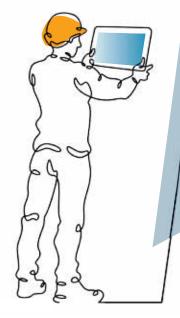


SARAWAK CONSOLIDATED

Registration No. 197501003884 (25583-W)

**INDUSTRIES BERHAD** 

### **BUILDING** BETTER & STRONGER



ANNUAL REPORT

2022

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#### **OVERVIEW**

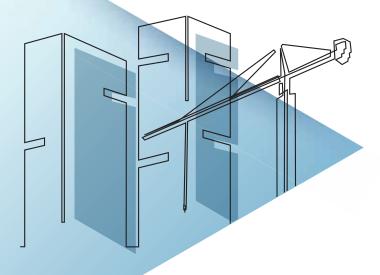
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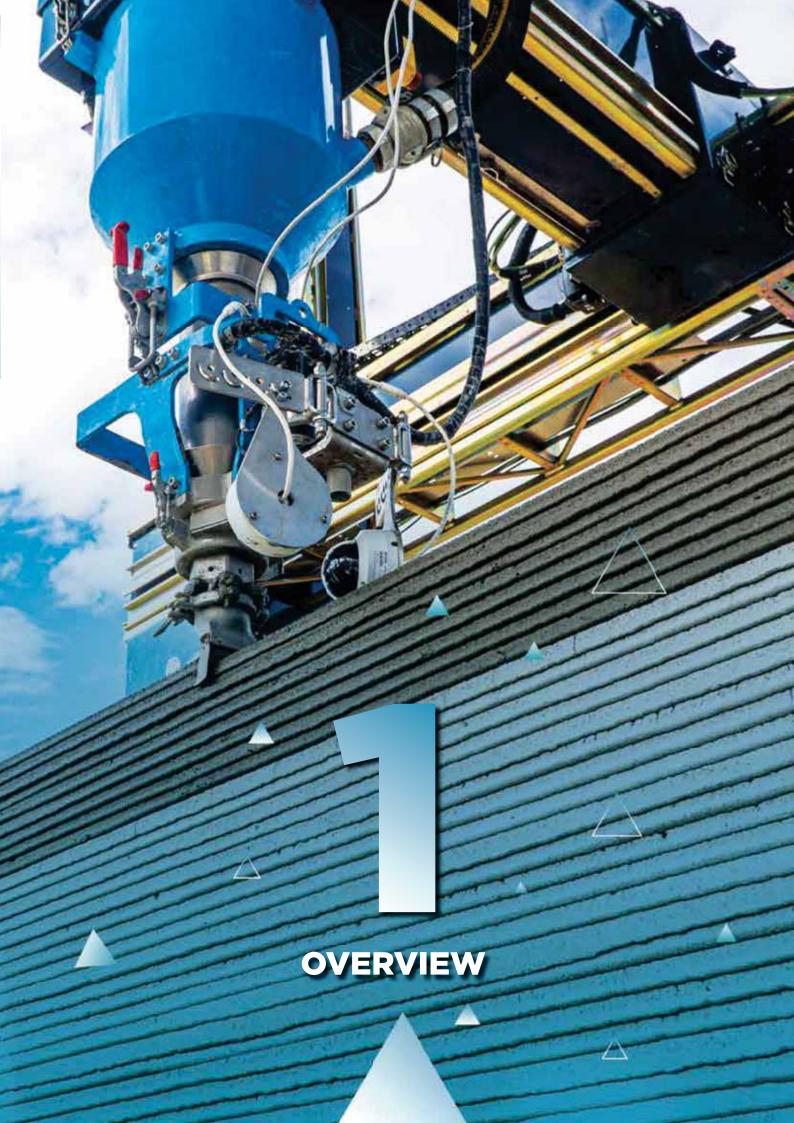
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# CHAIRMAN'S STATEMENT

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CHAIRMAN Shamsul Anuar Bin Ahamad Ibrahim



The financial year ended 30 June 2022 ("FYE 2022") has been challenging for Sarawak Consolidated Industries Berhad ("SCIB" or the "Group"), and as I present to you the Annual Report for FYE 2022, I take note of the obstacles that the Group have had to navigate, including rising raw material prices, increasing logistics cost and labour shortages that have weighed on the financial performance.

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### CHAIRMAN'S STATEMENT

(CONT'D)

I would like to also take the opportunity to thank the Group for appointing me as chairman. I look forward to working with the rest of the Board of Directors ("Board") in upholding shareholders' interests through our duties assessing performance and corporate governance.

While we have seen positive signs of recovery for the domestic economy despite the challenges posed by COVID-19, the Russia-Ukraine war, China's slowdown and, tighter monetary policy as central banks across the world respond to inflationary pressure, have compounded the lingering effects of the pandemic.

For FYE 2022, the Group recorded revenue of RM128.4 million and gross profit of RM16.1 million. There is no comparison with the previous financial period as there was a change in financial year-end.

Given that the global economic outlook has darkened somewhat, we note that the government has taken measures to support the domestic economy, including the rollout of large civil infrastructure projects such as the RM50.0 billion MRT3 project, which was announced in June 2022. The measured pace of interest rate hikes by Bank Negara Malaysia ("BNM") is supportive of business growth and private consumption while robust exports has also helped in ensuring a positive employment outlook.

It is also heartening to note that Malaysia's GDP for the second quarter ended 30 June 2022 ("2Q 2022") grew more than forecast at 8.9% year-on-year on an expansion in domestic demand and resilient exports. This is an acceleration from the 5.0% growth in 1Q 2022 and may perhaps lead to a reassessment of the country's GDP growth for this year. At present, BNM expects GDP growth for 2022 to come in at the upper end of its 5.3% to 6.3% target and despite the unexpected growth spurt in 2Q 2022, risks remain, with the International Monetary Fund ("IMF") having revised down Malaysia's GDP to 5.1% from 5.6% previously. For SCIB, our expansion to Peninsular Malaysia has been beneficial as we have secured several projects from road works to building construction over the course of FYE 2022. While Sabah and Sarawak will continue to be mainstays for us, the Group continues to build on its strength as the largest precast concrete and Industrialised Building System ("IBS") producer in East Malaysia to seek opportunities in Peninsular Malaysia and, in Southeast Asia, where we are exploring opportunities as an engineering, procurement, construction and commissioning ("EPCC") specialist in Indonesia's telecommunications infrastructure.

Our focus is also on small to mid-sized EPCC projects involving the construction, expansion, maintenance or upgrades of healthcare, educational and utility facilities as well as rural infrastructure such as roads together with housing and logistics infrastructure. These opportunities include projects in Sabah and Sarawak, in which RM6.3 billion and RM5.4 billion were allocated respectively under Budget 2023.

On the corporate front, we note that the Group has successfully completed a private placement in three tranches to raise RM41.76 million for capital expenditure requirements, working capital and estimated expenses for upcoming projects. We have decided not to proceed with the final tranche of private placement shares because of the uncertain market conditions that has prevailed since late 2021 and going into this year.

#### **Sustainability**

We believe that adopting IBS and automation is an effective step towards making construction and manufacturing activities sustainable, for the environment and for the business as well as for our own operations and that of our customers.

