



KEY ALLIANCE GROUP BERHAD
Registration No.: 200301007533 (609953-K)

INNOVATING DIGITAL TRANSFORMATION



ANNUAL REPORT 2021

IN THIS REPORT

OVERVIEW

- 002 Corporate Information
- 003 Corporate Structure

PERFORMANCE

- 004 Board of Directors' Profile
- 007 Key Senior Management Profile
- 008 Management Discussion and Analysis
- 015 Sustainability Statement

GOVERNANCE

- 018 Corporate Governance ("CG") Overview Statement
- 038 Audit and Risk Management Committee ("ARMC") Report
- 041 Statement on Risk Management and Internal Control
- 044 Additional Compliance Information
- 047 Statement on Directors' Responsibilities

FINANCIAL

- 048 Financial Statements

ADDITIONAL INFORMATION

- 151 List of Properties
- 152 Analysis of Shareholdings
- 154 Analysis of Warrant C – 2020/2023 Holdings
- 156 Notice of Annual General Meeting
- 159 Administrative Guide

*Proxy Form



18th

Annual General
Meeting of
Key Alliance Group
Berhad



Broadcast Venue

Lot 18.2,
18th Floor,
Menara Lien Hoe,
No. 8 Persiaran
Tropicana,
Tropicana Golf &
Country Resort,
47410 Petaling Jaya,
Selangor.



Wednesday,
**29 September
2021**



10:00 a.m.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Zaidi Bin Mat Isa @ Hashim
Independent Non-Executive Chairman

Lee Kien Fatt
Independent Non-Executive Director

Roy Ho Yew Kee
Managing Director

Yee Yit Yang
Independent Non-Executive Director

Ong Gim Hai
Executive Director

YM Tengku Ezuan Ismara Bin Tengku Nun Ahmad
Non-Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Chairman Lee Kien Fatt

Members YM Tengku Ezuan Ismara Bin
Tengku Nun Ahmad
Yee Yit Yang

NOMINATION COMMITTEE

Chairman Lee Kien Fatt

Members YM Tengku Ezuan Ismara Bin
Tengku Nun Ahmad
Yee Yit Yang

REMUNERATION COMMITTEE

Chairman Lee Kien Fatt

Members YM Tengku Ezuan Ismara Bin
Tengku Nun Ahmad
Yee Yit Yang

SHARE ISSUANCE SCHEME COMMITTEE

Chairman Roy Ho Yew Kee

Members Yee Yit Yang
Ong Gim Hai

COMPANY SECRETARIES

CHONG VOON WAH
SSM Practicing Certificate No.: 202008001343
MAICSA 7055003

THAI KIAN YAU
SSM Practicing Certificate No.: 202008001515
MIA 36921

REGISTERED OFFICE

22-09, Menara 1MK
No. 1 Jalan Kiara, Mont Kiara
50480 Kuala Lumpur
Tel : +603-2856 7333

AUDITORS

Messrs Russell Bedford LC & Company (AF 1237)
Chartered Accountants
Suite 37, Level 21, Mercu 3
No. 3, Jalan Bangsar, KL Eco City
59200 Kuala Lumpur
Tel : +603-2202 6666
Fax : +603-2202 6699

SHARE REGISTRAR

Shareworks Sdn. Bhd.
2-1, Jalan Sri Hartamas 8,
Sri Hartamas, 50480 Kuala Lumpur
Tel : +603-6201 1120
Fax : +603-6201 3121

PRINCIPAL BANKER

Malayan Banking Berhad

STOCK EXCHANGE LISTING

ACE Market of the
Bursa Malaysia Securities Berhad
Stock Name : KGROUP
Stock Code : 0036

WEBSITE

www.kag.com.my

INVESTORS RELATIONS

Email : kgroup@kag.com.my
Tel : +603-7805 7725

CORPORATE STRUCTURE



KEY ALLIANCE GROUP BERHAD

Registration No.: 200301007533 (609953-K)

100%

└ Corporate One Training Academy Sdn Bhd

└ Design Dept Sdn Bhd

└ GE Green Sdn Bhd

└ Pacifica KAG Sdn Bhd

└ Key Alliance Sdn Bhd

▶ 51% Ebizmedic Sdn Bhd

└ Progenet Innovations Sdn Bhd

▶ 100% Progenet Sdn Bhd

90%

└ Agrocloud Sdn Bhd

51%

└ Digital Paper Solutions Sdn Bhd

BOARD OF DIRECTORS' PROFILE

DATO' ZAIDI BIN MAT ISA @ HASHIM

*Independent
Non-Executive
Chairman*

51 Years

Male

Malaysian

Dato' Zaidi Bin Mat Isa @ Hashim ("Dato' Zaidi"), was appointed as the Chairman of Key Alliance Group Berhad ("KAG") on 20 November 2017. Dato' Zaidi obtained First Class (Honours) Masters of Business Administration (MBA) from the Universiti Malaysia Pahang (UMP).

Dato' Zaidi experiences for both local and international market as the Executive Director in INIX Technologies and Director of NWP Holdings Berhad in property development and forest management with sawmills in the state of Sabah in East Malaysia and Laos in 2015 to 2017. In 2012, he was Senior VP for Corporate Planning and Strategy with London listed Radiant Growth Investment Ltd with

business ventures in a USD200 million plantation development in Kampong Thom, Cambodia.

Dato' Zaidi was leading MyPrima Group of Companies as CEO for 9 years since 2001. He was also the Director of Investment for the RM3.6 billion (GDV) Eco Marine Theme Park and Resort project in the state of Melaka. Earlier, he gained corporate exposure since 1995 as the Group Managing Director of Darul Aman Consolidated Bhd and its subsidiaries for 5 years.

Other than KAG, Dato' Zaidi also sits on the board of Smtrack Berhad as Executive Director.

ROY HO YEW KEE

Managing Director

45 Years

Male

Malaysian

Roy Ho Yew Kee ("Mr Roy"), was appointed as the Executive Director of KAG on 30 December 2011 and redesignated as Non-Independent Non-Executive Director on 23 May 2014. On 27 November 2015, he was redesignated as Executive Director and later redesignated as Managing Director on 14 August 2017. Mr Roy also is the Chairman of the Share Issuance Scheme Committee. He obtained his Bachelor of Commerce from the Griffith University, Brisbane, Australia. Mr Roy brings over 20 years of financial service and restructuring experience both locally and abroad in various capacities. As Managing Director, he is responsible for strategic direction of the Group, and identifying opportunities for the Group's various business units.

Other than KAG, Mr Roy also sits on the board of XOX Bhd, Cheetah Holdings Berhad and Komarkcorp Berhad as Executive Director.

BOARD OF DIRECTORS' PROFILE

ONG GIM HAI

Executive Director

46 Years

Male

Malaysian

Mr Ong Gim Hai ("Mr Ong"), was appointed as Independent Non-Executive Director of KAG on 10 August 2017 and redesignated to Executive Director on 11 October 2019. He is also a member of the Share Issuance Scheme Committee. Mr Ong graduated with B.Eng. Bachelor of Engineering in Electrical and Electronic Engineering from University of Sussex Brighton, UK. Mr Ong has 20 years of experience in the IT and computer industry, helping multi-nationals to establish and to grow operations in ASEAN ranging from start-ups to established organisations. In January 2004, he joined Mercury Interactive Hewlett-Packard as pre-

sales consultant and subsequently being promoted to sales manager in the year of 2006 to manage large enterprise account and develop new business within assigned accounts. Mr Ong then joined VMware Inc in the year of 2008 as enterprise account manager. In 2010, Mr Ong joined Palo Alto Networks as country manager, managing operations in Malaysia. In 2015 to 2016, Mr Ong represented Nutanix Malaysia and Brunei as managing director, managing sales operations in Malaysia and Brunei.

Mr Ong does not hold any directorships in other public company.

YM TENGKU EZUAN ISMARA BIN TENGKU NUN AHMAD

*Non-Independent
Non-Executive Director*

43 Years

Male

Malaysian

YM Tengku Ezuan Ismara was appointed as Independent Non-Executive Director of KAG on 29 May 2020 and redesignated to Non-Independent Non-Executive Director on 6 August 2020. He is also a member of the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee. YM Tengku Ezuan Ismara is a member of the Royal Family and a long serving corporate citizen exposed to a multitude of industries, including Oil & Gas, Defence, Private Equity, Finance and ICT Consulting. He did his Degree in Accounting and Finance in University of East London, and completed his Masters in Law from International Islamic University, majoring in Banking and Anti Money

Laundering. YM Tengku Ezuan Ismara brings invaluable experience and networks, from his past 13 years' experience dealing with Petronas, HESS Petroleum and GL Noble Denton to our Board. YM Tengku Ezuan Ismara joins KAG in its exciting time of growth in IOT and Cloud Services, and as part of the team to explore the Group's approach into Digital Healthcare Services.

Other than KAG, YM Tengku Ezuan Ismara also sits on the board of Komarkcorp Berhad as Independent Non-Executive Chairman.

BOARD OF DIRECTORS' PROFILE

LEE KIEN FATT

**Independent
Non-Executive Director**

54 Years

Male

Malaysian

Mr Lee Kien Fatt ("Mr Lee"), was appointed as Independent Non-Executive Director of KAG on 4 June 2018. He is also the Chairman of the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee. Mr Lee is a member of Malaysian Institute of Certified Public Accountants (MICPA) and Malaysian Institute of Accountants (MIA). Mr Lee served as Finance Manager of Group Associated (C&L) Sdn Bhd from 1992 to 1994 and Ng Tiong Seng Corporation Berhad from 1995 to 1996. He served as Group Financial Controller of United Straits Amalgamated Berhad from 1997 to

1998. Mr Lee served as Consultant cum Executive Director of RNC Corporation Berhad from 1999 to 2003. Mr Lee then left to join as Consultant cum Non-Executive Director of LBI Capital Berhad from 2003 to 2005. He served as Non-Executive Director of Tenggara Oil Berhad from 2007 to 2008. Recently, Mr Lee is the Director of Fattco Holdings Sdn Bhd and as Partner of Searaven Ventures (M) PLT.

Other than KAG, Mr Lee also sits on the board of Niche Capital Emas Holdings Berhad and Macpie Berhad as Independent and Non-Executive Director.

YEE YIT YANG

**Independent
Non-Executive Director**

53 Years

Male

Malaysian

Mr Yee Yit Yang ("Mr Yee") was appointed as Independent Non-Executive Director of KAG on 5 November 2019 and he is a member of the Australian CPA and Malaysia Institute of Accountants. He is also a member of the Audit and Risk Management Committee, Nomination Committee, Remuneration Committee and Share Issuance Scheme Committee. Mr Yee graduated with Bachelor of Economics (Major: Accounting & Finance) from Latrobe University, Australia. He began his career with Deloitte Tohmatsu, an international accounting firm upon his graduation in Australia in 1990. After spending approximately 3 years with them, he joined the corporate finance division of Affin Investment Bank in which he was involved in various assignments, such as IPO, regional mergers and acquisitions as well as fund raising for both listed and non listed companies. After approximately 7 years with Affin Investment Bank, he

left to join a leading listed supermarket chain stores in Malaysia as Head of Corporate Planning. During his tenure with them, he was instrumental in raising the corporate profile by raising funds for the purpose of acquisition of related business. In 2008, he left the said company to join another listed company, which is principally involved in property investment and health care business as Head of Corporate Finance. During his stay with them, he had completed a fund raising exercise for the purpose of consolidation the property investment division as well as acquisition of a renowned healthcare company based in USA. Currently, he is involved in a private corporate consultancy business.

Other than KAG, Mr Yee also sits on the board of Vertice Berhad, AE Multi Holdings Berhad and Joe Holding Berhad as Independent and Non-Executive Director.

Notes:

- (i) All the Directors do not have any family relationship with any Director and/or substantial shareholders of KAG.
- (ii) None of the Directors have been convicted of any offences other than traffic offences within the past five (5) years.
- (iii) None of the Directors have any conflict of interest with the Company.
- (iv) Details of Directors' attendances at the Board meetings are set out in the Statement of Corporate Governance.

KEY SENIOR MANAGEMENT PROFILE

SIM MEI CHIN

37 Years

Female

Malaysian

Ms Sim Mei Chin ("Ms Tiffany") is the Financial Controller of the Group. She graduated with a Bachelor's Degree in Business Administration from Anglia Polytechnic University, UK. She is also an ACCA member. She has 16 years of audit and finance experience in different industries. She is currently overseeing the finance, taxation, human resource and administration of the Group.

Ms Tiffany does not hold any directorships in public company. She has no relationship with any other Director or Major Shareholder of the Company, no conflict of interest with the Company and has not convicted of any offences within the past five (5) years other than the traffic offence, if any.

THI CHEE TIONG

39 Years

Male

Malaysian

Thi Chee Tiong ("Mr Johnthi") is the General Manager of Ge Green Sdn Bhd. Mr Johnthi graduates from The One Academy in Advanced Diploma of Advertising.

Mr Johnthi has worked with reputable Advertising Agencies including Crush Advertising Singapore, DDB Singapore, and McCann Erickson Malaysia among others. With his advertising expertness, for the past 12 years he has joined project management in the construction industry specializing in sales and marketing sector as a Regional Branch Manager for Interior Design firm (ORIWISSE) and modular cabinet manufacturing (ORISS) for ORI Group.

As a General Manager at Ge Green Sdn Bhd, he demonstrated his ability to improve employee retention by creating a new program development initiative and understanding the market trends changes time to time.

Mr Johnthi does not hold any directorships in public company. He has no relationship with any other Director or Major Shareholder of the Company, no conflict of interest with the Company and has not convicted of any offences within the past five (5) years other than the traffic offence, if any.

TAN YU WEI

35 Years

Male

Malaysian

Associate Creative Director of Design Dept Sdn Bhd, Mr Tan Yu Wei ("Yu Wei") graduated with a Bachelor's Degree in Interior Design from Swinburne University of Technology Melbourne, Australia.

With 14 years of experience in the design & construction industry, Yu Wei began his career at renown design house Quirk & Associates at the age of 21. He started his own practice and co-founded Design Dept in 2008, before being acquired by Key Alliance Group Berhad in 2013.

His scope of work consists of initiating design concepts, spatial master-planning, and general management of the company. He currently heads a dynamic team, consisting of interior designers, project managers, and site supervisors.




Mr Yu Wei does not hold any directorships in public company. He has no relationship with any other Director or Major Shareholder of the Company, no conflict of interest with the Company and has not convicted of any offences within the past five (5) years other than the traffic offence, if any.

