 547,846 | - | 547,846 | - |
| Portfolio investment | 29,976 | 29,976 | - | - |
| Fixed deposits | 253,855 | - | 253,855 | - |
| Cash and bank balance | 207,303 | - | 207,303 | - |
| | 2,151,176 | 248,722 | 1,894,329 | 8,125 |
| Corporation | | | | |
| Other investments | 118,978 | 67,559 | 50,032 | 1,387 |
| Trade receivables | 440,659 | - | 440,659 | - |
| Other receivables, deposits and prepayments | 165,153 | - | 165,153 | - |
| Portfolio investment | 20,182 | 20,182 | - | - |
| Fixed deposits | 6,133 | - | 6,133 | - |
| Cash and bank balance | 133,714 | - | 133,714 | - |
| | 884,819 | 87,741 | 795,691 | 1,387 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

36. FINANCIAL INSTRUMENT (CONT'D)

36.1 Categories of Financial Instruments (cont'd)

| | Carrying amount RM'000 | FVTPL RM'000 | AC RM'000 | CLI RM'000 |
|--|------------------------------|-----------------|--------------------|---------------|
| 2021 | | | | |
| Financial liabilities | | | | |
| Group | | | | |
| Trade payables | (281,906) | - | (281,906) | - |
| Other payables | (790,513) | - | (790,513) | - |
| Amounts due to non-controlling shareholders | (269) | - | (269) | - |
| Finance lease | (1,877) | - | (1,877) | - |
| Borrowings | (3,925,647) | - | (3,925,647) | - |
| Retirement benefits | (8,779) | - | (8,779) | - |
| | (5,008,991) | - | (5,008,991) | - |
| Financial liabilities | | | | |
| Corporation | | | | |
| Trade payables | (65,453) | - | (65,453) | - |
| Other payables | (455,588) | - | (455,588) | - |
| Borrowings | (2,219,959) | - | (2,219,959) | - |
| Retirement benefits | (3,278) | - | (3,278) | - |
| | (2,744,278) | - | (2,744,278) | - |
| 2020 | | | | |
| Financial assets | | | | |
| Group | | | | |
| Other investments | 251,101 | 184,033 | 58,741 | 8,327 |
| Amount due from contract customer | 70,832 | - | 70,832 | - |
| Trade receivables | 557,253 | - | 557,253 | - |
| Other receivables, deposits and prepayments | 185,435 | - | 185,435 | - |
| Portfolio investment | 34,104 | 34,104 | - | - |
| Fixed deposits | 290,303 | - | 290,303 | - |
| Cash and bank balance | 145,427 | - | 145,427 | - |
| | 1,534,455 | 218,137 | 1,307,991 | 8,327 |

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

36. FINANCIAL INSTRUMENT (CONT'D)

36.1 Categories of Financial Instruments (cont'd)

| | Carrying amount RM'000 | FVTPL RM'000 | AC RM'000 | CLI RM'000 |
|---|------------------------------|-----------------|--------------------|---------------|
| 2020 | | | | |
| Financial assets | | | | |
| Corporation | | | | |
| Other investments | 134,716 | 74,669 | 58,660 | 1,387 |
| Trade receivables | 387,596 | - | 387,596 | - |
| Other receivables, deposits and prepayments | 159,205 | - | 159,205 | - |
| Portfolio investment | 18,603 | 18,603 | - | - |
| Fixed deposits | 6,018 | - | 6,018 | - |
| Cash and bank balance | 64,430 | - | 64,430 | - |
| | 770,568 | 93,272 | 675,909 | 1,387 |
| Financial liabilities | | | | |
| Group | | | | |
| Trade payables | (297,032) | - | (297,032) | - |
| Other payables | (728,146) | - | (728,146) | - |
| Amounts due to non-controlling shareholders | (5,467) | - | (5,467) | - |
| Finance lease | (2,198) | - | (2,198) | - |
| Borrowings | (2,257,870) | - | (2,257,870) | - |
| Retirement benefits | (9,031) | - | (9,031) | - |
| | (3,299,744) | - | (3,299,744) | - |
| Corporation | | | | |
| Trade payables | (66,705) | - | (66,705) | - |
| Other payables | (521,089) | - | (521,089) | - |
| Borrowings | (1,930,038) | - | (1,930,038) | - |
| Retirement benefits | (3,330) | - | (3,330) | - |
| | (2,521,162) | - | (2,521,162) | - |

The following summarizes the methods used to determine the fair value of financial instruments as shown in the above table:-

Investment in Equity and Debt Securities

The fair value of financial assets that are quoted in an active market is determined by reference to the value of assets quoted closing bid price at the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