Using IBS helps to reduce cost, enables the facilitation of better cost control, reduces waste, and enhances efficiency while mitigating the risks of labour shortages. As part of our manufacturing operations, we have also incorporated a lightweight system plant to improve our IBS offerings. Through our innovation initiatives, we completed a sample house using our 3D printing system, which was unveiled in conjunction with the visit of the State Deputy Minister of Urban Planning, Land Administration and Environment, YB Datuk Haji Len Talif Salleh.

### CHAIRMAN'S STATEMENT

(CONT'D)

Our sustainability efforts extended to the wider community where we continued to support skills development by welcoming a new batch of trainees from Institut Latihan Perindustrian Kota Samarahan in June 2022 as part of their industrial training programme in their final year. In support of government initiatives to create a pool of skilled graduates through industrial attachment, we also collaborated with SCIB Industrialised Building System Dan Sasoakai Resources JV Sdn. Bhd. on the Professional Training and Education for Growing Entrepreneurs (Protégé) programme, an eight-month programme blending intensive soft skills classroom training and on-the-job training opportunities. The Group accepted 58 protégés into the programme during the year.

As part of the Group's innovation initiatives, we are also exploring the development of 3D skills and knowledge with the Construction Industry Development Board ("CIDB") that we intend to offer to workers in the construction industry who want to enhance or upgrade their skillsets and knowledge. This 3D training programme is being studied following the successful completion of an IBS sample house built using 3D printing technology that we acquired.

As our FYE 2022 straddles the surge of COVID-19 infections from the delta and omicron variants, we took precautions ensuring the safety and health of all concerned, from the factory floor to construction sites and our corporate offices. Standard operating procedures ("SOPs") taken included work-from-home for those whose duties allow it to temperature checks, mandatory masking and social-distancing measures. We also adhered strictly to all SOPs as announced by the National Security Council ("NSC"), Ministry of Health ("MOH"), Ministry of International Trade and Industry ("MITI") and the Sarawak Disaster Management Committee ("SDMC").

#### Acknowledgements

I would like to extend my welcome to En. Noor Azri Bin Dato' Sri Noor Azerai and Mr. Ku Chong Hong, who were appointed Independent Directors of SCIB on 17 March 2022 and En. Mohd Shakir Bin Shahimi and En. Nuraiman Bin Shaiful Annuar, who were both appointed Independent Directors on 15 September 2022. We would also like to congratulate Mr. Ku on his appointment on 15 September 2022 as Executive Director.

The new Directors bring with them a wealth of experience and coupled with their farsightedness, the Group look forward to working with them in creating value and growing the business at a time that is both challenging and yet filled with opportunities.

On another note, YBhg. Dato' Dr. Ir. Ts. Mohd Abdul Karim was redesignated as Non-Independent Non-Executive Director on 25 October 2022. The Board of Directors and I would like to extend our appreciation for his leadership and valuable contributions to the SCIB Group's growth and success.

We would also like to extend our thanks to the outgoing Director, YBhg. Datu Haji Mohidden Bin Haji Ishak, who retired on 28 February 2022, for his guidance and advice. The Board and I would like to congratulate Datu Haji Abdul Hadi Bin Datuk Haji Abdul Kadir, who was conferred with the Darjah Jasa Bakti Sarawak, which comes with the title of Datu on the occasion of His Excellency, the Governor of Sarawak, Tun Pehin Sri Abdul Taib Mahmud's 86<sup>th</sup> birthday.

Before I end this statement, I would like to reiterate that SCIB remains dedicated and committed to our vision of linked prosperity despite the setbacks posed by the prolonged COVID-19 pandemic. We all look forward to a better year. I would also like to acknowledge the hard work and sacrifice of everyone in SCIB during these trying but exciting times for us. I would also like to extend my gratitude to our customers, suppliers, business partners, bankers and financial institutions. The sustainability of the Group's business is all due to them. Thank you all and stay safe.

**CHAIRMAN** Encik Shamsul Anuar Bin Ahamad Ibrahim

# CEO'S STATEMENT

#### GROUP MANAGING DIRECTOR/CEO Rosland bin Othman

It has been a challenging year for us, but we have also made a lot of progress in our efforts to build a better, stronger and more sustainable business.

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### **CEO'S STATEMENT**

(CONT'D)

We can confidently say that the Group is on a firmer footing and have leveraged on its strengths as the leading precast concrete and IBS products manufacturer in East Malaysia as well as an EPCC specialist to seek opportunities that have opened up after our expansion into Peninsular Malaysia from our traditional base of Sarawak and Sabah. We are also seeking projects in Indonesia in which we see synergies arising from our manufacturing facilities in and around Kuching, Sarawak together with the ability to transport building materials from our wharf as well as our EPCC expertise.

More importantly, we took measures to ensure that the Group is free of all obligations incurred from projects in Qatar and Oman by signing, in November 2021, Settlement Agreements with clients and respective subcontractors to mutually terminate contracts as well as confirm the full and final settlement of debts together with the establishment of payment terms and schedules. SCIB subsequently signed a Novation Agreements in September 2022 with these clients and respective subcontractors in which these clients agreed to take on the debts the Group owes to the subcontractors for the projects in Qatar and Oman. The debt owed to the subcontractors will be paid from what the clients owe SCIB and its wholly-owned subsidiary, SCIB International (Labuan) Ltd ("SCIBL").

We also decided to recognise net impairment loss on trade and other receivables of long outstanding balance from clients amounting to RM23.0 million in FYE 2022 as a further measure to mitigate the Group's exposure to credit risk. We will continue to monitor credit risk exposure by taking steps such as the systematic and thorough analysis of project owners for future contracts to enhance the payment collection process as well as dealing with counterparties with sound credit.

Key to the Group's strength is our focus on small-tomid-sized projects, a niche that we have carved out for ourselves in a construction industry where such projects are often overlooked but in which we see lots of opportunities. Our focus is on the construction, expansion, maintenance or upgrades of healthcare, educational and utility facilities. We are also interested in rural infrastructure such as roads as well as housing and logistics infrastructure like ports and airports.

#### State of the construction sector

The construction sector in the period under review has been volatile, to say the least. There have been opportunities and wins for the Group in a tough operational landscape that only eased up with the full reopening of the domestic economy in the last three months of our FYE 2022. Construction players have had to manage a shortage of labour, rising building material prices, supply-chain and logistics issues and, rising interest rates for their operations.



We view positively the national development allocations for Sabah and Sarawak, at RM6.3 billion and RM5.4 billion, respectively, for the development of water, electricity, roads, health, and educational facilities under Budget 2023.

Specifically, a total of RM1.2 billion was provided to upgrade dilapidated schools, with 182 projects in Sarawak and 123 projects in Sabah to replace old wooden buildings. Ceiling rates for building new houses in rural areas have also been raised to RM79,000 per unit from RM68,000 in both States while in relation to new rural housing, more than half of the 3,000 new homes will be built in Sabah and Sarawak. We note that both States have also been prioritised for the refurbishment of dilapidated rural healthcare facilities.