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW OF GROUP'S BUSINESS AND OPERATIONS

Company profile and business

The principal activities of Key Alliance Group Berhad ("KAG" or "the Company") is investment holding. KAG's subsidiaries ("the Group") are principally organised into the following reportable segments:

 Cloud services, data centre and IT related services provision of cloud computing services, co-location, disaster recovering and other IT related services;	 Trading kitchen appliances, IT and office automation and medical equipment provision of distributing and reselling of kitchen appliances, IT-related product and office automation and services and medical equipment and devices; and	 Property construction provision of property construction and interior design and build services.
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Corporate Vision



Our vision is to be a transitional group of companies in the provision of leading edge technology for total business and operational solutions.

Strategic in creating value

- To enhance customer relationship and satisfaction level
- To innovate and step forward with continuous improvement cycles through continuous training and developing competencies and skills among employees
- To be pro-active and serve in nation-building activities, developing a digital and knowledge-based economy

Financial highlights

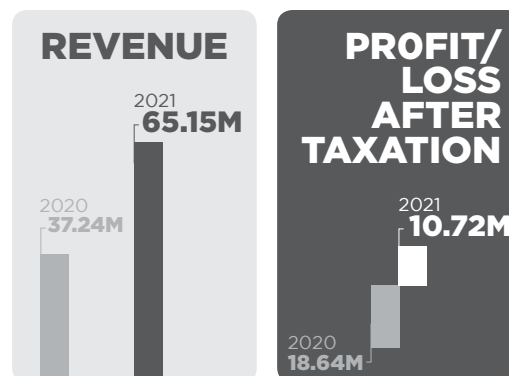
	FYE 31 March 2021 (12 mths)	Restated FYE 31 March 2020 (12 mths)	Restated FYE 31 March 2019 (12 mths)	FYE 31 March 2018 (12 mths)	FYE 31 March 2017 (15 mths)
Revenue	65,154,185	37,243,769	43,290,769	27,016,686	33,878,624
Operating profit/(loss)	11,915,653	(18,779,280)	(9,077,230)	(9,046,890)	(4,038,934)
Profit/(Loss) before taxation	10,760,430	(19,877,118)	(9,571,625)	(9,283,360)	(4,785,560)
Net profit/(loss) attributable to equity holders	12,580,263	(17,234,781)	(8,169,980)	(9,600,615)	(5,201,795)
Total assets	222,378,815	131,480,756	114,716,339	97,412,939	63,057,267
Total borrowings	17,261,295	20,148,825	11,504,886	8,817,087	10,074,232
Shareholder equity	162,993,484	57,639,920	72,705,701	75,830,827	39,150,235
Basic earnings/(loss) per share (sen)	0.77	(2.02)	(1.67)	(1.05)	(0.72)
Net assets per share	0.07	0.10	0.14	0.18	0.05

MANAGEMENT DISCUSSION AND ANALYSIS

GROUP FINANCIAL REVIEW

The Group revenue increased from RM37.24 million to RM65.15 million during the financial year ended 31 March 2021 ("FYE 2021") as compared to the financial year ended 31 March 2020. This is due to the secured of new projects in cloud services, data centre and IT related services segment and the progress billing and secured of new renovation projects in Construction segment during the financial year.

The Group has recorded a profit after taxation of RM10.72 million for the FYE 2021 as compared to loss after taxation of RM18.64 million for the financial year ended 31 March 2020. This is mainly due to the fair value gain on other financial assets amounting to RM17.78 million during the financial year.



OPERATION REVIEW

Cloud services, data centre and IT related services

The cloud services, data centre and IT related services segment recorded revenue of RM20.46 million for the FYE 2021 compared to RM11.89 million for the preceding financial year. This is due to the secured of new cloud and co-location projects during the financial year. This segment recorded profit after tax of RM1.75 million for FYE 2021 as compared to loss after taxation of RM0.17 million for preceding financial year. This is in line with the increase in revenue during the year. The expenses incurred consist of the depreciation of property, plant and equipment (including the depreciation for the data centre and right-of-use assets) of RM2.68 million.

Trading of kitchen appliances, IT and office automation and medical equipment

This segment recorded revenue of RM10.68 million for the FYE 2021 compared to RM15.32 million for the preceding financial year. The segment incurred loss after taxation of RM6.78 million as compared to loss after taxation of RM4.43 million for the preceding financial year. The increase in loss after taxation is mainly attributable to the decrease in revenue and impairment loss on inventories of RM1.22 million (2020: RM0.18 million), depreciation of property, plant and equipment (including the depreciation for plant and equipment and right-of-use assets) of RM2.01 million (2020: RM1.90 million) and share option expense of RM1.67 million.

Property construction

This segment recorded revenue of RM35.40 million for the FYE 2021 compared to RM10.98 million for the preceding financial year. This is due to the progress billing and the secured of new renovation projects during the year. This segment incurred profit after taxation of RM1.54 million for the FYE 2021 as compared to the loss after taxation of RM0.92 million for the preceding financial year.

Corporate Exercises

Share Issuance Scheme ("SIS")

During the FYE 2021, the Group has completed the following SIS:-

- (i) Issuance of 5,400,000 new ordinary shares pursuant to the exercise of 5,400,000 SIS options at the exercise price of RM0.03 per share;
- (ii) Issuance of 39,000,000 new ordinary shares pursuant to the exercise of 39,000,000 SIS options at the exercise price of RM0.025 per share;
- (iii) Issuance of 75,000,000 new ordinary shares pursuant to the exercise of 75,000,000 SIS options at the exercise price of RM0.08 per share;
- (iv) Issuance of 22,500,000 new ordinary shares pursuant to the exercise of 22,500,000 SIS options at the exercise price of RM0.12 per share;

MANAGEMENT DISCUSSION AND ANALYSIS

OPERATION REVIEW (CONT'D)

Corporate Exercises (cont'd)

Share Issuance Scheme ("SIS") (cont'd)

During the FYE 2021, the Group has completed the following SIS (cont'd):-

- (v) Issuance of 300,000,000 new ordinary shares pursuant to the exercise of 300,000,000 SIS options at the exercise price of RM0.05 per share; and
- (vi) Issuance of 90,000,000 new ordinary shares pursuant to the exercise of 90,000,000 SIS options at the exercise price of RM0.045 per share.

Private placement I

On 19 May 2020 the Company announced on the proposed private placement of up to 30% of the total number of issued shares of KAG. The proceeds are earmarked to expand and upgrade the existing data centre by building an internet exchange point ("IXP"). Bursa Malaysia Securities Berhad ("Bursa Securities") had, vide its letter dated 16 June 2020, resolved to approve the listing and quotation of up to 204,303,205 placement shares to be issued pursuant to the proposed private placement. The Company had obtained approval from shareholders at the extraordinary general meeting held on 13 July 2020. On 21 July 2020, 204,162,850 placement shares were listed and quoted on the ACE Market of Bursa Securities, which marks the completion of the private placement.

Multiple Proposals - Rights issue with free warrants and Proposed Diversification

On 6 August 2020, UOB Kay Hian Securities (M) Sdn Bhd ("UOBKH"), on behalf of the Company, announced that the Company proposed to undertake the following:-

- a) a proposed renounceable rights issue of up to 982,205,686 new ordinary shares in KAG ("KAG Share(s)" or "Share(s)") ("Rights Shares") on the basis of 1 Rights Share for every 1 existing KAG Share held, together with up to 982,205,686 free detachable warrants in KAG ("Warrant(s)") on the basis of 1 Warrant for every 1 Rights Share subscribed for on an entitlement date to be determined and announced later ("Proposed Rights Issue with Warrants"); and
- b) a proposed diversification of the Company's existing principal activities to include the marketing, distribution and trading of medical equipment, devices, and related products and accessories ("Proposed Diversification").

Bursa Securities had, vide its letter dated 4 September 2020, resolved to approve the following:-

- a) Admission to the Official List and listing and quotation of up to 982,205,686 Warrants to be issued pursuant to the Proposed Rights Issue with Warrants;
- b) Listing and quotation of up to 982,205,686 Rights Shares to be issued pursuant to the Proposed Rights Issue with Warrants; and
- c) Listing and quotation of up to 982,205,686 new KAG Shares to be issued arising from the exercise of the Warrants.

The Company had obtained approval from the shareholders at the extraordinary general meeting held on 28 September 2020.

On 20 November 2020, 982,103,848 Rights Shares and 982,103,848 Warrants issued pursuant to the Rights Issue with Warrants were listed and quoted on the ACE Market of Bursa Securities, marking the completion of the Rights Issue with Warrants.

Private placement II

UOBKH, on behalf of the Company, announced that the Company proposed to undertake a private placement of up to 20% of the total number of issued shares of KAG to third party investor(s) to be identified later at an issue price to be determined later in accordance with the general mandate pursuant to Section 75 of the Companies Act 2016 ("Proposed Private Placement II"). The earmarked proceeds shall be utilised to develop an electronic-commerce marketplace/platform ("E-commerce Platform") for medical equipment, devices and related products ("Medical Products"). The E-commerce platform is intended to provide a one stop business-to-business marketplace for medical practitioners in Malaysia to purchase and restock necessary Medical Products via the internet.

Bursa Securities had, vide its letter dated 11 February 2021, approved the listing and quotation of up to 609,451,510 Placement Shares to be issued pursuant to the Proposed Private Placement II.

The Company has applied for extension of time for the private placement and Bursa Securities had, vide its letter dated 27 July 2021, resolved to grant the Company an extension of time of 6 months from 11 August 2021 until 10 February 2022 to complete the Proposed Private Placement II.

MANAGEMENT DISCUSSION AND ANALYSIS

OPERATION REVIEW (CONT'D)

Corporate Exercises (cont'd)

Multiple Proposals

On 11 March 2021, UOBKH, on behalf of the Company, announced that the Company proposed to undertake the following:-

- a) a private placement of up to 20% of the total number of issued shares of KAG ("KAG Share(s)" or "Share(s)") (excluding treasury shares) to third party investor(s) to be identified later ("Proposed Private Placement III"); and
- b) an acquisition of 450,000 ordinary shares in Tree Med Sdn Bhd ("Tree Med"), representing 30% equity interest in Tree Med, from Khairul Anuar Bin Danial and Raja Mazyah Binti Raja Aminuddin (collectively, the "Vendors") for a purchase consideration of RM14,000,000 ("Purchase Consideration") to be satisfied via a combination of RM4,000,000 in cash ("Cash Consideration") and RM10,000,000 via the issuance of 200,000,000 new KAG Shares at an issue price of RM0.05 per KAG Share ("Consideration Share(s)") ("Proposed Acquisition").

Bursa Securities had, vide its letter dated 28 April 2021, approved the listing and quotation of:-

- a) up to 789,172,978 new KAG Shares to be issued pursuant to the Proposed Private Placement III; and
- b) 200,000,000 new KAG Shares to be issued pursuant to the Proposed Acquisition.

The Company had obtained approval from the shareholders at the extraordinary general meeting held on 25 May 2021.

ANTICIPATED OR KNOWN RISKS

Market Competition Risk

Cloud, data centre and IT related services industry and trading industry are always competitive. The Group faces competition from both new entrants and existing players in the industries that offer similar products and services. Increased competition could result in revenue erosion and loss of market share, any of which could materially and adversely affect the Group's business, operating results and financial condition.

The Group has hired competent sales staff to increase the sales and provided professional after sales services to customers to ensure customers are satisfied with the products and services. The Group emphasises on the quality of the products and services provided to the customers. The management of the Group will remain relevant by leveraging on present and future strategic alliances to create value.

Security Risk

Data centres are a vulnerable target given the vast amount of valuable data contained and thus the Group has taken a holistic approach to data security. The Group has embarked on obtaining certification for ISO 27001 and PCI-DSS compliancy. The data centre is built based on a 4-Tier security level system and is protected by Artificial Intelligent ("AI") threat protection system which secures all the clients data from any breaches.

Dependence on key personnel

The Group believes that its continued success will depend upon the abilities, skills, experience competencies and continued effort of its key management and technical personnel. The loss of any key members of the Group's management and technical personnel could adversely affect the Group's business and operations.

The Group continues to attract and retain the key management personnel who are essential in the support of the Group's operations by providing employee benefits and incentives to ensure a long term commitment of the key management personnel to the Group.

Apart from this, the Group actively grooms the younger members of its management team by providing the necessary guidance, experience and exposure in order to prepare them to take over from the senior management team in the future so that the Group is prepared to conduct a smooth transition.

Operational and business risks

The Group's trading business is affected by the performance and inherent risk associated with the industry, including general economic downturn in the global and regional economy causing a decline in consumer demand, changes in consumer tastes and preferences, increase in operating costs, delay in obtaining certification from SIRIM, etc. The Group is working to ensure the products quality met the requirement of the authorities and the customers' satisfaction.

MANAGEMENT DISCUSSION AND ANALYSIS

ANTICIPATED OR KNOWN RISKS (CONT'D)

Foreign exchange risks

The Group's business is exposed to foreign exchange risks as purchase are mainly denominated in USD whilst sales are mainly denominated in RM. As such any fluctuation in foreign exchange rates would have an impact on our profitability and financial performance.

The Group takes initiative to negotiate with the suppliers/principles to provide a better rate on the goods purchased in the event if USD increases. The exposure of the foreign currency risk is closely monitored on an on-going basis to ensure that the net exposure is at an acceptable level.

Regulatory and Political Risk

Any developments in political, economic, regulatory and social conditions could materially affect the Group's financial and business prospects. Other political uncertainties that could unfavourably affect us include changes in political leadership, war, economic downturn, financial crisis and changes in interest rates. The directors keep abreast of the government policies, rules and regulations and will take necessary action to ensure compliance.

Impact of COVID-19 on the business and operations of our Group

The World Health Organisation had on 11 March 2020 declared the COVID-19 outbreak as a global pandemic. As a measure to contain the outbreak, the Government of Malaysia announced Movement Control Order ("MCO") which is effective from 18 March 2020. Effective 4 May 2020, the MCO has been transitioned into a conditional MCO until 9 June 2020. As announced on 7 June 2020, the conditional MCO has further been transitioned into a recovery MCO ("RMCO") which had commenced with effect from 10 June 2020 until 31 August 2020. Subsequently vide an announcement on 28 August 2020, the RMCO was further extended from 31 August 2020 until 31 December 2020. Under the RMCO, more economic sectors and businesses will be allowed to be opened subject to adherence with the necessary strict standard operating procedures ("SOP"). However, the pandemic is getting worse in the year 2021, with the implementation of MCO again from 13 January 2021 and followed by a total lockdown from 1 June 2021.

The outbreak of COVID-19 is an event of force majeure that is beyond the control of our Group. There is no assurance that the COVID-19 outbreak and/ or the MCO/CMCO/RMCO will not have a material adverse impact on the market conditions and/ or the industry and environment in which our Group operates. Further, no assurance can be given that there the COVID-19 outbreak and/ or the MCO/CMCO/RMCO will not have any material adverse impact to the overall supply and distribution chain of the Group. Potential risks arising therefrom may include but not limited to slowdown in customers' demand, loss of customers, credit risk, disruption in supply chain, and increased operating cost to comply with the SOP, any of which may result in an adverse effect on our Group's business and financial conditions.