36. FINANCIAL INSTRUMENT (CONT'D)

36.2 Net Profit and Loss arising from Financial Instruments

| | GROUP | | CORPORATION | |
|--|----------------|----------------|----------------|----------------|
| | 2021 RM'000 | 2020 RM'000 | 2021 RM'000 | 2020 RM'000 |
| Net Profit/(Loss) on:- | | | | |
| Financial assets measured at fair value through profit or loss | (31,033) | (39,446) | (31,033) | (39,446) |
| Financial assets are measured at amortised cost | (16,100) | (19,356) | (9,560) | (7,304) |
| Financial liabilities measured at amortised cost | (153,307) | (101,255) | (88,352) | (78,308) |
| | (200,440) | (160,057) | (128,945) | (125,058) |

37. SIGNIFICANT EVENTS FOR THE FINANCIAL YEAR

37.1 Capital injection

a) Worldwide Holdings Berhad

On 12 April 2021, the Corporation has certified and approved a proposal to inject capital into its wholly-owned subsidiary, Worldwide Holdings Berhad ("WHB") amounting to RM300 million in the form of Islamic Redeemable Non-Convertible Preference Shares. ("RNCPS-i").

The purpose of RNCPS-i is to finance a part of the development of a solid cycle power plant project with a capacity of 1,200MW in Pulau Indah, Selangor by WHB's subsidiary, Pulau Indah Power Plant Sdn Bhd ("PIPP").

The RNCPS-i injection is implemented in stages over a period of 3 years starting in 2021 pursuant to the WHB and PIPP requirements. RNCPS-i carries a coupon rate of 5.5% and each issue of RNCPS-i shall be redeemed in the third year from the year of issue.

b) Selgate Corporation Sdn. Bhd.

On 12 April 2021, the Corporation certified and approved the proposal to inject capital into its wholly-owned subsidiary, Selgate Corporation Sdn. Bhd. ("SELGATE") amounting to RM100 million in the form of Islamic redeemable preference shares-3 ("RPS-i 3").

The purpose of RPS-i 3 is to fund part of the Selangor State Covid-19 Vaccination Program to the industries involved in Selangor. The Selangor Covid-19 Vaccination Program is an initiative of the Selangor State Government to complement the efforts of the Federal Government's vaccination program and protect the economic health of the state of Selangor which has been severely affected by the Covid-19 epidemic. The RPS-i 3 injection will be implemented after the Federal Government gives permission to the states to purchase vaccines for their respective states.

RPS-i 3 injection is implemented in stages over a period of 1 year according to SELGATE requirements. RPS-i 3 carries a coupon rate of 5.5% and each issue of RPS-i 3 has been redeemed in 2021.

As of 31 December 2021, SELGATE has redeemed all RPS-i 3 on 14 October 2021.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

37. SIGNIFICANT EVENTS FOR THE FINANCIAL YEAR (CONT'D)

37.1 Capital injection (cont'd.)

c) PKNS Real Estate Sdn. Bhd.

On 12 April 2021, the Corporation has certified and approved the proposal to inject capital into a wholly -owned subsidiary, PKNS Real Estate Sdn. Bhd. ("PREC") amounting to RM20 million in the form of Islamic Redeemable Preference Shares-3 ("RPS-i 3").

The purpose of RPS-i 3 is for the purpose of savings and form of fixed deposit ("Fixed Deposit") by PREC in financial institutions that will be used as collateral ("Third Party Charge") to the application for bank guarantee ("Bank Guarantee") by the Corporation.

The injection of RPS-i 3 is implemented in stages according to the requirements of the Corporation. The coupon rate and redemption period of RPS-i 3 are in accordance with the agreement between the Corporation and PREC.

37.2 Sale of land

Worldwide Holdings Berhad

On 06 November 2020, a sale and purchase agreement for the sale of 33.19 acres of Parcel A land in Selangor Cyber Valley with Copyright No. - H.S. (D) 41964 PT 56953 at a value of RM45.60 sqf or RM65,926,491.84 was signed between PKNS and Worldwide Holdings Berhad. The payment method for the sale of this land is in the form of the issue of 11,173,981 units of ordinary shares at a value of RM5.90 per share.

The issue of the shares was completed on 12 July 2021.

37.3 Amendment to Terms - Redeemable Preference Share (RPS) / Redeemable Convertible Preference Share (RCPS) Terms

a) Datumcorp International Sdn. Bhd. (DCI)

On 05 October 2021, the Corporation has certified and approved the amendment of the terms of Redeemable Preference Shares ("RPS") in the form of liability and Conventional to equity and Islamic (Syariah Principle of Musyarakah & Tanazul Concept) for RPS that has been issued by DCI.