We are also encouraged by the government's efforts to continue supporting economically important infrastructure that will benefit both States. These allocations include RM250.0 million for the expansion of the Sapangar Bay Container Port, Sabah and RM100.0 million for the Samalaju Water Treatment Plant Project Phase 3, Sarawak.

### **CEO'S STATEMENT**

(CONT'D)

Department of Statistics Malaysia ("DOSM") data showed that the sector contracted in three of the four quarters of calendar 2021 and also in the first quarter of 2022. Construction sector data released in August 2022 by DOSM showed a rebound in the second quarter of calendar 2022 of 6.1% year-on-year, with value of work done of RM29.9 billion. Selangor, Wilayah Persekutuan and Sarawak contributed RM15.4 billion or 51.6% of the value of work done.

Data from DOSM showed the residential subsector grew 7.9% from a contraction of 11.9% in the preceding quarter; the non-residential subsector expanded 18.1% from 4.2% in the first quarter; special trades activities subsector saw slower growth of 11.9% from 24.1% and; the civil engineering subsector saw a narrower contraction of 4.4% from contraction of 15.5%.

The most important news to come out of 2022 is the announcement of the RM50.2 billion MRT 3 project announced earlier in the year and in which the tender process is still ongoing as of the time of writing. We believe that the MRT 3 project as well as the continuation of other large civil infrastructure projects will be positive for the construction sector as a whole as well as for the manufacturing of building materials as it means continuous need for contract works as well as building materials for the projects.

#### FYE 2022 performance

Given that the Group has changed its financial year-end to 30 June from 31 December, there are no comparisons available for FYE 2022. We have annualised financial period ended 30 June 2021 ("FPE 2021"), which covers 18 months, to give a better understanding of FYE 2022 performance.

At SCIB, our revenue decreased by 3.2% to RM128.4 million for FYE 2022 compared to RM132.6 million in annualised revenue recorded for FPE 2021. Gross Profit ("GP") decreased to RM16.1 million from the annualised GP of RM57.9 million in FPE 2021 mainly due to the termination of the Qatar and Oman projects.

The Group recorded a Loss Before Tax ("LBT") of RM53.4 million as compared with an annualised Profit Before Tax ("PBT") of RM3.8 million in FPE 2021, representing a PBT decrease of RM57.3 million mainly attributable to the net impairment loss on trade and other receivables and contract assets of RM24.8 million and expenditure incurred in consultation fees on project related activities of RM26.0 million.

On a segmental basis, the manufacturing business remains the largest contributor to the Group's Revenue, at RM85.9 million for FYE 2022 compared with RM70.5 million in annualised revenue for FPE 2021, a gain of 21.8%. Growth was primarily driven by the supply of building materials for coastal bridges and schools in Sarawak. The construction/EPCC/project management business saw a decline in revenue to RM41.9 million from RM62.2 million primarily due to the termination of overseas contracts.

The Group's decision to expand to Peninsular Malaysia has resulted in several projects being awarded in the year under review. These projects, with a total value of RM329.4 million, ranged from road maintenance works in Terengganu to project engineering services in Kuala Lumpur for smart lamp poles. On top of these projects, in our home base of Sarawak, we were awarded RM87.3 million worth of projects mainly for road construction and the redevelopment of daif schools.

As of 30 September 2022, SCIB has an order book of RM1.52 billion with earnings visibility up to 2026. The Group is continuously seeking opportunities leveraging on our strengths and core expertise, and is currently in discussions for several projects that will replenish the order book.

#### Sustainability for growth

With the construction industry moving towards the adoption of more sustainable practices and government initiatives that are supportive of such adoption, we see demand rising for IBS products that we can leverage on as the leading precast concrete and IBS manufacturer in East Malaysia with an annual capacity in our three factories of 500,000 tonnes. We have also incorporated a lightweight system plant to improve our IBS offerings.

### **CEO'S STATEMENT** (CONT'D)





We intend to also offer our products in the Group's expansion plans in Indonesia, where a Memorandum of Understanding ("MoU") was signed in August 2022 with local parties to explore the formation of a partnership in relation to the construction of 4G telecommunications towers for Indonesia's outermost regions, and in particular Kalimantan. The MoU is just the first step in our strategy to diversify geographically and expand the market for our precast concrete and IBS products as well as EPCC services.



SCIB will continue to focus on innovation in the construction industry for efficiency, cost and safety. For this initiative, the Group acquired a 3D printing system from COBOD International A/S, a Copenhagen, Denmark-based 3D construction specialist. We completed an IBS sample house using the 3D printing system in August 2022 in collaboration with the CIDB and this sample house was unveiled on 4 October 2022 in conjunction with the visit of the State Deputy Minister of Urban Planning, Land Administration and Environment, YB Datuk Haji Len Talif Salleh, to the CIDB Kuching campus.

### **CEO'S STATEMENT**

(CONT'D)





The sample house construction was undertaken as part of CIDB's Construction Strategy Plan 4.0. The Group believes that the successful deployment of 3D technology for construction and manufacturing purposes will enhance efficiency as well as lower costs and can be used to support state-funded people-centric construction projects in Sarawak.

For roadworks maintenance projects, the Group will continue to deploy the Artificial Intelligence Pothole Detection System ("AIPODS"). We believe that advanced technology such as AIPODS and automation can enhance efficiency while lowering costs and solving labour shortage.



#### **Acknowledgements**

I would like to express my appreciation to the SCIB team, our most valuable stakeholders, for their continuous and unfailing support over the year. It has not been easy but the hard work and perseverance from everyone pulled us through a challenging time.

My thanks also go to our respected Board of Directors, and our loyal shareholders, who stood by us and placed their trust in us as we made the changes needed to put the Group on a firmer footing in order to move forward. We will do better for FYE 2023.

### **CORPORATE BACKGROUND**

#### SARAWAK CONSOLIDATED INDUSTRIES BERHAD

Sarawak Consolidated Industries Berhad ("SCIB") is founded in 1975 and has evolved from a small enterprise into a reputable Group of companies listed on the Main Market of Bursa Malaysia Securities Berhad.

SCIB is well known for professional management and has a long history of innovative ideas and technological advances. Coupled with its wealth of experience and research acquired in more than three decades, SCIB offers its clients in-depth expertise through a combination of technology, efficiency and speed.

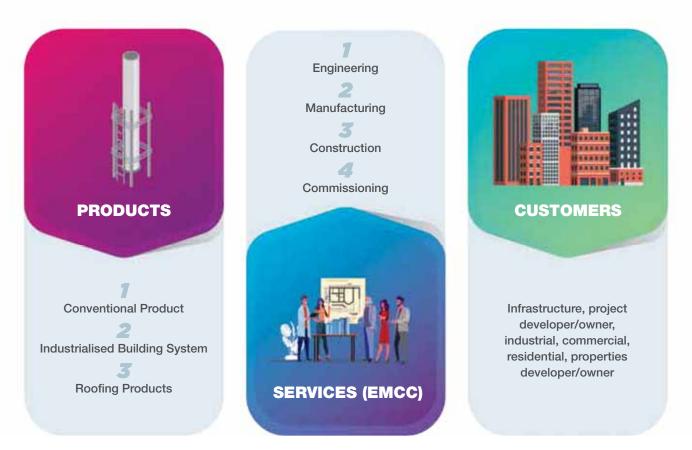
Currently, SCIB is operating three factories in Kuching, Sarawak, one factory in the Pending Industrial Estate and two factories in the Demak Laut Industrial Park. SCIB manufactures concrete products for use in the construction and infrastructure sectors in the domestic and global market.