OUTLOOK AND FUTURE PROSPECTS

The Malaysian economy recorded a negative growth of 3.4% in the fourth quarter of 2020 (3Q 2020: -2.6%), largely attributable to the imposition of the Conditional Movement Control Order (CMCO) on a number of states since mid-October. The restrictions on mobility, especially on inter-district and inter-state travel, weighed on economic activity. Nevertheless, the continued improvement in external demand provided support to growth. Consequently, except for manufacturing, all economic sectors continued to record negative growth. On the expenditure side, moderating private consumption and public investment activities weighed on domestic demand. On a quarter-on-quarter seasonally-adjusted basis, the economy registered a decline of 0.3% (3Q 2020: +18.2%).

Domestic demand recorded a decline of 4.4% in the fourth quarter of 2020 (3Q 2020: -3.3%), mainly due to the subdued private consumption and public investment activities. Net exports grew by 12.4% (3Q 2020: 21.9%), with continued expansion in manufactured exports. Private consumption contracted by 3.4% (3Q 2020: -2.1%). Household spending was subdued amid continued weaknesses in income and employment conditions during the quarter. Spending was also affected by tighter movement restrictions in selected states. Nevertheless, the decline in physical spending was partly mitigated by the continued acceleration in online spending. During the quarter, consumer expenditure also remained

MANAGEMENT DISCUSSION AND ANALYSIS

OUTLOOK AND FUTURE PROSPECTS (CONT'D)

supported by various stimulus measures including the EPF i-Lestari withdrawals, the continued support to affected borrowers under the Targeted Repayment Assistance and lower passenger car sales tax. Meanwhile, public consumption continued to expand, albeit at a more moderate pace of 2.7% in the fourth quarter of 2020 (3Q 2020: 6.9%), supported by spending in emoluments.

Gross fixed capital formation contracted further by 11.9% (3Q 2020: -11.6%), as capital spending from both private and public sectors remained relatively weak. By type of asset, investment in structures contracted by 13.1% (3Q 2020: -12.9) while investment in machinery & equipment declined by 9.0% during the quarter (3Q 2020: -8.3%). Private investment recorded a smaller decline of 7.0% (3Q 2020: -9.3%), mainly supported by continued capital spending in existing projects, particularly in the export-oriented industries. Meanwhile, public investment registered a larger decline of 19.8% (3Q 2020: -18.6%). This reflects lower spending on fixed assets by the general government and weaker demand in most sectors which continued to weigh on capital spending by public corporations.

(Source: Developments in the Malaysian Economy, Economic and Financial Developments in the Malaysian Economy in the Fourth Quarter of 2020, Bank Negara Malaysia)

The Government has announced several stimulus packages totalling RM305 billion to support both households and businesses. Reinforced by the reopening of the economy in phases, growth is expected to improve gradually during the second half of the year, cushioning the significant contraction in the first half. Thus, Malaysia's GDP is expected to contract by 4.5% in 2020, before rebounding between 6.5% and 7.5% in 2021. With the bold and swift measures undertaken Malaysia has been recognised as one of the most successful countries in managing the socio-economic impact of the pandemic.

Domestic demand is expected to contract by 3% in 2020, with private and public sectors' spending declining by 3.2% and 2.1%, respectively. In the first half of 2020, domestic demand declined significantly by 7.7%, amid restricted movements to contain the COVID-19 pandemic. Nevertheless, the announcement of various stimulus packages and the gradual resumption of economic activities are expected to restore business and consumer confidence in the second half of the year. Hence, domestic demand is anticipated to turnaround to 1.5% during the period and expand further by 6.9% in 2021.

Private consumption declined by 6% during the first half of 2020, affected by the implementation of the MCO. However, household spending is anticipated to pick up during the second half of the year, on the back of various stimulus packages aimed at providing support to households and businesses. The measures include a moratorium on loan repayments, temporary optional reduction in employees' contributions to the Employees Provident Fund and discounts on electricity bill as well as low interest rates. As a result, private consumption is projected to rebound by 4.2% in the second half, cushioning overall consumption activities, which is expected to record a marginal decrease of 0.7% in 2020.

Private consumption is anticipated to increase by 7.1% in 2021, mainly supported by higher disposable income arising from buoyant domestic economic activities, stronger export earnings, accommodative financial stance, extension of tax relief on childcare and favourable stock market conditions. Better job prospects, following broader improvement in the economy and measures addressing employability, are also expected to contribute to household spending. Furthermore, the expected recovery in the tourism-related industries following tax incentives on domestic tourism expenses for households will also provide additional impetus to private sector spending. As the nation rapidly shifts towards adopting digitalisation, the broader availability of various e-commerce platforms and rollout of fifth generation cellular network ("5G") technology will facilitate economic activities.

(Source: Economic Outlook 2021, Ministry of Finance Malaysia)

The Group has identified cloud and data centre services as an appropriate business with sufficient growth opportunities to potentially improve its financial condition and performance. Cloud plays a vital role in facilitating the rise of emerging technologies such as artificial intelligence and the Internet of Things (IoT). In line with the above, the Group had established a new data centre at Menara Lien Hoe in September 2018 to allow the Group to offer a broad range of cloud and data centre services. The Group has completed the private placement in July 2020 to raise fund to upgrade the data centre via the integration of an IXP, to further enhance the Group's cloud and data centres services offering and generate revenue growth. This represents a key step in the Group's plan to accelerate its overall business via the organic expansion of its cloud and data centre services. While the Group will continue to explore potential partnerships and investment opportunities to expand its cloud and data centre services, the Group also continues to search for organic growth opportunities in other business segments.

MANAGEMENT DISCUSSION AND ANALYSIS

OUTLOOK AND FUTURE PROSPECTS (CONT'D)

Following the COVID-19 outbreak and the strict SOP enforced by the Government, there has been a growing demand for COVID-19 testing kits in Malaysia. The Group has obtained approval from the shareholders to diversify into the business of trading of medical equipment. In the future, the Group anticipates that it may be able to leverage its existing cloud services, data centre and IT related services business, specifically its cloud computing and big data technologies, to enhance and complement its trading of medical equipment by creating a digital platform for the trading of medical equipment. The digital platform not only serves to widen the reach of its customer base through e-commerce channel for medical devices and equipment, but also captures and integrates data, facilitate the connectivity of medical devices and generates insights to improve medical devices, operational efficiency and healthcare outcomes. The integration of big data analytics in the trading of medical equipment segment allows the Group to reap business synergy by potentially generating further business opportunities, whilst improving its business process and reducing system costs.

The Group has taken the business development initiatives for the new trading of medical equipment business by the following efforts:

- (1) the Group has entered into a Shareholder Agreement ("SA") with Tree Med Sdn Bhd ("Tree Med") and Dato' Dr Azirul Salihin Bin Anuar ("Dato' Dr. Azirul") on 27 January 2021 to set up a joint venture to undertake and set-up a one stop business-to-business medical supplier platform to supply medical product and services within the medical industry. The joint-venture company namely eBizMedic Sdn. Bhd. ("eBizMedic") has been incorporated on 19 February 2021. eBizMedic will develop an E-commerce Platform for Medical Products. The E-commerce platform is intended to provide a one stop business-to-business marketplace for medical practitioners in Malaysia to purchase and restock necessary Medical Products via the internet; and
- (2) the Group has announced the proposed acquisition of 30% equity interest in Tree Med, which is principally a distributor and commission agent in the sale of medical equipment, reagents and consumables. Given the similarity in business nature between the Group's new trading of medical equipment business and Tree Med, the proposed acquisition may allow the Group to derive synergies with Tree Med and vice versa. With respect to potential synergies, the Group may leverage on the existing supplier and customer bases of Tree Med upon completion of the proposed acquisition to grow the Group's trading of medical equipment and the Group may share its distribution networks with Tree Med to expand the Group's offering of medical-related products. The Group may also consult with Tree Med's technical knowledge and experience in distributing and selling medical-related products to enhance the Group's own distribution and sales activities for the benefit of customers.

These coming years will be crucial to for the Group. Whilst we remain cautious over the outlook of the economy, the Group will continue to seek opportunities to expand the business.

SUSTAINABILITY STATEMENT

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Key Alliance Group Berhad (“KAG” or “the Company”) and its subsidiaries (collectively referred to as “the Group”) recognize that sustainability practices are fast gaining importance in enhancing long-term shareholder value.

In line with Bursa Malaysia Securities Berhad’s Sustainability Reporting Guide (2nd Edition), the Group’s sustainability practices are to identify the economic, environmental and social risk and opportunities which tied in with our governance framework that are material to the continued success of the Group’s operation.

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CORPORATE GOVERNANCE

The Board of Directors of the Company (“Board”) recognises the importance of ethical business conduct across the operations to maintain our stakeholders’ trust. Code of Conduct is established to achieve a standard of ethical behaviour based on trustworthiness and values that can be accepted and uphold a spirit of responsibilities. A whistle-blowing policy is in place with the aim to provide a platform for our employees and any concerned stakeholders to report on any suspected misconduct that contradict with Code of Conduct.

MATERIAL SUSTAINABILITY MATTERS

ECONOMIC



Shareholders



Our shareholders are the ultimate owners of the Company and as such, they are entitled to timely and quality information on the Group’s financial performance. Apart from the Annual General Meeting where shareholders are encouraged to ask questions to the Board of Directors on business operations and the financial performance of the Group, shareholders can refer to the Group’s corporate website at www.kag.com.my for information. KAG continue to enhance its shareholder value by engaging in ethical procurement procedures, enhancing good management practices, internal control systems, and transparency, emphasizing on corporate governance and corporate accountability.

SUSTAINABILITY STATEMENT

MATERIAL SUSTAINABILITY MATTERS (CONT'D)

ECONOMIC (CONT'D)

Customers



The Group is committed to see that not only shareholders' interests are taken care of but also our customers and suppliers. In this regard, the Group values its customers as they are a major reason for its profitability. Our customers are supported by our teams providing professional services in addressing their requirements and inquiries. The Group is committed to deliver the value in line with our customers' expectation by conducting sales and technical training and on-going business review and providing after sales service.

Suppliers



To our suppliers, we are committed to enhance our processes and engaging with our suppliers to identify and manage risks, underpinned by values of integrity and transparency. We look to create value, by looking for opportunities to collaborate and to share best practices with our suppliers. In respect of this, kitchen appliances, IT equipment involved in the procurement process are being closely monitored. The Group filters the suppliers carefully ensuring only the one with specific criteria met are engaged.

ENVIRONMENT



Although we generally do not generate any major environmental concerns, the Group is committed to adopting environmental-friendly practices in its workplace. The Group actively encourages staff to practice environmentally friendly work habits. The Group promotes awareness in sustainable resource usage by encouraging employees to use recycle papers, double-sided printing and being efficient use in the stationery. The Group is optimising the use of audio, web and video-conferencing to reduce the traffic congestion. These approaches not only help in reducing company expenditure but also respond to environment concern with a paperless environment to reduce further carbon footprint.

The Group also encourage employees to instill a concept of every little thing counts when the employees understand the impact of turning off lights and air conditioners for rooms and areas which are not in use to aid in reducing the energy consumption.



SUSTAINABILITY STATEMENT

MATERIAL SUSTAINABILITY MATTERS (CONT'D)

SOCIAL



Employees



The Group considers employees as the most valuable asset in driving the Group's businesses and operations of the Group. A positive work environment is created where the employees can learn and grow. The Group actively pursues the development of a continuous learning and to become a knowledge-based organisation. The Group constantly provides opportunities for employees to enhance job knowledge and develop professional skills, by encouraging employees to undertake various types of training programs sponsored by the company. The Group believes employees well-equipped with confidence are motivated to carry out their duties and responsibilities, continuously contribute towards the growth and development of the organization in a fast-changing world of how businesses are done.

The Group is committed to provide an equal opportunity in hiring, promoting and rewarding its employees. Every employee is given equal opportunity to rise up in their positions through hard work and dedication. Performance and appraisal exercises are conducted on annual basis.

Maintaining a healthy and work-life balance is important for employee well-being and it can contribute towards greater productivity and performance. We improve our working culture and encourage collaboration by organizing festival celebrations such as Chinese New Year annual dinner, Buka Puasa dinner, or outing activities to strengthen the team bonding among the employees. However, all the outing and celebrations have been cancelled during the year due to the Covid-19 pandemic.

As employers plan for a safe post-pandemic return to the workplace after the lockdown, the Group recognized the importance of vaccinations. The Group has offered employees vaccination allowance once they have completed two doses of vaccines to encourage the employees to register for vaccination. The Group has offered paid vaccination leaves to the employees so that they can rest at home after the vaccine shots.

Community



The Group also participates in the initiatives taken by the Government to increase the employment of prospective new graduates by accepting trainees from local colleges and universities for industrial, subsequently considering them for permanent employment.

Due to the rise and severity of the current Covid-19 pandemic in Malaysia, the Group with its current exposure in the medical trading business, has donated a high flow nasal cannula to a local hospital to aid in the treatment of Covid-19 patients and in addition, the Group has actively provided face masks donation on an ad hoc basis.

OUR COMMITMENT

The Group will be continuously looking for new ways to incorporate sustainability practices into its business operations and adapt accordingly to remain at forefront.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

The Board of Directors ("the Board") of Key Alliance Group Berhad ("the Company" or "KAG") recognises and is committed to ensure the importance of good CG is being practiced by the Company and the subsidiaries ("Group" or "KAG Group") in order to safeguard stakeholders' interests as well as enhancing shareholders' value.

This CG Statement sets out the manner in which the Group has applied and the extent of compliance with principles and recommendations as set out in the Malaysian Code on Corporate Governance ("Code"), the relevant chapters of the ACE Market Listing Requirements ("Listing Requirements") on CG and all applicable laws and regulations throughout the financial year ended 31 March 2021 ("FY2021").

The CG report which provides the manner in and the extent in which the CG framework has applied by the Group throughout the FY2021.

The details of the application of each Practice set out in the Code can be downloaded from the Company's website at www.kag.com.my.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PART I – BOARD RESPONSIBILITIES

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS

1.1 Functions, roles and responsibilities of the Board

The Board leads KAG and plays a strategic role in overseeing the Group's objectives, direction, goals and overall corporate governance to ensure that the strategic plans of the Group are implemented and accountability is monitored well.

The following are the key matters of the Company reserved for the Board's approval:

- Reviewing and approving the financial results, strategies, business plan and policies;
- Overseeing and evaluating the conduct of the Group's businesses;
- Ensuring competent management;
- Ensuring the establishment of risk management framework and policies;
- Reviewing the adequacy and integrity of the internal control systems and management information systems which include sound system of reporting and in ensuring regulatory compliance with applicable laws, regulations, rules, directive and guidelines; and
- Acquisition and disposal of companies within the Group

The Board reserves certain powers for itself and has delegated certain matters, such as the day-to-day management of the Group to the Managing Director. The Non-Executive Directors including the Chairman are responsible for bringing independent judgment and scrutiny to decisions taken by the Board and providing objective challenges to Management.