The amendment of these RPS terms was completed on 27 December 2021. It has been implemented in the Financial Statements for the financial year ended 31 December 2021.

b) PKNS Real Estate Sdn. Bhd. (PREC)

On 05 October 2021, the Corporation has certified and approved the amendment of the terms of Redeemable Convertible Preference Shares ("RCPS-1") in the form of liability and Conventional to equity and Islamic (Sharia Principle of Musyarakah & Tanazul Concept) for the RCPS that has been issued by PREC.

The amendment of the RCPS terms was completed on 16 October 2021. It has been implemented in the Financial Statements for the financial year ended 31 December 2021.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

37. SIGNIFICANT EVENTS FOR THE FINANCIAL YEAR (CONT'D)

37.3 Amendment to Terms - Redeemable Preference Share (RPS) / Redeemable Convertible Preference Share (RCPS) Terms (cont'd)

c) Selgate Corporation Sdn. Bhd. (Selgate)

On 05 October 2021, the Corporation has certified and approved the amendment of the terms of Redeemable Preference Shares ("RPS") in the form of liability and Conventional to equity and Islamic (Syariah Principle of Musyarakah & Tanazul Concept) for RPS that has been issued by Selgate.

The amendment of the RPS terms was completed on 29 October 2021. It has been implemented in the Financial Statements for the financial year ended 31 December 2021.

37.4 Cancellation of Purchase of Shares

On 14 September 2020, the Corporation acknowledged and approved the offer from Faster Asia Sdn Bhd ("FASB") to take over all (100%) the Corporation's shares in Datumcorp International Sdn Bhd ("Datum").

The disposal value of the Corporation's holding in Datum is the same as the investment amount that has been made into Datum on the date of disposal. The acquisition of this shareholding shall be carried out in stages of 70% in the first stage and the remaining 30% in the second stage.

On 03 November 2020, FASB agreed to accept the Corporation's offer and informed that the terms and conditions for the purchase and ownership of shares should be finalised through a share ownership agreement between FASB and the Corporation. To finalise the agreement, the FASB has appointed a law firm to represent the FASB and the agreement was finalised and signed on 31 December 2020.

The signed Share Sale Agreement is subject to "Conditions Precedent" which must be fulfilled within three (3) months from the date of the agreement with an automatic extension of period for three (3) months or until any period agreed by both parties.

The FASB has submitted a new offer which is found to be among the proposed terms that contradicts the original agreement. Next, on 25 June 2021, the Corporation has decided to revoke the share sale agreement between PKNS and FASB dated 31 December 2020 because FASB has yet failed to convince its ability to proceed with this purchase transaction.

37.5 Closure of Hotel De Palma's Operations

On 05 August 2021, the Corporation has certified and approved the closure of Hotel De Palma operations effective from 01 October 2021 following the unstable economic situation as well as external factors that place a burden on the company's financial position. The hotel buildings have been leased to a new hotel operator.

37.6 Covid-19 Pandemic

The COVID-19 outbreak has developed into a global pandemic, which has adversely affected the economy due to the implementation of public health measures, travel restrictions, movement restrictions, and the suspension of business operations to curb the spread of the COVID-19 virus. In fact, the Malaysian Government has implemented the Movement Control Order ("MCO") effective on 18th March 2020 and the Conditional Movement Control Order ("CMCO") was implemented from 4 May 2020 to 9 June 2020 to curb the spread of the virus in Malaysia. This was followed by the Recovery Movement Control Order ("RMCO") until 31 August 2020, which has been extended to 31 December 2020.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021 (CONT'D)

37. SIGNIFICANT EVENTS FOR THE FINANCIAL YEAR (CONT'D)

37.6 Covid-19 Pandemic (cont'd)

Following the influx of COVID-19 daily cases, especially in Selangor, MCO was reintroduced for a period of 14 days starting on 13 January 2021 until 26 January 2021. However, public services operation is permitted with 30% attendance capacity.

The rotation system and work from home (WFH) are implemented according to the needs by considering the welfare of civil servants. RMCO nationwide has also been extended from 01 January to 31 March 2021. In view of the increase in daily cases of COVID-19, the Malaysian Government has imposed another MCO with effect from 01 June 2021 followed by the Phase Transition of the National Recovery Plan.

Since the Corporation is not categorised as “Essential Services,” the Corporation is subject to the requirement to close the office premises during the MCO period to curb the spread of the COVID-19 virus. Although the offices had been closed, the Corporation has managed to weather this temporary disruption period successfully. The Corporation’s management is determined to ensure business operations return to normal and minimise any impact that may arise from the COVID-19 outbreak.

38. DATE OF APPROVAL FOR ISSUANCE

The financial statements are approved for issue by the Corporation Members as at the date of these financial statements.



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