### **CORPORATE BACKGROUND**

(CONT'D)



### **OUR BUSINESS MODEL**



### **VISION & MISSION**

#### VISION

To be a company founded on excellence

#### MISSION

We are dedicated to the creation and demonstration of a concept of linked prosperity. Our mission consists of three (3) interrelated parts;

- Economic Mission: To operate the Company on sound management principles for growth and increasing values for our shareholders and creating career opportunities and financial rewards for our employees;
- Production Mission: To make, distribute and sell the finest quality products in innovative and creative way while optimizing the utilization of resources; and
- Special Mission: To operate the Company in a way that actively recognizes the central role that business plays in the structure of society by initiating innovative ways to improve the quality of life of a broad community.

Underlying the mission is the determination to seek new and creative ways to achieve all three parts.

### VALUE STATEMENT

RELIABILITY

#### VALUE STATEMENT

QUALITY

In between the pursuit of our vision and completing our missions, we have a set of values we live by. These values represent the company's dedication in providing the best products and services whilst steadily maintaining prolonged growth. INNOVATION & CREATIVITY

INTEGRITY

TRANSPARENCY

EFFECTIVENESS & EFFICIENCY

## SCIB GROWTH STORY

1970

Concrete products manufacturing

## 1994

Listing on Main Market

# 2003

Concrete roof tiles manufacturing

# 2005

IBS precast components manufacturing

# 2014

Expansion of spun piles production line

### 2016

Expansion of conventional product production line

### 2017

Further expansion of spun piles production line

### 2021

Lightweight System production line

### 2019 New management

and shareholder join the board

2022 Completion of building the 3D printed sample house

### **CORPORATE INFORMATION**

#### DIRECTORS

Encik Shamsul Anuar Bin Ahamad Ibrahim (Independent Non-Executive Chairman)

YBhg. Dato' Dr. Ir. Ts. Mohd Abdul Karim Bin Abdullah (Non-Independent Non-Executive Director)

YBhg. Datu Haji Soedirman Bin Haji Aini (Independent Non-Executive Director)

YBhg. Datu Haji Abdul Hadi Bin Datuk Haji Abdul Kadir (Non-Independent Non-Executive Director)

Encik Sr. Mohd Nazri Bin Mat Noor (Independent Non-Executive Director)

Encik Noor Azri Bin Dato' Sri Noor Azerai (Independent Non-Executive Director)

Encik Mohd Shakir Bin Shahimi (Independent Non-Executive Director)

Encik Nuraiman Bin Shaiful Annuar (Independent Non-Executive Director)

Encik Rosland Bin Othman (Group Managing Director / Chief Executive Officer / Executive Director)

Mr. Ku Chong Hong (Group Executive Director)

#### GROUP MANAGING DIRECTOR / CHIEF EXECUTIVE OFFICER

Encik Rosland Bin Othman

#### **GROUP EXECUTIVE DIRECTOR**

Mr. Ku Chong Hong

#### COMPANY SECRETARY

Ng Lai Yee SSM PC No. 202008000977 (MAICSA 7031768)

#### ▶ REGISTERED OFFICE

Lot 1258, Jalan Utama Pending Industrial Estate 93450 Kuching, Sarawak Tel : 082-334 485 Fax : 082-334 484

#### AUDITORS

NEXIA SSY PLT (LLP0019490-LCA & AF 002009) Chartered Accountants

UOA Business Park Tower 3, 5<sup>th</sup> Floor, K03-05-08, 1 Jalan Pengaturcara, U1/51A, Section U1 40150 Shah Alam, Selangor Darul Ehsan

Tel : +60(3) 5039 1811 Fax : +60(3) 5039 1822

#### INVESTOR RELATION

Email: scib.ir@scib.com.my Tel : 082-334 485 Fax : 082-334 484

Swan Consultancy Email: s.wan@swanconsultancy.biz kj.gan@swanconsultancy.biz

#### STOCK EXCHANGE LISTING

Main Market of the Bursa Malaysia Securities BerhadStock Name:Stock Code:9237Sector:Industrial Products and Services

#### **SHARE REGISTRAR**

Symphony Corporate Services Sdn. Bhd. Unit 7-21, Wisma Conlay, Jalan USJ 10/1, 47620 Subang Jaya, Selangor Darul Ehsan, Malaysia

Tel : +60(3) 8605 5304 Fax : +60(3) 8605 5303

#### PRINCIPAL BANKERS

Malayan Banking Berhad Affin Islamic Bank Berhad AmBank (M) Berhad AmIslamic Bank Berhad RHB Bank Berhad

#### **WEBSITE**

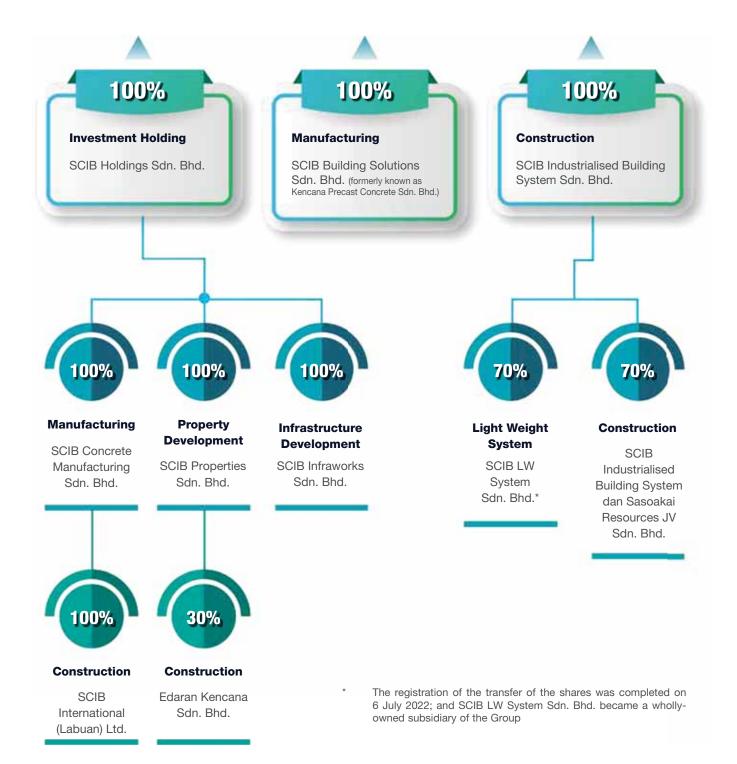
www.scib.com.my

### **CORPORATE STRUCTURE**



#### SARAWAK CONSOLIDATED INDUSTRIES BERHAD

Registration No. 197501003884 (25583-W)



### **BOARD OF DIRECTORS**



### **BOARD OF DIRECTORS**

(CONT'D)





ENCIK SHAMSUL ANUAR BIN AHAMAD IBRAHIM

Independent Non-Executive Chairman Malaysian / Age 60 / Male

Date of Appointment as Independent Non-Executive Director: 17 March 2022

Date of Redesignation as Independent Non-Executive Chairman: 25 October 2022

Board Meeting Attendance from July 2021 to June 2022: 9/9

#### **Board Committees Membership:**

- Audit Committee (\*Retirement as the Chairman on 28.02.2022 and reappointed as a member on 17.03.2022)
- Risk Management Committee (Chairman) (\*Retirement as a member on 28.02.2022 and reappointed as the Chairman on 17.03.2022)
- Remuneration & Nomination Committee (\*Retirement on 28.02.2022 and reappointed as a member on 17.03.2022)

Directorship in Other Public Companies and Listed Issuers: Nil

#### ACADEMIC/PROFESSIONAL QUALIFICATIONS

He is a Fellow member of the Association of Chartered Certified Accountants ("FCCA"), United Kingdom, and a member of the Malaysian Institute of Accountants.