The Non-Executive Directors do not participate in the day-to-day management of the Group and do not engage in any business dealing or other relationship with the Group. In this manner, the Non-Executive Directors fulfil a crucial corporate accountability role as they provide independent and objective views, opinions and judgement on issues being deliberated and act in the best interest of the Group, its stakeholders and shareholders, including minority shareholders. There is a schedule of key matters reserved to the Board for its deliberation and decision to ensure the direction and control of the Group are in its hands.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I – BOARD RESPONSIBILITIES (CONT'D)

1. BOARD’S LEADERSHIP ON OBJECTIVES AND GOALS (CONT'D)

1.1 Functions, roles and responsibilities of the Board (cont'd)

In discharging its function and responsibilities, the Board has established and approved the respective Terms of Reference (“ToR”) for the relevant Board Committees where specific powers of the Board are delegated to the relevant Board Committees. The Board Committees include the following:

- Audit and Risk Management Committee (“ARMC”)
- Nomination Committee (“NC”)
- Remuneration Committee (“RC”)
- Share Issuance Scheme (“SIS”) Committee (“SISC”).

Although specific powers are delegated to the Board Committees, the Board continues to keep itself abreast of the actions and decisions taken by each Board Committees, including key issues via reports by the Chairman and/or Chairperson of each of the Board Committees, as well as the tabling of minutes of all Board Committees’ meetings, to the Board at Board meetings. The Board reviews the respective Board Committees’ authority and ToR from time to time to ensure their relevance and enhance its efficiency. The ultimate responsibility for the final decision on all matters, however, lies with the Board of Directors as a whole.

The ToR of each of the Board Committees as approved by the Board is available on the Company’s corporate website: www.kag.com.my.

The Board owes fiduciary duties to the Company and, while discharging its duties and responsibilities, shall individually and collectively exercise reasonable care, skill and diligence at all times. Aside from the key responsibilities as delineated in the Board Charter, each Board member is also expected to demonstrate and adhere with the following:

(a) Time commitment

(i) Attendance of Meetings

The Board ordinarily schedules 4 meetings in a year. Board and Board Committees’ meetings are scheduled well in advanced, i.e. prior to the closing of each quarter to facilitate the Directors in planning ahead and to ensure that the Board and Board Committees’ meetings are booked in their respective schedules.

Additional meetings are convened when urgent and important decisions need to be made between scheduled meetings. The agenda for the meeting of the Board are set by the Company Secretary in consultation with the Non-Executive Chairman. Decisions of the Board are made unanimously or by consensus. Where appropriate, decisions may be taken by way of Directors’ Circular Resolutions between scheduled and special meetings.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I – BOARD RESPONSIBILITIES (CONT'D)

1. BOARD’S LEADERSHIP ON OBJECTIVES AND GOALS (CONT'D)

1.1 Functions, roles and responsibilities of the Board (cont'd)

(a) Time commitment (cont'd)

(i) Attendance of Meetings (cont'd)

The Board is satisfied with the level of time commitment given by the Directors towards fulfilling their roles and responsibilities as Directors of KAG. This is evidenced by the attendance record of the Directors at Board of Directors and Board Committee meetings during the year under review as set out as follows:

Meeting Attendance	Board	ARMC	NC	RC	SIS	@AGM
Dato' Zaidi Bin Mat Isa @ Hashim	^4/4	4/4	^1/1	^1/1	-	1/1
Mr Roy Ho Yew Kee	4/4	-	-	-	-	^1/1
Mr Ong Gim Hai	4/4	-	1/1	1/1	-	1/1
Mr Lee Kien Fatt	4/4	^4/4	1/1	1/1	-	1/1
Mr Yee Yit Yang	4/4	4/4	-	-	-	1/1
YM Tengku Ezuan Ismara Bin Tengku Nun Ahmad	4/4	-	-	-	-	1/1

@ Annual General Meeting (“AGM”) held on 28 September 2020

^ Chairperson/Chairman of the Board or Board Committees or AGM

Notwithstanding that no specific quantum of time has been fixed, each member of the Board is expected to devote sufficient time and attention to the affairs of the Company. Any Director is, while holding office, at liberty to accept other Board appointment(s) in other companies so long as the appointment is not in conflict with the Company’s business and does not affect the discharge of his/her duty as a Director of the Company. Each Board member is expected to achieve at least 50% attendance of total Board Meetings in any applicable financial year with appropriate leave of absence be notified to the Chairman and/or Company Secretary, where applicable.

(ii) New Directorships

Prior to the acceptance of new Board appointment(s) in other companies and/or Public Listed Companies (“PLCs”), the Directors are to notify the Chairman and/or the Company Secretary in writing. To ensure the Directors have the time to focus and fulfill their roles and responsibilities effectively, 1 criterion as agreed by the Board is that they must not hold directorships at more than 5 PLCs (as prescribed in Rule 15.06 of Listing Requirements).

The Directors are required to submit an update on their other directorships from time to time for monitoring of the number of directorships held and for notification to the Companies Commission of Malaysia (“CCM”) accordingly.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I – BOARD RESPONSIBILITIES (CONT'D)

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS (CONT'D)

1.1 Functions, roles and responsibilities of the Board (cont'd)

(b) Continuing training programmes

The Directors are mindful that they should continue to attend training programmes to enhance their skills and knowledge where relevant, as well as to keep abreast with the changing regulatory and corporate governance developments.

The external auditors also briefed the Board members on any changes to the applicable approved accounting standards as per the Malaysian Accounting Standards Board ("MASB") that affect the Group's financial statements during the year. The Directors are also encouraged to attend appropriate external trainings on subject matter that aids the Directors in the discharge of their duties as Directors, at the Company's expense.

All the Directors have attended the Mandatory Accreditation Programme as required by Bursa Malaysia Securities Berhad ("Bursa Securities") and were updated by the Company Secretary and external auditors on the various salient amendments to the Listing Requirements and the applicable approved accounting standards as per MASB from time to time.

The details of trainings and various external programs attended by the Directors during the financial year under review are as follows:

Board members	Courses/Training Programmes Attended
Dato' Zaidi Bin Mat Isa @ Hashim	Decoding Transactions and RPT Rules
Mr Roy Ho Yew Kee	1. Covid 19 Impact on Financial Reporting and Internal Controls 2. Decoding Transactions and RPT Rules
Mr Ong Gim Hai	Decoding Transactions and RPT Rules
Mr Lee Kien Fatt	Decoding Transactions and RPT Rules
Mr Yee Yit Yang	1. A Comprehensive Review of Latest Developments in MFRS 2. Decoding Transactions and RPT
YM Tengku Ezuan Ismara Bin Tengku Nun Ahmad	Decoding Transactions and RPT Rules

(c) Conflict of interest and related party transactions

To assure accountability and prevent conflict of interest in relation to issues that come before the Board, Directors are reminded by the Company Secretary of their statutory duties and responsibilities and are provided with updates on any changes thereon. Hence, all related party transactions (if any) will be submitted to the ARMC for review on a quarterly basis.

The Directors further acknowledge that they are also required to abstain from deliberation and voting on relevant resolutions in which they have an interest at the Board or any general meeting convened. In the event a corporate proposal is required to be approved by shareholders, the interested Directors will abstain from voting in respect of their shareholdings and will further undertake to ensure that persons connected to them will similarly abstain from voting on the resolutions.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I – BOARD RESPONSIBILITIES (CONT'D)

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS (CONT'D)

1.2 The Chairman of the Board

The Independent Non-Executive Chairman is not related to the Executive Director. The Independent Non-Executive Chairman is responsible for the Board's effectiveness and conduct, implementing the Group's policies, business plans and executive decision making and is assisted by the Executive Director.

The Independent Non-Executive Chairman also promotes an open environment for debate and ensures effective contributions from Non-Executive Directors. He also exercises control over the quality, quantity and timeliness of information flow between the Board and Management. Together with the other Non-Executive and Independent Directors, he leads the discussion on the strategies and policies recommended by the Management.

At a general meeting, the Independent Non-Executive Chairman plays a role in fostering constructive dialogue between shareholders, Board and Management.

1.3 Separation of roles of Independent Non-Executive Chairman and Executive Director

In order to foster a strong governance culture in the Group and to ensure a balance of power and authority, the roles of Independent Non-Executive Chairman and Managing Director are strictly separated. The Company practices a division of responsibilities between the Independent Non-Executive Chairman and the Managing Director. This is also to maintain effective supervision and accountability of the Board and Executive Management. The Independent Non-Executive Chairman is responsible for Board effectiveness and to ensure that the conduct and working of the Board is in an orderly and effective manner while the Managing Director and Executive Director take on the primary responsibility of managing the Group's businesses and resources as well as overseeing and managing the day-to-day operations of the Group.

1.4 Qualified and competent Company Secretary

The Company Secretaries of KAG, have the requisite credentials and are competent and suitably qualified to act as company secretary under Section 235(2) of the Companies Act 2016 (“the Act”). The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in the discharge of their functions. The Company Secretaries play an advisory role to the Board in relation to the Company's constitution, Board's policies and procedures and compliance with the relevant regulatory requirements, codes or guidance and legislations.

The Company Secretaries support the Board by ensuring that all Board meetings are properly conducted and adhered to board policies and procedures, rules, relevant laws and best practices on CG and deliberations at the Board and Board Committee meetings as well as follow-up on matters arising are well captured and recorded. The Company Secretaries also keep the Board updated on changes in the Listing Requirements of Bursa Securities and directives issued by the regulatory authorities, and the resultant implications to the Company and the Directors in relation to their duties and responsibilities.

The Company Secretaries constantly keep themselves abreast of the evolving capital market environment, regulatory changes and developments in CG through continuous training. The removal of the Company Secretaries is a matter for the Board, as a whole to decide.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I – BOARD RESPONSIBILITIES (CONT'D)

1. BOARD'S LEADERSHIP ON OBJECTIVES AND GOALS (CONT'D)

1.5 Access to information and advice

The Directors have individual and independent access to the advice and dedicated support services of the Company Secretaries in ensuring the effective functioning of the Board. The Directors may seek advice from the Management on issues under their respective purview.

Prior to the Board meetings, the agenda for each meeting together with a full set of the board papers containing the information relevant to the business of the meetings are circulated to the Directors at least seven (7) days before the meeting. The Directors may also interact directly with the Management, or request further explanation, information or updates on any aspect of the Company's operations or business concerns from them.

In the intervals between Board meetings, for exceptional matters requiring urgent Board decisions, approvals will be obtained via circular resolutions which are supported with information necessary for an informed decision.

The Directors are also notified of any corporate announcement(s) released to Bursa Securities and the impending restriction on dealing with the securities of the Company prior to the announcement of the quarterly financial results.

In addition, the Board may seek independent professional advice at the Company's expense on specific issues to enable it to discharge its duties in relation to matters being deliberated. Individual Directors may also obtain independent professional or other advice in furtherance of their duties, subject to the approval of the Chairman or the Board, depending on the quantum of the fees involved.

2. DEMARCATION OF RESPONSIBILITIES

2.1 Board Charter

The Board recognises the importance of establishing a single source of reference for Board activities through a Board Charter as recommended by the Code. As such, a Board Charter was formalised on 24 November 2014 to clearly delineate the roles of the Board, Board Committees and Management in order to provide a structured guidance for Directors and Management regarding their responsibilities of the Board, its Board Committees and Management, including the requirements of Directors in carrying out their stewardship role and in discharging their duties towards the Group as well as boardroom activities.

The Board reviews and updates its Board Charter regularly as to keep itself up to date with new changes in regulations and best practices and to ensure its effectiveness and relevance to the Board's objectives. Any subsequent amendment to the Board Charter can only be approved by the Board. The salient features of the Board Charter was last reviewed on 29 May 2020 and is available on the Company's corporate website: www.kag.com.my.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I – BOARD RESPONSIBILITIES (CONT'D)

3. PROMOTING GOOD BUSINESS CONDUCT AND MAINTAINING A HEALTHY CORPORATE CULTURE

3.1 Code of Ethics

The Company's Code of Ethics, requires all officers and employees to observe high standards of business and personal ethics in carrying out duties and responsibilities. As employers and representatives of KAG, or any of its subsidiaries, they must practice honesty and integrity in fulfilling their duties and responsibilities, and comply with all applicable laws and regulations. It is thus the responsibility of all officers and employees to comply with the Code of Ethics and to report violations or suspected violations thereto.

The salient features of the Code of Ethics are accessible by the public through the Company's corporate website: www.kag.com.my.

3.2 Formalised policies and procedures on Whistle-Blowing

To maintain the highest standard of ethical conduct, the Board also has a separate formal Whistle-Blowing Policy stating the appropriate communication and feedback channels to facilitate whistleblowing. The implementation of such policy is in line with Section 587 of the Act where provisions have been made to protect KAG's officers or stakeholders who make disclosures on breach or non-observance of any requirement or provision of the Act or on any serious offence involving fraud and dishonesty. All concerns raised will be investigated and whistle-blowers can report directly to the Independent Director.

The Whistle-Blowing Policy is accessible by the public through the Company's corporate website: www.kag.com.my.

3.3 Anti-Bribery and Corruption Policy (“ABC Policy”)

In line with the amendments to the Malaysian Anti-Corruption Commission Act 2009 to incorporate a new Section 17A on corporate liability for corruption which took effect on 1 June 2020, the Group had adopted the ABC Policy.

The Company had also conducted briefings and trainings to all employees of the Group to create awareness on the ABC Policy to foster commitment of the employees in instil the spirit of integrity and avoid all forms of corruption practices within the organisation.

The ABC Policy is accessible by the public through the Company's corporate website: www.kag.com.my.

PART II – BOARD COMPOSITION

4. BOARD'S OBJECTIVITY

4.1 Composition of the Board

The Company is led by an experienced Board consisting of individuals with appropriate knowledge and skills to enhance the growth of the Group's business with good corporate governance.

The Board comprises of 6 members, comprising of 1 Independent Non-Executive Chairman, 1 Managing Director, 1 Executive Director, 2 Independent Non-Executive Directors and 1 Non-Independent Non-Executive Director. In this respect, the Board complies with the recommendation of the Code of which at least 50% of the Board is Independent Director. In addition, KAG also complies with the requirement of the Listing Requirements for Independent Non-Executive Directors to make up at least 1/3 of the Board membership.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II – BOARD COMPOSITION (CONT'D)

4. BOARD'S OBJECTIVITY (CONT'D)

4.1 Composition of the Board (cont'd)

The Board views the present number of its Independent Directors as ideal to provide the necessary check and balance to the Board's decision-making process. There is a good mix of skills and core competencies in the current Board membership. The Board is of the opinion that the existing 3 Independent Non-Executive Directors, with their extensive knowledge and experience would be able to represent the investment of the public and the minority shareholders. The Board is, however, open to board changes as and when appropriate. The profile of each of the Director is set out on pages 4 to 6 of this Annual Report.

The Board has not nominated a Senior Independent Non-Executive Director to whom concerns may be conveyed as the Board is of the opinion that given the strong independent element of the Board, any concern regarding the Group may be conveyed by shareholders or investors to any of the Independent Directors at the following address and such concerns will be reviewed and addressed by the Board accordingly:

Dato' Zaidi Bin Mat Isa @ Hashim / Mr Lee Kien Fatt / Mr Yee Yit Yang

Key Alliance Group Berhad

Lot 18.2, 18th Floor, Menara Lien Hoe, No. 8, Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor

4.2 Tenure of Independent Directors

As at the date of this Statement, none of the Independent Directors has reached 9 years of service since their appointment as Directors. Their tenure of service is set out in the Board of Directors' Profile on pages 4 to 6 of this Annual Report.

4.3 Policy of Independent Director's Tenure

The Board has adopted a 9 years policy for Independent Directors. Upon completion of 9 years, an Independent Director may continue to serve on the Board subject to the Director's re-designation as a Non-Independent Director. In the event such Director was to retain as an Independent Director, the Board would have to justify in the notice convening the AGM and seek shareholders' approval the retention of such Independent Director at every AGM.

The Board should seek annual shareholders' approval through a two-tier voting process if the retention of such Independent Director was after the twelfth year.

4.4 Diverse Board and Senior Management Team

The Company does not set specific criteria for the assessment and selection of director candidate. However, all candidates for appointment and/or election are first considered by the NC, taking into account the mix of skills, competencies, experience, professionalism and other relevant qualities required to well manage the business, with the aim to meet the current and future needs of the Board composition. The NC also evaluates the candidates' character and ability to commit sufficient time to the Group. Other factors considered for appointment of Independent Director will include the level of independence of the subject candidate.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II – BOARD COMPOSITION (CONT'D)

4. BOARD'S OBJECTIVITY (CONT'D)

4.5 Gender diversity policy

The Board is aware of the importance of boardroom diversity and is supportive of the recommendation of Code to the establishment of boardroom and workforce gender diversity policy. However, the Board does not adopt any formal boardroom diversity policy in the selection of new Board candidates and does not have specific policies on setting the target for female candidates in the Group. The Group evaluate the suitability of candidates as a new Board member or as a member of the workforce based on the candidates' competency, skills, character, time commitment, knowledge, experience and other qualities in meeting the needs of the Group, regardless of gender. Equal opportunity is given and does not practice discrimination of any form, whether based on age, gender, race and religion, throughout the organisation.

Currently, our Board does not comprise of any female director. In line with the Code of at least 30% representation of women on Boards, the Board will evaluate and match the criteria of the potential candidate as well as considering the appointment of female director onto the Board in future to bring about a more diverse perspective.

4.6 New Candidates for Board Appointment

The screening and evaluation process for potential candidates to be nominated as Directors are delegated to the NC. The process involves the NC's consideration and submission to the Board its recommendation of suitable candidates from either the Management, the existing Board member(s) or major shareholder(s) for the proposed appointment as Directors of the Company. The NC may also obtain and rely upon independent sources such as a directors' registry, open advertisement or use of independent search firms in furtherance of their duties at the Company's expense, subject to approval by the Chairman or the Board, depending on the quantum of the fees involved. If the selection of candidates was solely based on the recommendations made by the Management, the existing Board member(s) or major shareholder(s), the NC will explain why other sources were not used.

The shortlisted candidates whom were not known to the existing Board members, were interviewed by the NC and thereafter, met with the Board of Directors for endorsement of appointment.

4.7 Re-Election of Directors

The procedure on the re-election of directors by rotation is set out in the Company's Constitution. Pursuant to the Company's Constitution, all Directors who are appointed by the Board during the year are subject to re-election by shareholders at the first meeting after their appointment. The Company's Constitution also provides at least 1/3 of the remaining Directors are subject to re-election by rotation at each Annual General Meeting, and retiring directors can offer themselves for re-election. All Directors shall retire from office at least once in every 3 years, but shall be eligible for re-election.

Upon the recommendation of the NC and the Board, the Directors who are standing for re-election and re-appointment at the forthcoming Annual General Meeting of the Company are as stated in the Notice of Annual General Meeting.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II – BOARD COMPOSITION (CONT'D)

4. BOARD'S OBJECTIVITY (CONT'D)

4.8 NC

The NC of KAG was established on 29 April 2005 to assist the Board in recommending appointment of new Director(s) and assessing the effectiveness of the Board as a whole.

The activities undertaken by NC during the financial year under review are as follows:

- reviewed the structure, size and diversity (including without limitation, gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service) of the Board;
- reviewed and recommended the appointment of new Director to the Board;
- undertook annual assessment of its Independent Directors;
- reviewed the training needs for the Directors regularly; and
- reviewed the performance of the Board as a whole and the Board Committees, particularly the term of office and performance of the ARMC and each of its members and recommending to the Board the appointment of members of ARMC and other Board Committees established by the Board.

4.9 SIS Committee

The SIS Committee was established on 7 May 2015 to assist the Board in establishment of the SIS by rewarding and retaining the eligible Directors and key management personnel who have contributed to the growth of the Company.

The duration of SIS which was implemented on 6 May 2015, is 5 years and it is extended for another 3 years from 6 May 2020 to 6 May 2023.

As at 31 March 2021, the total number of SIS options granted, exercised and outstanding under the SIS during the financial year are set out in the table below:

Category of Employees	No. of SIS Options Over Ordinary Shares			
	Granted and Vested	Exercised	Lapsed/ Forfeited/ Revoked	Outstanding
Eligible Employees	526,500,000	531,900,000	-	-

Pursuant to the SIS By-Laws, the aggregate maximum allocation of SIS Options applicable to the eligible employee (including the allocation to the Directors and senior management) shall be determined by the SIS Committee at its sole and absolute discretion.

The ARMC has verified and was satisfied that the allocation of SIS Options to the eligible employees of the KAG Group during the financial year ended 31 March 2021, were in accordance with the criteria of allocation of share options set out in the SIS By-Laws.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II – BOARD COMPOSITION (CONT'D)

5. OVERALL BOARD EFFECTIVENESS

5.1 Annual evaluation

The NC will be reviewing the Board's effectiveness in the following key areas of composition, administration and process, accountability and responsibility, Board conduct, communication and relationship with Management, performance of the Chairman and Executive Director, the time commitment in discharging their role and responsibilities through attendance at their respective meetings as well as the application of good governance principles to create sustainable shareholder's value.

The Board will undertake an annual assessment of Independent Directors as to justify whether they continue to bring independent and objective judgement to board deliberations. Self-assessment will be carried out by the Directors and the ARMC members once every year. The results, in particular the key strength and weaknesses identified from the evaluation, will be shared with the Board to allow enhancements to be undertaken.

The criteria used by the NC in evaluating the performance of an individual, including contribution to interaction, integrity, competency and time commitment of the members of the Board and Board Committees in discharging their duties, are in a set of questionnaires. The Board did not engage any external party to undertake an independent assessment of the Directors.

From the annual assessment and review conducted for FY2021, the NC was satisfied that all the Directors possess sufficient qualification to remain on the Board. Save for the NC members who are also a member of the Board and have abstained from assessing their own individual performance as Director of the Company, each of the NC Members view that all the Directors have good personal attributes and possess sufficient experience and knowledge in various fields that are vital to the Company's industry.

As for the Board evaluation, the NC agreed that all the Directors have discharged their stewardship duties and responsibilities towards the Company as a Director effectively. The NC further concluded that the Board and Board Committees were functioning effectively as a whole with a high level of compliance and integrity.

The NC was also satisfied that the Independent Directors are independent of management and free from any business or other relationship which could interfere with the exercise of independent judgment, objectivity or the ability to act in the best interests of the Company. Additionally, each of the Independent Directors has provided an annual confirmation of their independence to the NC and the Board.

PART III - REMUNERATION

6. LEVEL AND COMPOSITION OF REMUNERATION

6.1 Remuneration policy

The Company's remuneration policy for Directors is formulated to attract and retain individuals of the necessary caliber needed to run the business of the Group successfully. The remuneration is structured to link experience, expertise and level of responsibility undertaken by the Directors. The Directors play no part in deciding their own remuneration and shall abstain from discussing or voting on their own remuneration.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART III - REMUNERATION (CONT'D)

6. LEVEL AND COMPOSITION OF REMUNERATION (CONT'D)

6.1 Remuneration policy (cont'd)

The salient features of the remuneration policy of the Group are summarised as follows:

- a) The salary for Managing Director is set at a competitive level for similar roles within comparable markets, reflect the performance of the director, skills and experience as well as responsibility undertaken.
- b) Directors' Fees are based on a standard fixed fee and are subject to approval by the Shareholders at the AGM.
- c) Only Managing Director is entitled to benefits-in-kind provided by the Group.
- d) The RC may obtain independent professional advice in formulating the remuneration package of its Directors.

For FY2021, the Board approved the RC's recommendation on remuneration of the Managing Director, the Non-Executive Directors, and Directors' fees for the financial year ending 31 March 2022 for the approval of the Shareholders at the Eighteenth (18th) AGM. The Board is of the view that the current remuneration level suffices to attract, retain and motivate qualified Directors to serve on the Board.

The remuneration policy is not made available on the Company's corporate website as the Board is of the view that the confidentiality and sensitivity of the features of the Company's remuneration structure which are in supportive of the strategies and long-term vision of the Company will be able to safeguard accordingly.

6.2 RC

The RC was established on 6 June 2003 and is responsible for recommending to the Board on the remuneration framework as well as the remuneration package of Executive Director to ensure that rewards commensurate with his contributions to the Group's growth and profitability in order to align the interest of the Director with those of the shareholders. The RC also ensures the level of remuneration for Non-Executive Directors and Managing Director are linked to their level of responsibilities undertaken and contributions to the effective functioning of the Board.

The activities undertaken by the RC during the financial year under review were as follows:

- Reviewed and recommended the payment of shortfall of Directors' fees and allowance for the financial year ended 31 March 2020 for the shareholders' approval; and
- Reviewed and recommended the payment of Directors' fees and allowance for the financial year ended 31 March 2021 for the shareholders' approval.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART III - REMUNERATION (CONT'D)

7. REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

7.1 Details of Directors' Remuneration

The details of the Directors' remuneration comprising remuneration received/receivable from the Company and its subsidiaries during the FY2021 are as follows:

GROUP

Name	Fees RM	Salaries & Bonus RM	Defined Contribution Plan RM	Benefits in Kind RM	Total Remuneration RM
Roy Ho Yew Kee	122,000	218,333	26,208	3,500	370,041
Dato' Zaidi Bin Mat					
Isa @ Hashim	65,000	-	-	-	65,000
Lee Kien Fatt	52,000	-	-	-	52,000
Ong Gim Hai	97,000	133,000	15,972	-	245,972
Yee Yit Yang	143,016	-	-	-	143,016
YM Tengku Ezuan Ismara					
Bin Tengku Nun Ahmad	78,500	-	-	-	78,500
Total	557,516	351,333	42,180	3,500	954,529

COMPANY

Name	Fees RM	Salaries & Bonus RM	Defined Contribution Plan RM	Benefits in Kind RM	Total Remuneration RM
Roy Ho Yew Kee	104,000	-	-	-	104,000
Dato' Zaidi Bin Mat					
Isa @ Hashim	65,000	-	-	-	65,000
Lee Kien Fatt	52,000	-	-	-	52,000
Ong Gim Hai	77,000	-	-	-	77,000
Yee Yit Yang	45,500	-	-	-	45,500
YM Tengku Ezuan Ismara					
Bin Tengku Nun Ahmad	38,500	-	-	-	38,500
Total	382,000	-	-	-	382,000

7.2 Details of Key Senior Management's remuneration

The Company notes the need for corporate transparency in the remuneration of its senior management executives, however, given the confidential and commercial sensitivities associated with remuneration matters and the highly competitive human resource environment for personnel with the requisite knowledge, expertise and experience in the Company's business activities, such disclosure may be detrimental to the business interests and give rise to recruitment and talent retention issues. Thus, the Company is of the view that the interest of the shareholders will not be prejudiced as a result of the non-disclosure of the Group's senior management personnel who are not directors of the Company.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART III - REMUNERATION (CONT'D)

7. REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT (CONT'D)

7.2 Details of Key Senior Management's remuneration (cont'd)

The remuneration of the senior management personnel, which is a combination of annual salary, bonus and benefits-in-kinds are determined in a similar manner as other management employees of the Group. The basis of determination has been consistently applied and is based on individual performance and the overall performance of the Group. The aggregate remuneration of the top 5 senior management received for the FY2021 was RM639,0000 representing 11.62% of the total employees' remuneration of the Group.

The Board is of the opinion that disclosure of remuneration of the Directors of the Board by appropriate components and the top 5 senior management's total combined remuneration package should meet the intended objectives of the Code.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I - ARMC

8. EFFECTIVE AND INDEPENDENT ARMC

8.1 The Chairman of the ARMC is not the Chairman of the Board

The positions of Chairman of the ARMC and the Board are held by 2 different individuals. Hence, the objectivity of the Board's review of the ARMC's findings and recommendations will be able to preserve. The Board is of the view that the chairman of the ARMC has performed the duties as defined and his judgment was not impaired as he is sufficiently independent from Management in leading the discussion on the matters being deliberated and findings as well as recommendations made by the ARMC objectively in the Board meetings.

8.2 Cooling-off period for a former audit partner to be appointed as ARMC member

The ARMC has not adopted a 3 years cooling-off period policy for a candidate whom is a former audit partner before being appointed as a member of the ARMC. However, the Company will observe a cooling-off period of at least 3 years in the event any potential candidate to be appointed as a member of the ARMC was a key audit partner of the external auditors of the Group.

Currently, the said policy currently does not apply to the ARMC given none of the ARMC nor Board members is a former audit partner as at the date of this Statement.

8.3 Policies and procedures for assessment of suitability, objectivity and independence of external auditors

The external auditors fill an essential role by enhancing the reliability of the Company's annual audited financial statements and giving assurance to stakeholders of the reliability of the annual audited financial statements. The external auditors have an obligation to bring any significant defects in the Company's system of control and compliance to the attention of the Management, and if necessary, to the ARMC and the Board.