#### WORKING EXPERIENCE AND OCCUPATION

Encik Shamsul Anuar joined ASSAR Group of Companies in 1993 as the Finance & Administration Manager of Amanah Saham Sarawak Berhad ("ASSB"). Since then, he has been assigned to various positions in the group and was made the Chief Executive Officer of ASSB in 2003. In 2007, he was promoted to his current position, i.e., the Group Corporate Affairs General Manager of Permodalan ASSAR Sdn. Bhd. ("PASB") (the Holding Company of ASSB).

Apart from being a corporate nominee for PASB, he also sits on the Board of Transnational Insurance Brokers Sdn. Bhd.

(CONT'D)

#### YBHG. DATO' DR. IR. TS. MOHD ABDUL KARIM BIN ABDULLAH

Non-Independent Non-Executive Director Malaysian / Age 57 / Male

Date of Appointment as Director: 1 August 2019

Date of Redesignation as Non-Independent Non-Executive Chairman: 1 October 2019

Date of Redesignation as Non-Independent Non-Executive Director: 25 October 2022

Board Meeting Attendance from July 2021 to June 2022: 6/10

**Board Committees Membership:** 

Investment Committee (Chairman)

Directorship in Other Public Companies and Listed Issuers:

Serba Dinamik Holdings Berhad

#### **ACADEMIC / PROFESSIONAL QUALIFICATIONS**

Dato' Karim holds a Bachelor's Degree in Mechanical Engineering from Universiti Teknologi Malaysia. He obtained an Honorary Ph.D. in Industrial Engineering from InterAmerican University, the U.S.A., in 2009 and a Ph.D. in Entrepreneurship from Golden State University, the U.S.A., in 2012. He has been a member of the Institution of Engineers Malaysia since 1994, a registered member of the Board of Engineers Malaysia since 1996, and a member of the Asean Federation of Engineering Organisation since 2002. Since January 2020, He holds the Title of Professional Technologist ("Ts") from the Malaysia Board of Technologists ("MBOT").

#### WORKING EXPERIENCE AND OCCUPATION

Dato' Karim's illustrious engineering career spanning more than 3 decades started with Asean Bintulu Fertilizer Sdn. Bhd. (1988) as a Mechanical Engineer. Later he was appointed as the Coordinator for the Ammonia and Rotary 5th turnaround Preparation Team (1990) and as a Rotating Equipment Area Engineer (1991). In 1993, he formed Serba Dinamik and assumed the position of the Group's Chief Executive Officer.

He gained vast experience in the maintenance and installation of rotating equipment since 1993, which includes major overhaul/inspection of 37MW M.H.I. steam turbines in Modules 1, 2 & 3 of Malaysia L.N.G. Sdn. Bhd. and overall supervisory of plant shutdown maintenance on various rotating equipment.



His tenure as a site project manager with Malaysia L.N.G. Sdn. Bhd. exposed him to construction and fabrication under the supply and construction of a new civil workshop, the extension of the main warehouse and mechanical workshop, and the installation of the Jet A-1 Bunkering Line in Shell Timur Sdn. Bhd., installation of the flush tank at Bintulu Depot and various other projects with the Company.

He has conducted numerous training sessions, internally and externally, primarily in the power and oil & gas sectors. Focus areas of training include vibration, machinery alignment and balancing course, condition monitoring programme for rotating equipment, integrated machinery maintenance, preventive and predictive maintenance, inspection and maintenance of pumps, and inspection and maintenance of steam turbines. He also conducted talks on the latest technologies related to Industry 4.0, Asset Integrity Management and technologies related to Industry 4.0, Asset Integrity Management, and Innovative Blockchain. Currently, Dato' Karim holds a directorship in Serba Dinamik Holdings Berhad.

There was a charge brought against him on 29 December 2021 under Section 369(a)(B) of the Capital Markets and Services Act 2007 ("CMSA") for making a false statement in "Serba Dinamik Holdings Berhad's Quarterly Report on the Consolidated Results for the Quarter and Year Ended 31 December 2020". The charge was subsequently withdrawn on 13 May 2022.

(CONT'D)



Date of Appointment as Non-Independent Non-Executive Director: 1 January 2013

Date of Redesignation as Independent Non-Executive Director: 19 May 2016

Board Meeting Attendance from July 2021 to June 2022: 10/10

#### **Board Committees Membership:**

Investment Committee

YBHG. DATU HAJI

Malaysian / Age 66 / Male

SOEDIRMAN BIN HAJI AINI Independent Non-Executive Director

### Directorship in Other Public Companies and Listed Issuers:

Sarawak Plantation Berhad

#### ACADEMIC/PROFESSIONAL QUALIFICATIONS

He is a Fellow member of the Association of Chartered Certified Accountants, United Kingdom ("FCCA") and a member of the Malaysian Institute of Accountants. He has attended the Macro Economic Policy and Management Program at Harvard University.

#### WORKING EXPERIENCE AND OCCUPATION

He started his career with Petronas in 1982, where he served in the Economic and Investment Evaluation Department, Corporate Planning Division, and its subsidiary company, ASEAN Bintulu Fertilizer Sdn. Bhd. After serving 13 years with Petronas, he resigned in 1995 to join the Sarawak State Government.

Prior to his retirement from the State Government in December 2018, he held the position of the General Manager of Sarawak Economic Development Corporation ("SEDC"). His previous employment in the Sarawak Civil Service includes being the Permanent Secretary of the Ministry of Social Development, Director of State Implementation Monitoring Unit, Permanent Secretary of the Ministry of Industrial Development, Deputy State Financial Secretary, and State Accountant-General. Between November 2002 and September 2003, he was seconded to Amanah Saham Sarawak Berhad as its Chief Executive Officer. During his tenure with the Sarawak Government, he served on the Boards of Malaysia L.N.G. Tiga Sdn. Bhd. and Malaysia Investment Development Authority ("MIDA").

Datu Haji Soedirman is currently an Independent Director of Sarawak Plantation Berhad. He also sits on the Board of various Government-Linked Companies and Non-Governmental Organisations.

(CONT'D)



YBHG. DATU HAJI ABDUL HADI BIN DATUK HAJI ABDUL KADIR

Non-Independent Non-Executive Director Malaysian / Age 62 / Male

Date of Appointment as Non-Independent Non-Executive Director: 1 April 2019

Board Meeting Attendance from July 2021 to June 2022: 10/10

#### **Board Committees Membership:**

- Audit Committee (\*Appointed as a member on 17.03.2022)
- Remuneration & Nomination Committee (\*Appointed as the Chairman on 17.03.2022)

Directorship in Other Public Companies and Listed Issuers: Nil

#### ACADEMIC/PROFESSIONAL QUALIFICATIONS

He graduated with a Bachelor of Science with Honours from the Universiti Sains Malaysia.

#### WORKING EXPERIENCE AND OCCUPATION

YBhg. Datu Haji Abdul Hadi Bin Datuk Haji Abdul Kadir has gained many years of experience in marketing, production, manufacturing operations, and Senior Level Management roles throughout his career since 1998.

He joined Harwood Timber Sdn. Bhd., the wholly owned subsidiary of Sarawak Timber Industry Development Corporation as a Planning Manager in 1996, and since then, he has been assigned to various positions. He was the General Manager of Harwood Timber from the year 2008 to 2018. On 1 January 2019, he was appointed to his current position as the General Manager of Sarawak Economic Development Corporation ("SEDC").

(CONT'D)



ENCIK SR. MOHD NAZRI BIN MAT NOOR

Independent Non-Executive Director Malaysian / Age 59 / Male

Date of Appointment as Independent Non-Executive Director: 31 January 2020

Board Meeting Attendance from July 2021 to June 2022: 10/10

Board Committees Membership:

• Risk Management Committee (\*Appointed as a member on 17.03.2022)

Directorship in Other Public Companies and Listed Issuers: Nil

#### ACADEMIC/PROFESSIONAL QUALIFICATIONS

A graduate of the University of New South Wales, Australia, he is a Registered Quantity Surveyor with Lembaga Jurukur Bahan Malaysia, and a qualified Chartered Quantity Surveyor from Royal Institute of Chartered Surveyors ("RICS"), United Kingdom.

#### WORKING EXPERIENCE AND OCCUPATION

He is a Registered Quantity Surveyor and currently the principal consultant to a Professional Quantity Surveying Consulting firm ("PQS") registered with the Lembaga Jurukur Bahan Malaysia and the Treasury, Ministry of Finance.

He has over 30 years of related professional experience covering Australia, Malaysia, Asean and the Middle East Regions. Starting with a 5-year-old working experience in Australia, he went on to work with a few Multinational companies (Sarawak Shell, Bovis/McLier) and local companies in various capacities and industries. His areas of expertise being contracts and procurement, project and development management, as well as exposure to the Oil and Gas industry during his 3-year stint with Sarawak Shell Berhad's MLNG-DUA Gas Development Project in Miri/ Bintulu.

He previously served as the Chairman of UMKBV, a wholly owned business holding of Universiti Malaysia Kelantan, in which he was a member of the Lembaga Pengarah Universiti (LPU) for the 2018-2020 period.

(CONT'D)



#### ENCIK NOOR AZRI BIN DATO' SRI NOOR AZERAI

Independent Non-Executive Director Malaysian / Age 23 / Male

### Date of Appointment as Independent Non-Executive Director: 17 March 2022

Board Meeting Attendance from July 2021 to June 2022: 1/1

#### **Board Committees Membership:**

- Risk Management Committee (\*Appointed as a member on 17.03.2022)
- Remuneration & Nomination Committee (\*Appointed as a member on 17.03.2022)

### Directorship in Other Public Companies and Listed Issuers:

- Bintai Kinden Corporation Berhad
- Malaysian Genomics Resource Centre Berhad

#### ACADEMIC/PROFESSIONAL QUALIFICATIONS

Encik Azri graduated with an Honours Degree in Finance, Investment, and Risk from the London Institute of Banking and Finance, United Kingdom.

#### WORKING EXPERIENCE AND OCCUPATION

Encik Azri has experience in Corporate Finance and Investment in Equity & Commodity Derivatives during his stint with M&A Securities Sdn. Bhd. and Maybank Investment Bank Berhad respectively, involving Initial Public Offering (IPO) exercise as well as managing portfolios of high value net worth individuals. He is also a founder of UK based company involved in investment in private companies in the United Kingdom and Europe.

Currently, he is an Executive Director in both Bintai Kinden Corporation Berhad and Malaysian Genomics Resource Centre Berhad.

(CONT'D)



**ENCIK MOHD SHAKIR BIN SHAHIMI** 

Independent Non-Executive Director Malaysian / Age 49 / Male

Date of Appointment as Independent Non-Executive Director: 15 September 2022

Board Meeting Attendance from July 2021 to June 2022: N/A

#### **Board Committees Membership:**

Audit Committee
 (\*Appointed as the Chairman on 15.09. 2022)

Directorship in Other Public Companies and Listed Issuers:

- Bintai Kinden Corporation Berhad
- Malaysian Genomics Resource Centre Berhad

#### ACADEMIC/PROFESSIONAL QUALIFICATIONS

Encik Mohd Shakir Bin Shahimi graduated with a Bachelor's Degree in Accountancy from Universiti Utara Malaysia. He is a qualified Chartered Accountant and a member of the Malaysian Institute of Accountants (MIA).

#### WORKING EXPERIENCE AND OCCUPATION

Encik Mohd Shakir began his career with Arthur Andersen & Co as Auditor from 1997 to 2000 before joining Harta Usahawan Sdn. Bhd. as an Accountant until June 2001. He moved to Australia for a year and joined Baqir Hussain, Yeap & Associates as a freelance auditor upon returning to Malaysia in April 2003, prior to joining Khairuddin Hasyudeen & Razi as an Audit Manager in May 2003 until now. Currently, he is also an Independent Non-Executive Director in Bintai Kinden Corporation Berhad and Malaysian Genomics Resource Centre Berhad.

(CONT'D)



ENCIK NURAIMAN BIN SHAIFUL ANNUAR

Independent Non-Executive Director Malaysian / Age 26 / Male

Date of Appointment as Independent Non-Executive Director: 15 September 2022

Board Meeting Attendance from July 2021 to June 2022: N/A

Board Committees Membership: N/A

Directorship in Other Public Companies and Listed Issuers: N/A

#### ACADEMIC/PROFESSIONAL QUALIFICATIONS

Encik Nuraiman has attended the International Bachelor of Business Administration Programme from Hult International Business School, London, the United Kingdom, in the year 2017.

#### WORKING EXPERIENCE AND OCCUPATION

Encik Nuraiman is a passionate business leader with experienced adapting to a diverse range of management cultures. He is also a dynamic business operator experienced in high-value contract negotiations in the construction development and oil and gas field. Furthermore, he has obtained wide business development experience in managing many contractors in delivering projects efficiently and on time.

Encik Nuraiman began his career with Hipro Technologies Ltd as a Director in May 2018. Subsequently, he was appointed as a Director of Petro Flanges and Fitting Sdn. Bhd. from December 2018 until now.