The external auditors are working closely with the internal auditors and tax consultants, without compromising their independence. Their liaison with the internal auditors would be in accordance with International Standards on Auditing (ISA) No. 610: "Considering the Work of Internal Auditors", with the main objective of avoiding duplication of efforts to maximise audit effectiveness and efficiency. The external auditors reviews internal audit reports and discuss findings with internal auditors where necessary.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

PART I - ARMC (CONT'D)

8. EFFECTIVE AND INDEPENDENT ARMC (CONT'D)

8.3 Policies and procedures for assessment of suitability, objectivity and independence of external auditors (cont'd)

In accordance with the principles set out in ISA No. 260 “Communicating of Audit Matters with Those Charged with Governance”, the external auditors have brought to the Board’s attention through the ARMC, all the significant accounting, auditing, taxation, internal accounting systems & process control and other related matters that arise from the audit of the financial statements of the Company. Where necessary, the ARMC will meet with the external auditors without the presence of Executive Board member and Management to exchange free and honest views on issues which the external auditors may wish to discuss in relation to their audit findings.

The ARMC had assessed the independence of Messrs. Russell Bedford LC & Company (“RBLC”) as external auditors of the Company as well as reviewed the level of non-audit services rendered by RBLC to the Company for FY2021. The ARMC had obtained written assurance from RBLC confirmed that they are, and have been independent throughout the conduct of the audit engagement in accordance with the independence criteria set out by the International Federation of Accountants and the Malaysian Institute of Accountants. The external auditors provided such declaration in their annual audit plan presented to the ARMC prior to the commencement of audit for a particular financial year.

The ARMC was satisfied with RBLC’s technical competency and audit independence and took note that the quantum of non-audit fee charged thereto was not material as compared to the total audit fees paid to RSL. Having satisfied itself with their performance and technical competency as well as received the assurance from RBLC as stated above, the ARMC will recommend their re-appointment to the Board, upon which the shareholders’ approval will be sought at the 18th AGM.

8.4 ARMC composition

The ARMC comprises of 3 Non-Executive Directors with majority are Independent Directors. On the composition, please refer to the Corporate Information of this Annual Report on page 2.

The Board is of the view that the ARMC is able to assist the Board in reviewing and scrutinising the information in terms of accuracy, adequacy and completeness for disclosure to ensure reliability and compliance with applicable financial reporting standards.

8.5 Continuous professional development

To assist the Board in reviewing and scrutinising the information in terms of accuracy, adequacy and completeness for disclosure to ensure reliability and compliance with applicable financial reporting standards, all the ARMC members will undertake continuous professional development to keep abreast of relevant developments in accounting and auditing standards, practices and rules.

The Board, through the recommendation of the NC and with the exception of the Directors who are also ARMC is generally satisfied that all the ARMC members are financially literate and have sufficient understanding of the Company’s business.

Further details on the external programs attended by the ARMC members are set out in this Annual Report on page 21.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

9. EFFECTIVE RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

9.1 Sound framework to manage risk

The Board recognises the importance of managing risks and maintaining a sound system of internal controls which cover risk management, financial, organisational, operational and compliance controls.

The Board has established Enterprise Risk Management framework in the previous year. On-going reviews are performed on a quarterly basis to identify, evaluate, monitor and manage significant risks affecting the business and ensure that adequate and effective controls are in place. Such continuous review processes are conducted by the Company's Management Team as well as the Group's independent and sufficiently resourced internal audit function. The findings of the internal audit function are regularly reported to the ARMC.

The ARMC is tasked to review the risk management policies and internal control procedures formulated by Management and make relevant recommendations to the Board for approval from time to time as to ensure, as far as possible, the protection of its assets and its shareholders' investments.

Details of the Company's risk management and internal controls framework are further elaborated in the ARMC Report and the Statement on Risk Management and Internal Control of this Annual Report on pages 38 to 40 and pages 41 to 43 respectively.

9.2 Implementation of mitigating measures

The responsibilities of identifying and managing risks are delegated to the respective Heads of Department (“HoD”). The ARMC is responsible to review the effectiveness of the processes. Any material risk identified will be discussed and appropriate actions or controls will be implemented. This is to ensure the risk is properly monitored and managed to an acceptable level.

The ARMC will assist the Board in implementing and overseeing the risk management framework of the Group and reviewing the risk management policies formulated by Management and to make relevant recommendations to the Board for approval.

Main features of the Company's risk management framework and internal controls system are further elaborated in the Statement on Risk Management and Internal Control of this Annual Report on pages 41 to 43.

9.3 Risk Management Committee

The ARMC was renamed on 27 November 2017 with its scope of duty and responsibilities being broadened and the importance being placed on the risk management of the various elements of the Company's business whilst also covering the areas of internal control, financial reporting and CG.

The ARMC comprises of 3 Non-Executive Directors with majority are Independent Directors. This is in line with Practice Note 9.3 of the Code whereby the risk management committee should comprise a majority of Independent Directors.

Details of the main features of the Company's risk management and internal controls framework are further elaborated in the ARMC Report and the Statement on Internal Control and Risk Management of this Annual Report.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (CONT'D)

10. EFFECTIVE GOVERNANCE, RISK MANAGEMENT AND INTERNAL CONTROL

10.1 Internal audit function

The Board has delegated the implementation and monitoring of the internal control system to the Management and has engaged the services of an independent assurance provider to provide much of the assurance it requires regarding the effectiveness as well as the adequacy and integrity of the Group's systems of internal control. The internal auditors report directly to the ARMC on its activities based on the approved annual internal audit plans. The principal role of the internal auditors is to provide independent assurance on the adequacy and effectiveness of governance, risk management and internal control processes.

10.2 Competency of internal auditors

To ensure that the responsibilities of internal auditors are fully discharged, the ARMC shall review the adequacy of the scope, functions and resources of the internal audit function as well as the competency i.e. qualification and experience of the internal auditors on a yearly basis.

The Group has outsourced its internal audit function to Tricor Axcelasia Sdn Bhd (the successor company to NGL Tricor Governance Sdn Bhd), a professional service firm (“Outsourced IA”).

The Outsourced IA is headed by its executive director, Mr Chang Ming Chew, who is a Certified Internal Auditor and holds a certification in Risk Management Assurance from the Institute of Internal Auditors. Mr Chang is a member of the Institute of Internal Auditors Malaysia and the Association of Chartered Certified Accountants (UK) and the Malaysian Institute of Accountants. The Outsourced IA has assigned three (3) staff to provide internal audit services during the financial year. The Outsourced IA performed its work in accordance with a recognized framework such as the International Professional Practices Framework (IPPF) issued by the Institute of Internal Auditors. The internal audit function has been mandated to continually assess and monitor the Group's system of internal control. The internal audit function adopts a risk-based approach and prepares its audit strategy and plans based on the risk profiles of individual business unit of the Group. Premised on the performance assessment by the ARMC and feedback from the Management Team, the ARMC is satisfied that the internal auditors are free from any relationships or conflicts of interest with those involved which could impair their objectivity and independence and is capable of carrying out internal audit reviews.

An overview of the state of internal controls function within the Group, which includes the risk and key internal control structures, are set out in the ARMC Report and the Statement on Risk Management and Internal Control of this Annual Report on pages 38 to 40 and pages 41 to 43 respectively.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

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

PART I – COMMUNICATION WITH STAKEHOLDERS

11. CONTINUOUS COMMUNICATION BETWEEN COMPANY AND STAKEHOLDERS

11.1 Effective, transparent and regular communication with its stakeholders

The Board recognises the importance of prompt and timely dissemination of information to shareholders and investors, in order for these stakeholders to be able to make informed investment decisions. KAG’s website incorporates an Investor Relations (“IR”) section which provides all relevant information on the Group and is accessible by the public. This section enhances the IR function by including share price information, all announcements made by the Company, annual reports, Board Charter and the corporate and governance structure of the Company.

The Company will continuously enhance the disclosures on its website for broader and effective dissemination of information to its stakeholders from time to time. The announcement of the quarterly financial results is also made via Bursa LINK in a timely manner as required under the Listing Requirements in ensuring equal and fair access to information by the investing public.

To promote the dissemination of the financial results of the Company to investors, shareholders and media as well as to keep the investing public and other stakeholders updated on the progress and development of the Group’s business, the Board may conduct the open briefings from time to time in ensuring constant interactions with existing and prospective investors. Stakeholders can at any time seek clarification or raise queries through the corporate website, by email or phone. Primary contact details are set out at the Group’s corporate website.

11.2 Integrated reporting

The Company has provided concise information in relation to its strategy, performance, governance and prospects through the management discussion and analysis and the sustainability statement in this Annual Report on pages 8 to 14 and pages 15 to 17 respectively. This is to ensure that the stakeholders are well informed of the business and performance of the Company and to promote transparency and accountability of the Company.

To further improve the quality of information available to the shareholders and stakeholders and promote greater transparency and accountability on the part of the Company, the Board will prepare a more comprehensive sustainability statement and publish in the annual report to be issued for the financial year ending 31 March 2022.

PART II – CONDUCT OF GENERAL MEETINGS

12. STRENGTH RELATIONSHIP BETWEEN THE COMPANY AND SHAREHOLDERS

12.1 Encourage shareholder participation at general meetings

The AGM represents the principal forum for dialogue and interaction with shareholders. At every AGM, the Board sets out the progress and performance of the Group since the last meeting held. Shareholders are encouraged to participate in the subsequent Question & Answer (“Q&A”) session wherein the Directors, Company Secretary and/or HoD as well as the Group’s external auditors are available to respond to the queries raised. In the event that an answer cannot be readily given at the meeting, the Chairman will undertake to provide a written reply to the shareholder. Each item of special business included in the notice of meeting will be accompanied by a full explanation on the effects of a proposed resolution.

CORPORATE GOVERNANCE ("CG") OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

PART II – CONDUCT OF GENERAL MEETINGS (CONT'D)

12. STRENGTH RELATIONSHIP BETWEEN THE COMPANY AND SHAREHOLDERS (CONT'D)

12.1 Encourage shareholder participation at general meetings (cont'd)

The Company dispatches its notice of AGM to the Shareholders at least twenty-eight (28) days before the AGM. The Notice of AGM, which sets out the business to be transacted at the AGM, is also published in a major local newspaper. This would allow the shareholders to make necessary arrangements to attend and participate in person, by corporate representative, by proxy or by attorney.

At the commencement of all general meetings, the Chairman will inform the Shareholders of their rights to a poll voting. Separate resolutions are proposed for substantially separate issues at the meeting. The outcome of the AGM will be announced to Bursa Securities on the same meeting day.

12.2 Effective communication and proactive engagements

All the Directors shall endeavour to present in person to engage directly with, and be accountable to the shareholders for their stewardship of the Company at the AGM. The proceedings of the AGM include the Company's operating and financial performance for FY2021. The Chairman will also invite shareholders to raise questions pertaining to the Company's financial statements and other items for adoption at the meeting, before putting a resolution to vote and/or during the Q&A session.

Together with the Directors, Management and external auditors will be in attendance to respond to the shareholders' queries. The Board will also share with the shareholders the Company's responses to questions submitted in advance of the AGM by the Minority Shareholders Watch Group, if any.

In addition to the above, the Company will look into allocation of time during AGM for dialogue with the Shareholders, if necessary to address the issues concerning the Group and to make arrangement for Officers of the Company to present and handle other face-to-face enquiries from the Shareholders.

12.3 Facilitate greater shareholder participation at general meetings

Under Rule 8.31A(1) of the Listing Requirements, a public listed company must, among others, ensure that any resolution set out in the notice of any general meeting, is voted by poll. For this purpose, the share registrar will be appointed as the Poll Administrator and an independent scrutineer will be appointed to validate the votes cast at the AGM.

In order to encourage shareholders to attend and participate in the general meetings, the Company will always make sure that its general meetings are to be held at an accessible location but not in remote areas.

Having considered that the shareholder base of the Company is not that large, the Board is of the view that there is no immediate need for the Company to leverage on technology to facilitate electronic poll voting and remote shareholder participation at this juncture of time.

The Board will nevertheless, consider leveraging technology to facilitate voting in absentia from time to time, to more fairly reflect shareholders' views and to ensure accurate and efficient outcomes of the voting process.

CORPORATE GOVERNANCE (“CG”) OVERVIEW STATEMENT

COMPLIANCE STATEMENT

The Board shall continue to strive for high standards of corporate governance throughout the Group. The Board considers and is satisfied that save and except for Practice Notes 4.5, 7.2, 7.3, 8.2 and 8.4 which are partially departed and/or not adopted as disclosed herein and in the CG Report, the Company has in all material aspects satisfactory complied with the principles and recommendations of the Code, the relevant chapters of the Listing Requirements on CG and all applicable laws and regulations throughout FY2021.

AUDIT AND RISK MANAGEMENT COMMITTEE ("ARMC") REPORT

COMPOSITION AND ATTENDANCE

The ARMC of Key Alliance Group Berhad ("the Company" or "KAG") had on 27 November 2017, broadened its scope and highlight the importance placed on the risk management of the various elements of the Company's business whilst also covering the areas of internal control, financial reporting and corporate governance. As at the date of this Report, the ARMC comprises three (3) members, with majority are all Independent Non-Executive Directors. This meets the requirements of Rule 15.09(1)(b) of the ACE Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") as well as Practice Note 8.4 of the Malaysian Code on Corporate Governance ("Code"). The ARMC Chairman, Mr Lee Kien Fatt, is member of the Malaysia Institute of Accountants ("MIA"). Accordingly, KAG also complies with Rule 15.09(1)(c)(i) of the Listing Requirements. No alternate director is appointed as a member of the ARMC.

The record of attendance of the members of the ARMC for meeting held during the financial year ended 31 March 2021 ("FY2021") is disclosed in the Corporate Governance ("CG") Overview Statement on page 20 of this Annual Report.

The terms of reference ("ToR") of the ARMC is available for download on the Company's website at www.kag.com.my.

SUMMARY OF ACTIVITIES

During the financial year under review, the ARMC discharged its functions and duties in accordance with its existing ToR. The activities undertaken during the financial year under review are summarized broadly as follows:

(a) External Audit

- Reviewed the nomination of external auditors, Messrs Russell Bedford LC & Company ("RBLC") in place of resigning external auditors during the FY2021 and recommendation to the Board for consideration;
- Recommended to the Board on 20 January 2021 for approval, the appointment of RBLC as the external auditor for the FY2021;
- Reviewed external audit scope and audit plans based on the external auditors' presentation of audit strategy and plan;
- Reviewed external audit results, audit reports, management letter and the response from the Management;
- Reviewed and evaluated factors relating to the independence of the external auditors and worked closely with the external auditors in establishing procedures in assessing the suitability and independence of the external auditors, in confirming that they were, and had been, independent throughout the conduct of the audit engagement with the Group in accordance with the independence criteria set out by the International Federation of Accountants and the MIA;
- Considered and recommended to the Board for approval of the audit fees payable to the external auditors; and
- Carried out assessment of the performance and suitability of RBLC based on the quality of services and relationship with Management, ARMC and Board and that the ARMC has been satisfied with the independence, performance and suitability of RBLC based on the assessment and is recommending to the Board and shareholders for approval on the re-appointment of RBLC for the financial year ending 31 March 2022.

AUDIT AND RISK MANAGEMENT COMMITTEE ("ARMC") REPORT

SUMMARY OF ACTIVITIES (CONT'D)

During the financial year under review, the ARMC discharged its functions and duties in accordance with its existing ToR. The activities undertaken during the financial year under review are summarized broadly as follows (cont'd):

(b) Internal Audit

- Reviewed IA's resource requirements, scope, adequacy and function;
- Reviewed of annual IA plan and programs;
- Reviewed IA reports, recommendations and Management's responses. Improvement actions in the areas of internal control, systems and efficiency enhancements suggested by the IA were discussed together with the Management Team in a separate forum;
- Reviewed implementation of these recommendations through follow-up audit reports;
- Suggested on additional improvement opportunities in the areas of internal control, systems and efficiency improvement;
- Reviewed the risk management framework and any significant proposed changes to risk management policies and strategies for adoption by the Board;
- Reviewed and monitored principal risks which may affect the Group directly or indirectly, and if deemed necessary, and recommended additional course(s) of action to mitigate such risks;
- Monitored the risk assessment results and communication to the Board with mitigating measures for consideration; and
- Assessed to the actual and potential impact of any failure or weakness of the internal controls in place.

(c) Financial Reporting

- Reviewed the quarterly unaudited financial results announcements before recommending for Board's approval, focusing particularly on:
 - o any change in accounting policies and practices;
 - o significant adjustments arising from the audit;
 - o the going concern assumption; and
 - o compliance with applicable financial reporting standards and other legal requirements.
- Reviewed annual report and the annual audited financial statements of the Company prior to submission to the Directors for their perusal and approval to ensure compliance of the financial statements with the provisions of the Companies Act 2016 and the applicable approved accounting standards as per the Malaysian Accounting Standards Board ("MASB");
- Reviewed the Group's compliance with the Listing Requirements, MASB and other relevant legal and regulatory requirements and deliberation on the emerging financial reporting issues pursuant to the introduction of new accounting standards and additional statutory/regulatory disclosure requirements with regards to the quarterly financial statements and annual audited financial statements of the Company; and

AUDIT AND RISK MANAGEMENT COMMITTEE ("ARMC") REPORT

SUMMARY OF ACTIVITIES (CONT'D)

During the financial year under review, the ARMC discharged its functions and duties in accordance with its existing ToR. The activities undertaken during the financial year under review are summarized broadly as follows (cont'd):

(d) Other activities:

- Reviewed its ToR periodically and made recommendation to the Board on revision, if necessary;
- Reviewed any related party transactions, if any entered into by the Company and the Group;
- Verified the options allocated under the Share Issuance Scheme ("SIS") in compliance with criteria as stipulated in the SIS By-laws of the Company;
- Facilitated the drafting of the Anti-Bribery and Corruption policy and recommended the amendment and/or modification, if any to the Management;
- Reviewed application of CG principles and the extent of the Group's compliance with the best practices set out under with the Code; and
- Reviewed the CG Overview Statement, CG Report, ARMC Report and the Statement on Risk Management and Internal Control for adoption by the Board.

Internal Audit Function

The purpose of the internal audit function is to provide the Board, through the ARMC, with reasonable assurance of the effectiveness of the risk management, control and governance processes in the Group. To provide an independent appraisal over the system of internal control of the Group to the ARMC, the Company outsources the internal audit function to an independent assurance provider ("IA"). In this respect, the IA has added value by improving the control processes within the Group. The total costs incurred was amounted to RM22,000 for the FY2021.

The internal audit activities were carried out based on a risk-based audit plan presented by the internal auditors to the ARMC for approval. The establishment of the audit plan took into consideration the corporate risk profile and input from Senior Management and the ARMC. The internal auditors highlighted to the ARMC the audit findings which required follow-up action by Management as well as outstanding audit issues which required corrective actions to ensure an adequate and effective internal control system within the Group.

An overview of the Group's approach in maintaining a sound system of internal control is set out in the Statement on Risk Management and Internal Control on pages 41 to 43 of this Annual Report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

Pursuant to Rule 15.26(b) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad and guided by the “Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers” and with the Malaysian Code of Corporate Governance issued by Securities Commission Malaysia, the Board of Directors of the Company (“The Board”) is pleased to present this Statement on Risk Management and Internal Control (“Statement”) which outlines the governance policies, key elements, nature and scope of risk management and internal control of the Group during financial year ended 31 March 2021 (“FY2021”).

BOARD’S RESPONSIBILITY

The Board acknowledges its overall responsibilities in maintaining a sound system of internal controls that covers financial, operational and risk management within the Group to meet its business objectives. The Board affirms its overall responsibility for reviewing the adequacy, integrity and effectiveness of the risk management and internal control systems to safeguard shareholders’ investment and the Group’s assets. It covers not only financial controls but operational and compliance controls, and risk management.

However, such systems, by their nature, can only provide reasonable, but not absolute, assurance against hindering the Group achieving its business objectives, material misstatement, loss and fraud. These systems are designed to manage, rather than eliminate, the risk of failure to achieve business objectives of the Group.

The Board is of the view that the risk management and internal control system is in place for the year under review and is sound and adequate to safeguard shareholders’ investment and the Group’s assets. Notwithstanding, the Company’s internal control system does not apply to its associate companies which fall within the control of their majority shareholders.

RISK MANAGEMENT

The Board recognises the importance for identifying, evaluating and managing the significant risks that could potentially impact the Group. The Board is aware that risk management practices need to be embedded into the organisation’s business processes. Hence, risk registers and risk profiles are used as one of the business tools to highlight the risks exposures and their risks mitigation to Management and the Board. The risk register and risk profiles for all business units of the Group are updated as and when there are changes to the business environment or regulatory guidelines. This process is regularly reviewed by the Audit and Risk Management Committee (“ARMC”) and reported to the Board.

During the financial year under review, the underlying principal risks of the Company are market competition, foreign exchange fluctuations, dependent on key management personnel, inventory obsolesces, impairment in relation to other investments.

The key elements of the Group’s risk management practices are described below:

1. The Group maintains a sound system of risk management by ensuring that the risk management and control framework are embedded into the culture, processes and structure of the Group and to the achievement of its business objectives.
2. The Group has established an organisation structure with clearly defined limits of authority, lines of responsibility and accountability that aligned to the Group’s business objectives.
3. The Heads of Department and Key Management staffs are responsible for identifying, assessing and managing the risks faced by the respective departments. The results of risk assessment activities are shared across the business unit for appropriate actions to be taken.
4. Periodic operational/management meetings are held to ensure that the risks identified are monitored and appropriately addressed to the Managing Director and they shall highlight those significant risks identified to ARMC and the Board.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT (CONT'D)

The key elements of the Group's risk management practices are described below (cont'd):

5. The Board is assisted by the ARMC in overseeing the effectiveness of the Group's policies and guidelines to ensure proper management of risks to which the Group is exposed and to take appropriate and timely action to manage the risks.
6. The Board through the ARMC, maintains risks oversight for the Group by carrying out the following:
 - i. On-going review with the Key Management personnel within the Group on the development and maintenance of risk management practices and internal control systems.
 - ii. Review on the results of the internal audit plan and processes undertaken at least once a year and whether or not appropriate action is taken on the recommendations made by the internal auditors.
 - iii. Review with external auditors on the results of their audit, the audit report and internal control recommendations in respect of internal control weaknesses noted in the course of their audit on a yearly basis.

INTERNAL CONTROL PROCESSES

The Group's internal control mechanism covers not only day-to-day operations but also on the governance of the Group at the highest level through the Board and various Board Committees. While the Board and its Board Committees are governed by their respective Terms of Reference ("ToR") established and are reviewed on an annual basis, Management's conduct is monitored and reviewed through operational performance reviews on quarterly basis, risk position reviewed periodically and independent internal audit conducted by independent professional firm. The internal control processes are reviewed and updated from time to time to ensure that they are relevant and effective when responding to changes in circumstances and external environment and also for further improvement by adopting the best practices, where practical.

Apart from risk management and internal audit function, the Board, through the ARMC has also put in place the following key elements as part of the Group's system of internal control:

- The Managing Director meets monthly with senior management to discuss and review the financial and business performance of all operating entities, management accounts, new business initiatives, other management and corporate issues of the Group.
- There are policy and authority limits implemented on the Managing Director, Executive Director and Senior Management within the Group in respect of the day-to-day operations and financing, investments, acquisitions and disposal of assets.
- The Group has in place a Whistle Blowing Policy, which forms part of the Code of Ethics, to provide an avenue for employees to report any breach or suspected breach of any law or regulation, including business principles and the Group's policies and guidelines in a safe and confidential environment.
- The ARMC comprising majority of Independent Non-Executive Members of the Board, is not restricted in any way in the conduct of its duties and has unrestricted access to the internal and external auditors of the Company and to all employees of the Group. The ARMC and the Board are also entitled to seek such other third party independent professional advice deemed necessary to the discharge of its responsibilities.
- An integrated Board Charter and Code of Ethics are in place and available at the Company's website to set the pace of upholding integrity and ethical values within the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT

The Group has outsourced its internal audit function to Tricor Axcelasia Sdn Bhd (the successor company to NGL Tricor Governance Sdn Bhd), a professional service firm ("Outsourced IA").

The Outsourced IA is headed by its executive director, Mr Chang Ming Chew, who is a Certified Internal Auditor and holds a Certification in Risk Management Assurance. Mr Chang is a professional member with the Institute of Internal Auditors Malaysia, the Association of Chartered Certified Accountants (UK) and the Malaysian Institute of Accountants. The Outsourced IA has assigned three (3) staff to provide internal audit services during the financial year. The work of the Outsourced IA is guided by, in all material respect, the International Professional Practices Framework (IPPF) issued by the Institute of Internal Auditors.

The internal audit function has been mandated to assess the Group's system of internal control. The internal audit function adopts a risk-based approach and prepares its audit strategy and plans based on the risk profiles of individual business unit of the Group. These plans are updated periodically and approved by the ARMC.

The following IA activities were carried out by the internal auditors during the financial year under review:

- i. Formulation of agreement with the ARMC on the risk-based IA plan that was consistent with the Company's objectives and goals;
- ii. Conduct various internal audit engagements in accordance with the annual IA plan;
- iii. Follow-up visits to ascertain that recommendations for improvements to the internal control systems have been satisfactorily implemented; and
- iv. Reporting to the ARMC on the audit findings and recommendations to be undertaken for improvement.

Premised on the performance assessment and feedback by the Management Team, the ARMC is of the view that internal auditors are free from any relationships or conflicts of interest with those involved and can carry out the internal audit reviews independently and with objectivity. Accordingly, the ARMC approved for the Group to continuously outsource the internal audit function to the Outsourced IA in providing an independent appraisal on the adequacy and effectiveness of the Group's internal control system for FY2021.

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, the External Auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with the Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. The AAPG 3 does not require the External Auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

CONCLUSION

The Board has received reasonable assurance from the Managing Director and Senior Management that the Group's risk management and internal control systems, in all material aspects, are operating adequately and effectively. The Board is of the opinion that there were no significant weakness identified during the financial year under review in the system of risk management and internal control, contingencies or uncertainties that could result in material loss and adversely affect the Group save and except for the specific shortcomings in operational related issues as highlighted by the internal audit conducted. These gaps will be gradually closed through on-going corrective measures.

Nevertheless, the Board recognises that the systems must continuously improve to meet the changing business environment. The Board and the Management will continue to take necessary measures to strengthen and improve its internal control environment and processes.

ADDITIONAL COMPLIANCE INFORMATION

1. Utilisation of proceeds raised

Save as disclosed below, there were no other proceeds raised from corporate proposal during the financial year ended 31 March 2021 ("FY2021").

Rights Issue

On 8 May 2017, the Rights Issue with Warrants has been completed with the listing of Rights Shares and Warrants on the ACE Market of Bursa Malaysia Securities Berhad. As at 31 March 2021, the status utilisation of the proceeds raised is as follow:

Purpose	Proposed Utilisation RM'000	Actual Utilisation RM'000	Variation RM'000	Unutilised RM'000
Construction works for the Pano Project*	35,000	(25,000)	(10,000)	-
Working capital	5,203	(15,203)	10,000	-
Estimated expenses for the Corporate Exercises	750	(750)	-	-

* Proceeds of up to RM25 million will be allocated for Construction Works. The Company would allocate up to an additional RM10 million for the Construction Works to act as a buffer to cater for any delay in the project schedule/ progress payments and related expense. Any unutilized balance from this RM10 million will be allocated for working capital.

30% Private Placement

On 21 July 2020, the 30% Private Placement has been completed with the listing of 204,162,850 placement shares on the ACE Market of Bursa Malaysia Securities Berhad. As at 31 March 2021, the status of the utilisation of the proceeds raised is as follow:

Purpose	Proposed Utilisation RM'000	Actual Utilisation RM'000	Unutilised RM'000
Business expansion	12,140	(10,100)	2,040
Estimated expenses for the Corporate Exercises	110	(110)	-

ADDITIONAL COMPLIANCE INFORMATION

1. Utilisation of proceeds raised (cont'd)

Right Issue

On 20 November 2020, the Rights Issue with Warrants has been completed with the listing of Rights Shares and Warrants on the ACE Market of Bursa Malaysia Securities Berhad. As at 31 March 2021, the status utilisation of the proceeds raised is as follow:

Purpose	Proposed Utilisation RM'000	Actual Utilisation RM'000	Unutilised RM'000
Business expansion			
- Purchase of Covid-19 RT PCR Test Kit	21,495	(356)	21,139
- Purchase of other in vitro diagnostic devices and/or medical equipment/devices	7,500	(156)	7,344
- Staff related costs	1,000	(56)	944
- Marketing & Advertising costs	5,000	(35)	4,965
Repayment of bank borrowings	9,600	(963)	8,637
Working capital	3,810	(2,480)	1,330
Estimated expenses for the Corporate Exercises	700	(700)	-

2. Material contracts

There were no material contracts including contracts relating to any loans entered into by the Company and its subsidiaries ("Group") involving Directors' or substantial shareholders' interest, either still subsisting at the end of FY2021 or entered into since the end of the previous financial year ended 31 March 2020.

3. Options, warrants or convertible securities

During FY2021, the Company had issued:

- 531,900,000 new ordinary shares issued pursuant to the Share Issuance Scheme ("SIS") for a total cash consideration of RM28,887,000; and
- 982,103,848 Warrants C pursuant to the Right Issue with Warrants exercise completed on 21 July 2020.

The details of the issued and paid-up shares capital of the Company as at 31 March 2021 are as follows:

	No. of Shares	RM
As at 1 April 2020	578,311,670	101,817,069
Exercise of SIS	531,900,000	32,256,300
Private Placement	261,994,016	12,792,697
Right Issue	982,103,848	28,745,901
As at 31 March 2021	2,354,309,534	175,611,967

Other than the above-mentioned, the Company did not issue any options, warrants or convertible securities during the financial year under review.