(CONT'D)



ENCIK ROSLAND BIN OTHMAN

Group Managing Director | Chief Executive Officer | Executive Director Malaysian / Age 49 / Male

**Date of Appointment as Chief Executive Officer:** 10 September 2019

**Date of Appointment as Managing Director:** 1 October 2019

Board Meeting Attendance from July 2021 to June 2022: 10/10

#### **Board Committees Membership:**

Investment Committee (Managing Director)

Directorship in Other Public Companies and Listed Issuers: Nil

#### ACADEMIC/PROFESSIONAL QUALIFICATIONS

Encik Rosland graduated with a degree in Finance and Economics from New York University, Stern Business School, United States.

#### WORKING EXPERIENCE AND OCCUPATION

Encik Rosland was a Senior Vice President of Serba Dinamik Holdings Berhad from June 2016 to September 2019. Prior to that, he has been extensively involved in investment banking as well as oil and gas industries, covering positions such as the Head of Corporate and Investment Banking in P.T. Bank Muamalat Indonesia (Kuala Lumpur), Vice President, Investment Banking Division of Ibdar Bank B.S.C (c), Malaysia, Vice President, Investment Banking Division Elaf Bank B.S.C (c), Bahrain and Acting Head, Investment Banking Department of Bank Muamalat (M) Berhad.

Currently, he sits on the Board of Directors in various companies, namely Konsortium KAJV Sdn. Bhd., Malaysia, OHP Ventures Incorporated, Labuan, Malaysia, Sufini Holdings Ltd, Abu Dhabi, U.A.E., and Geppert GmbH, Austria.

(CONT'D)



MR. KU CHONG HONG Group Executive Director

Malaysian / Age 34 / Male

Date of Appointment as Independent Non-Executive Director: 17 March 2022

**Date of Redesignation as Executive Director:** 15 September 2022

Board Meeting Attendance from July 2021 to June 2022: 1/1

Board Committees Membership: N/A

Directorship in Other Public Companies and Listed Issuers:

- Bintai Kinden Corporation Berhad
- Malaysian Genomics Resource Centre Berhad

#### ACADEMIC/PROFESSIONAL QUALIFICATIONS

Mr. Ku graduated with a Bachelor of Accounting (Hons) from Multimedia University and is a member of the Malaysian Institute of Accountants.

#### WORKING EXPERIENCE AND OCCUPATION

Mr. Ku Chong Hong began his career in auditing with several audit firms before joining Grant Thornton Malaysia as an Audit Senior Manager in 2017. Throughout his career as an auditor for more than 8 years, he had gained vast exposure in audit and assurance, and business advisory related fields through his portfolios of various local and international companies involved in a broad spectrum of industries such as property development, construction, manufacturing, trading, poultry, agriculture, aquaculture, service provider, trading of software and real estate.

Mr. Ku is responsible in overseeing the financial and accounting functions of Bintai Group involving budgeting, cash flow management, financial projections and internal control policies.

Currently, he is an Executive Director of Bintai Kinden Corporation Berhad and an Independent Non-Executive Director in Malaysian Genomics Resource Centre Berhad.

(CONT'D)

#### Notes:

1. **Family Relationship with Director and/or Major Shareholder** Save as disclosed above, none of the Directors has any family relationship with any director and/or major shareholder of the

Company.

#### Conflict of interest None of the Directors has any conflict of interests with the Company.

#### 3. Conviction of Offences

Save as disclosed above, none of the Directors has been convicted of any offences other than traffic offences in the past five (5) years and any public sanction or penalty imposed by the relevant regulatory bodies during the financial year under review.

#### 4. Directorships

Save as disclosed above, none of the Directors has other directorship in public companies and listed issuers.

5. Details of the Board members' participation in the various Board Committees are set out in the Corporate Governance Overview Statement in this Annual Report.

#### 6. Directors' Training

All Directors have attended various in-house or external programmes to enable them to discharge their duties and responsibilities effectively. In addition, all Directors are encouraged to attend seminars, conferences, and various training programmes to keep abreast with the market and economic developments as well as with the new statutory and regulatory requirements.

#### DIRECTORS' TRAINING IN THE FINANCIAL YEAR FROM JULY 2021 TO JUNE 2022

No	Name of Directors	Conferences, Seminars and Training Programmes attended in Financial Year from July 2021 to June 2022	
BIN AHAMAD IBRAHIM Tricor Taxand 2022 Malaysian Budget 2022 Budget Seminar			
2	YBHG. DATO' DR. IR. TS. MOHD ABDUL KARIM BIN ABDULLAH	Tricor Taxand 2022 Malaysian Budget	
3	YBHG. DATU HAJI SOEDIRMAN BIN HAJI AINI	S.C. Updates the Malaysian Code on Corporate Governance to Promote Board Leadership and Oversight of Sustainability Board Room Workshop for Directors "Inspiring your Board Performance" M.I.A. International Accountants Conference 2022: Leading E.S.G., Charting Sustainability	
4	YBHG. DATU HAJI ABDUL HADI BIN DATUK HAJI ABDUL KADIR	Participation in Lab 1 – 3 Session of the Diamond Project 2021 Program Digital Leadership Forum 2022 & Introduction Workshop to Sarawak G.L.C. Transformation Plan (SGTP) 2030 Risk Management Review 2022 International Digital Economy Conference Sarawak 2022 Conduct of Directors & Common Breaches of Listing Requirements	

(CONT'D)

No	Name of Directors	Conferences, Seminars and Training Programmes attended in Financial Year from July 2021 to June 2022
5	ENCIK ROSLAND BIN OTHMAN	Tricor Taxand 2022 Malaysian Budget Conduct of Directors & Common Breaches of Listing Requirements
6	ENCIK SR. MOHD NAZRI BIN MAT NOORKey Amendments to Listing Requirements 2022Conduct of Directors & Common Breaches of Listing Regiments	
7	ENCIK NOOR AZRI BIN DATO' SRI AZERAI (Appointed on 17.03.2022)	Mandatory Accreditation Programme for Directors of Public Listed Companies Conduct of Directors & Common Breaches of Listing Requirements
8	MR KU CHONG HONG (Appointed on 17.03.2022)	<ul> <li>M.I.A. Webinar Series: Managing Income Tax Audit Challenges Effectively</li> <li>Accounting for Property Development Activities and Construction Contracts</li> <li>Mandatory Accreditation Programme for Directors of Public Listed Companies</li> <li>SC: A.O.B. Conversation with Audit Committees</li> <li>Conduct of Directors &amp; Common Breaches of Listing Requirements</li> </ul>
9	ENCIK MOHD SHAKIR BIN SHAHIMI (Appointed on 15.09.2022)	N/A
10	ENCIK NURAIMAN BIN SHAIFUL ANNUAR (Appointed on 15.09.2022)	N/A

(CONT'D)

#### DETAILS OF ATTENDANCE OF DIRECTORS AT BOARD MEETINGS

During the financial year from July 2021 to June 2022, four (4) Board Meetings were held on 30 September 2021, 30 November 2021, 28 February 2022, 26 May 2022, and six (6) Special Board Meeting was held on 14 July 2021, 25 July 2021, 19 August 2021, 26 October 2021, 29 December 2021 and 17 March 2022. The attendance of the Directors at the Board Meetings is as follows:

No.	Name of Directors	Board Meeting	Special Board Meeting
1	Encik Shamsul Anuar Bin Ahamad Ibrahim	4/4	5/5
2	YBhg. Dato' Dr. Ir. Ts. Mohd Abdul Karim Bin Abdullah	3/4	3/6
3	YBhg. Datu Haji Soedirman Bin Haji Aini	4/4	6/6
4	YBhg. Datu Haji Abdul Hadi Bin Datuk Haji Abdul Kadir	4/4	6/6
5	Encik Rosland Bin Othman	4/4	6/6
6	Encik Sr. Mohd Nazri Bin Mat Noor	4/4	6/6
7	Encik Noor Azri Bin Dato' Sri Noor Azerai (Appointed on 17.03.2022)	1/1	N/A
8	Mr. Ku Chong Hong (Appointed on 17.03.2022)	1/1	N/A
9	Encik Mohd Shakir Bin Shahimi (Appointed on 15.09.2022)	N/A	N/A
10	Encik Nuraiman Bin Shaiful Annuar (Appointed on 15.09.2022)	N/A	N/A

### **KEY MANAGEMENT**

### **ROSLAND BIN OTHMAN**

MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER Aged 49, Male, Malaysian

Details of the Group Managing Director | Chief Executive Officer | Executive Director are set out on page 26, the Directors' Profile of this Annual Report.



## KU CHONG HONG

Aged 34 / Male / Malaysian

Details of the Group Executive Director are set out on page 27, the Directors' Profile of this Annual Report.

### **KEY MANAGEMENT**

(CONT'D)

Encik Mohd Ariff Bin Abd Samat joined the Company as the Finance Director on 10 September 2019 and was redesignated as the Group Chief Operating Officer on 30 September 2021. He will supervise all operational matters related to Sarawak Consolidated Industries Berhad (SCIB) and its subsidiaries.

He holds a Bachelor's Degree in Accounting from the International Islamic University Malaysia and is a Member of the Malaysian Institute of Accountants ("MIA").

His experience in the oil & energy industry, among others, includes roles in internal audit, cash flow budgeting, responsible for the execution of internal audits function in operational, compliance, financial, and risk management audits in manufacturing, Original Equipment Manufacturer ("OEM"), automotive and heavy engineering. He has over 10 years in key positions in Internal Audit, Accounts, Reporting and Business Planning & Budgeting in the oil & energy industry during his tenure with Petronas, UMW Corporation Sdn. Bhd. and KPMG Malaysia.

He has also covered a wide range of sectors such as privatization of government projects/private finance initiatives/public private partnership, water and wastewater, asset-backed securities (including CLOs, RMBS, and non-performing loans), toll roads, property/real estate, healthcare, aviation, renewable energy, and waste management.





#### CHAI TZE KHANG

CHIEF OPERATING OFFICER Malaysian / Aged 48 / Male

Mr. Chai Tze Kang joined SCIB in 1997 as a Production Engineer. He was appointed as the General Manager of the Company in 2008 and was promoted to Chief Operating Officer on 14 February 2020. He is to oversee the daily operations of the manufacturing business of SCIB on a day-to-day basis.

He graduated with a Bachelor of Science Degree in Industrial Engineering and Management from Oklahoma State University, USA.

He gained more than 20 years of experience in Manufacturing operation and Sales and Marketing throughout his career in various positions such as QA Manager and Factory Manager. He was instrumental in setting up various factory expansions for SCIB. He is also the director of SCIB's subsidiary companies.

CHIEW JONG WEI CHIEF FINANCIAL OFFICER

Aged 47 / Male / Malaysian

Mr. Chiew Jong Wei joined SCIB on 19 February 2018 as the Chief Financial Officer of the Company.

He is a member of the Malaysian Institute of Accountants ("MIA").

He has more than 20 years of working experience in audit firms and commercial companies as an Accountant, Financial Controller, Head of Treasury, and Head of Finance.





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#### RASHIDI BIN JAMANI

SENIOR BUSINESS DEVELOPMENT MANAGER Aged 50 / Male / Malaysian

En. Rashidi Bin Jamani joined SCIB on 2 March 2020 as the Senior Business Development Manager of the Company.

He holds a Bachelor of Arts in Accounting and Finance from the University of Lancaster, UK, and is a member of the Association of Chartered Certified Accountants ("ACCA").

He has vast experience in the account and finance industry, which includes a role in the assessment and evaluation of company proposals, facilitation with relevant stakeholders, and undertakes venture capital investment and administration and financial management of the company.

He has over 20 years in key positions in Venture Capital Investment, Business Advisory, and Fund management during his tenure with BIMB Venture Capital Sdn Bhd, Prokhas Sdn Bhd, and TERAJU Corporation.

His last attachment was with the Teraju Corporation, where he assumed a role as an Associate Director for Financial Services & Special Projects. He led a program named 'Skim Jejak Jaya Bumiputera (SJJB) to identify qualified Bumiputera-controlled companies to be assisted in going through the listing process in Bursa Malaysia.

#### SAIFUL AZRIN BIN FUDZIL

HEAD OF PROJECT MANAGEMENT TEAM (PMT) Aged 49, Male, Malaysian

En. Saiful Azrin Bin Fudzil joined SCIB on 1 June 2021 as the Head of PMT of the Company.

He holds a Bachelor of Science in Industrial Engineering from Lehigh University, Pennsylvania, USA.

He is a member of the U.S.A Industrial Engineering Honor Society ("Alpha Pi MU") and a member of the U.S.A Society of Manufacturing Engineers ("SME").

He has vast experience in the infrastructure works at PeIP, Pengerang, and his managed operation of facilities at Proton Center of Excellence, Proton Tanjung Malim & Proton Casting Plant.

#### WONG LI WEN

HEAD OF CORPORATE SERVICES Aged 39, Female, Malaysian

Ms. Wong Li Wen joined SCIB on 1 March 2008 as an Accountant and has been the Finance Manager since 2012. She was then appointed as the Chief Financial Officer of the Company on 4 April 2016 and was re-designated as the Group's Head of Corporate Services on 19 February 2018.

She holds a Master of Science degree in Professional Accountancy from the University of London, is a Fellow Member of The Chartered Association of Certified Accountants ("FCCA"), and a member of the Malaysian Institute of Accountants ("MIA").

She has more than 15 years of working experience in audit firms and commercial companies as an Accountant, Company Secretary, Finance Manager, and Chief Financial Officer.

#### Notes:

#### 1. Family Relationship with Director and/or Major Shareholder

The Managing Director/ Chief Executive Officer, Executive Director and none of the Key Management has any family relationship with any director and/or major shareholder of the Company.

2. Conflict of interest

The Managing Director/ Chief Executive Officer, Executive Director and none of the Key Management has any conflict of interest with the Company.

#### 3. Conviction of Offences

The Managing Director/ Chief Executive Officer, Executive Director and none of the Key Management has been convicted of any offences other than traffic offences in the past five (5) years and any public sanction or penalty imposed by the relevant regulatory bodies during the financial year under review.

#### 4. Directorships

Save as disclosed in the Director's Profile of this Annual Report, none of the Key Management has other directorship in public companies.