ADDITIONAL COMPLIANCE INFORMATION

4. Audit and Non-Audit Fees

During FY2021, audit and non-audit fees incurred for services rendered to the Company and/or its subsidiaries by the Company's external auditors, Messrs. Russell Bedford LC & Company were as follows:

	The Company RM	The Group RM
Audit Services Rendered	50,000	175,400
Non-Audit Services Rendered		
(a) Review of Statement of Risk Management and Internal Control	5,000	5,000

5. Recurrent Related Party Transactions of Revenue Nature

Save for such disclosure made in Note 31 of the audited consolidated financial statements on pages 128 to 130 of this Annual Report, there were no other material recurrent related party transactions entered by the Group during the financial year under reviewed.

STATEMENT ON DIRECTORS' RESPONSIBILITIES

The Directors are required under the Companies Act, 2016 to prepare the financial statements for each financial year. These financial statements are to be drawn up in accordance with applicable approved accounting standards other than private entities as issued by Malaysian Accounting Standards Board so as to give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and of their financial performance and cash flows for the year then ended.

In preparing these financial statements, the Directors have considered that:

- The Group and the Company have used appropriate accounting policies, and are consistently applied;
- Reasonable and prudent judgments and estimates were made;
- The applicable approved accounting standards in Malaysia have been applied; and
- The preparation of the financial statements is on a going concern basis.

The Directors are responsible for ensuring that the Company maintains proper accounting records which disclose with reasonable accuracy the financial position of the Group and of the Company, and which enable them to ensure that the financial statements comply with the Companies Act, 2016.

The Directors have general responsibility for taking such steps that are reasonably available to them to safeguard the assets of the Group and the Company, and to prevent and detect fraud and other irregularities.



FINANCIAL STATEMENTS

049	Directors' Report
056	Statement by Directors
056	Statutory Declaration
057	Independent Auditors' Report
063	Statements of Comprehensive Income
064	Statements of Financial Position
066	Statements of Changes in Equity
069	Statements of Cash Flows
073	Notes to the Financial Statements

DIRECTORS' REPORT

DIRECTORS' REPORT

The directors submit their report and the audited financial statements of the Group and the Company for the financial year ended 31 March 2021.

PRINCIPAL ACTIVITIES

The principal activity of the Company is that of investment and property holding. The details of the subsidiaries, including their principal activities, are disclosed in Note 15 to the financial statements.

Financial results

	Group RM	Company RM
Net profit for the financial year	10,715,512	9,089,434
Attributable to:		
Owners of the Company	12,580,263	9,089,434
Non controlling interests	(1,864,751)	-
	10,715,512	9,089,434

In the opinion of the directors, other than the significant event as disclosed in Note 36(a) to the financial statements, the results of the operations of the Group and the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

DIVIDENDS

No dividend has been paid or declared by the Company since the end of the previous financial year. The directors also do not recommend any dividend payment in respect of the current financial year.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

ISSUE OF SHARES AND DEBENTURES

During the financial year, the Company increased its issued and paid up capital by way of:

- (a) Private placements
 - (i) Issuance of 57,831,166 new ordinary shares at an issue price of RM0.0135 per share for cash. The shares were issued for working capital purposes; and
 - (ii) Issuance of 204,162,850 new ordinary shares at an issue price of RM0.06 per share for cash. The shares were issued for working capital purposes.

DIRECTORS' REPORT

ISSUE OF SHARES AND DEBENTURES (CONT'D)

(b) Share issuance scheme

- (i) Issuance of 5,400,000 new ordinary shares pursuant to the exercise of 5,400,000 SIS options at the exercise price of RM0.03 per share for cash;
- (ii) Issuance of 39,000,000 new ordinary shares pursuant to the exercise of 39,000,000 SIS options at the exercise price of RM0.025 per share for cash;
- (iii) Issuance of 75,000,000 new ordinary shares pursuant to the exercise of 75,000,000 SIS options at the exercise price of RM0.08 per share for cash;
- (iv) Issuance of 22,500,000 new ordinary shares pursuant to the exercise of 22,500,000 SIS options at the exercise price of RM0.12 per share for cash;
- (v) Issuance of 300,000,000 new ordinary shares pursuant to the exercise of 300,000,000 SIS options at the exercise price of RM0.05 per share for cash;
- (vi) Issuance of 90,000,000 new ordinary shares pursuant to the exercise of 90,000,000 SIS options at the exercise price of RM0.045 per share for cash; and
- (vii) transfer of RM3,369,300 from the share option reserve account pursuant to the exercise of 531,900,000 SIS options.

(c) Rights issue

A renounceable rights issue of 982,103,848 new ordinary shares ("Rights Shares") at an issue price of RM0.05 per Rights Share on the basis of one (1) Rights Share for every one (1) existing ordinary shares held together with 982,103,848 free detachable warrants ("Warrants") on the basis of one (1) Warrant for every one (1) Rights Share subscribed.

The new ordinary shares issued rank pari passu with the then existing ordinary shares of the Company.

The movements in the Company's share capital account are disclosed in Note 24 to the financial statements.

The Company has not issued any debentures during the financial year.

WARRANTS C

The Company had on 20 November 2020 issued 982,103,848 warrants in conjunction with its renounceable rights issue exercise. The warrants are constituted by a deed poll dated 7 October 2020 ("Deed Poll").

The salient features of the warrants are as follows:

- (a) The issue date of the warrants is 20 November 2020 and the expiry date is on 19 November 2023. Any warrants not exercised at the expiry date will lapse and cease to be valid for any purpose;
- (b) Each warrant entitles the registered holder the right to subscribe for one (1) new ordinary share in the Company at an exercise price of RM0.05 per ordinary share until the expiry of the exercise period;
- (c) The exercise price and the number of warrants are subject to adjustment in the event of alteration to the share capital of the Company in accordance with the provisions in the Deed Poll;
- (d) The warrant holders are not entitled to participate in any distribution and/or offer of further securities in the Company (except for the issue of new warrants pursuant to adjustment as mentioned in item (c) above), unless and until such warrant holders exercise their rights to subscribe for new ordinary shares; and
- (e) The new ordinary shares to be issued upon exercise of the warrants, shall upon issuance and allotment, rank pari passu with the then existing ordinary shares, except that they will not be entitled to dividends, rights, allotments and/or other distributions, declared by the Company which entitlement thereof precedes the allotment date of the new ordinary shares allotted pursuant to the exercise of the warrants.

DIRECTORS' REPORT

WARRANTS C (CONT'D)

The movement in the Company's warrants during the financial year are as follows:

	Entitlement for ordinary shares		
	Balance at 1.4.2020	Issuance	Balance at 31.3.2021
Number of unexercised warrants	-	982,103,848	- 982,103,848

WARRANTS B

The Company had on 8 May 2017 issued 409,527,425 warrants in conjunction with its renounceable rights issue exercise. The warrants are constituted by a deed poll dated 8 May 2017 ("Deed Poll"). On 15 September 2017, the number of Warrants B was adjusted to 102,381,807 at an exercise price of RM0.05 due to a share consolidation exercise.

The salient features of the warrants are as follows:

- The issue date of the warrants is 8 May 2017 and the expiry date is on 30 April 2020. Any warrants not exercised at the expiry date will lapse and cease to be valid for any purpose;
- Each warrant entitles the registered holder the right to subscribe for one (1) new ordinary share in the Company at an exercise price of RM0.05 per ordinary share until the expiry of the exercise period;
- The exercise price and the number of warrants are subject to adjustment in the event of alteration to the share capital of the Company in accordance with the provisions in the Deed Poll;
- The warrant holders are not entitled to participate in any distribution and/or offer of further securities in the Company (except for the issue of new warrants pursuant to adjustment as mentioned in item (c) above), unless and until such warrant holders exercise their rights to subscribe for new ordinary shares; and
- The new ordinary shares to be issued upon exercise of the warrants, shall upon issuance and allotment, rank pari passu with the then existing ordinary shares, except that they will not be entitled to dividends, rights, allotments and/or other distributions, declared by the Company which entitlement thereof precedes the allotment date of the new ordinary shares allotted pursuant to the exercise of the warrants.

The movement in the Company's warrants during the financial year are as follows:

	Entitlement for ordinary shares		
	Balance at 1.4.2020	Issuance	Balance at 31.3.2021
Number of unexercised warrants	102,381,807	- (102,381,807)	-

DIRECTORS' REPORT

SHARE ISSUANCE SCHEME

The Company implemented a Share Issuance Scheme ("SIS") which is governed by the SIS By-Laws and was approved by its shareholders at the Extraordinary General Meeting held on 10 April 2015.

The salient features of the SIS are as follows:

- (a) The SIS was implemented on 7 May 2015 and is in force for a period of 5 years until 6 May 2020 in accordance with the terms of the SIS By-Laws. On 6 May 2020, the Company extended the expiry date for another 3 years until 6 May 2023;
- (b) The total number of new shares to be offered pursuant to the SIS shall be subject to a maximum of 30% of the Company's issued and paid up share capital (excluding treasury shares) at any one time;
- (c) Any employee of the Group or any director of the Group (excluding dormant subsidiaries) shall be eligible to participate in the SIS, if, as at the date of offer, the employee or the director:
 - (i) has attained the age of eighteen (18) years;
 - (ii) is employed by a company in the Group, which is not dormant; and
 - (iii) be under such categories and criteria that the Option Committee may decide at its absolute discretion from time to time.

The participation of directors in the SIS shall be approved by the shareholders of the Company in the general meeting;

- (d) The exercise price of SIS shall be based on the weighted average market price of the Company's shares as shown in the Daily Official List of Bursa Malaysia Securities Berhad for the five (5) market days immediately preceding the date of offer with an allowance of a discount of not more than 10%;
- (e) The new ordinary shares to be issued upon exercise of the SIS, shall upon issuance and allotment, rank pari passu with the then existing ordinary shares, except that they will not be entitled to dividends, rights, allotments and/or other distributions, declared by the Company which entitlement thereof precedes the allotment date of the new ordinary shares allotted pursuant to the exercise of the SIS; and
- (f) The exercise price and the number of new ordinary shares comprised in the SIS are subject to adjustment in the event of alteration to the share capital of the Company in accordance with the provisions in the SIS By-Laws.

The number of shares granted under the SIS during the financial year and the number of shares outstanding at the end of the financial year are as follows:

Offer date	Exercise price per ordinary share	Number of options over ordinary shares			
		Balance at 1.4.2020 '000	Granted '000	Exercise '000	Balance at 31.3.2021 '000
11 February 2020	RM0.03	5,400	-	(5,400)	-
21 April 2020	RM0.025	-	39,000	(39,000)	-
24 July 2020	RM0.08	-	75,000	(75,000)	-
5 August 2020	RM0.12	-	22,500	(22,500)	-
31 December 2020	RM0.05	-	300,000	(300,000)	-
20 January 2021	RM0.045	-	90,000	(90,000)	-

DIRECTORS' REPORT

DIRECTORS

The directors of the Company in office since the end of the previous financial year to the date of this report are:

Roy Ho Yew Kee
 Dato' Zaidi Bin Mat Isa @ Hashim
 Ong Gim Hai
 Lee Kien Fatt
 Yee Yit Yang
 Y.M. Tengku Ezuan Ismara Bin Tengku Nun Ahmad Appointed on 29 May 2020

The directors of the Company's subsidiaries in office since the end of the previous financial year to the date of this report, not including those directors listed above are:

Tay Ben Seng, Benson Koo Kien Yoon	
Vishnu Nair A/L Jeyarajan	
Mohd Akmal Bin Abu Hassan	Appointed on 16 December 2020; Resigned on 20 May 2021
Nik Amirul Bin Nik Othman	Appointed on 16 December 2020; Resigned on 20 May 2021
Hon Chao Sheung	Appointed on 16 December 2020
Dato' Dr Azirul Salihin Bin Anuar	Appointed on 19 February 2021
Khairul Anuar Bin Danial	Appointed on 19 February 2021
Reuben Gerard Paul	Resigned on 18 January 2021
Liew Weng Keong	Resigned on 11 September 2020
Simon Tan Cheng Kim	Resigned on 11 September 2020

DIRECTORS' INTERESTS IN SHARES

The shareholdings in the Company and its related companies of those who were directors at the end of the financial year, as recorded in the Register of Directors' Shareholdings kept under Section 59 of the Companies Act 2016, are as follows:

	Number of ordinary shares		
	Balance as at 1.4.2020	Bought Sold	Balance as at 31.3.2021
In the Company			
Shareholdings registered in the name of directors:			
Roy Ho Yew Kee	- 252,900,000	28,000,000	224,900,000
Ong Gim Hai	- 52,300,000	40,500,000	11,800,000

None of the other directors in office at the end of the financial year had any interest in shares of the Company and its related companies during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by the directors shown in the financial statements or the fixed salary of a full-time employee of the Company) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

The details of the directors' remuneration are disclosed in Note 6 to the financial statements.

DIRECTORS' REPORT

DIRECTORS' BENEFITS (CONT'D)

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

INDEMNITY AND INSURANCE

There was no indemnity given to or insurance effected for any directors, officers and auditors of the Company during the financial year.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and the Company were prepared, the directors took reasonable steps:

- (a) to ascertain that action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
- (b) to ensure that any current assets which were unlikely to realise their book values in the ordinary course of business had been written down to their expected realisable values.

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

- (a) which would render the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and the Company inadequate to any substantial extent;
- (b) which would render the values attributed to current assets in the financial statements of the Group and the Company misleading; and
- (c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and the Company misleading or inappropriate.

In the interval between the end of the financial year and the date of this report:

- (a) no item, transaction or event of a material and unusual nature has arisen which, in the opinion of the directors, would substantially affect the results of the operations of the Group and the Company for the financial year in which this report is made; and
- (b) no charge has arisen on the assets of the Group and the Company which secures the liability of any other person nor have any contingent liabilities arisen in the Group and the Company.

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

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements, which would render any amount stated in the financial statements misleading.

DIRECTORS' REPORT

AUDITORS

The auditors, Messrs Russell Bedford LC & Company, have indicated their willingness to continue in office.

The auditors' remuneration is disclosed in Note 6 to the financial statements.

Signed on behalf of the Board
in accordance with a resolution of the directors,

DATO' ZAIDI BIN MAT ISA @ HASHIM

ROY HO YEW KEE

Kuala Lumpur

Dated: 2 August 2021

STATEMENT BY DIRECTORS AND STATUTORY DECLARATION

STATEMENT BY DIRECTORS

The directors of **KEY ALLIANCE GROUP BERHAD** state that, in the opinion of the directors, the accompanying financial statements are drawn up in accordance with the provisions of the Companies Act 2016 and the Malaysian Financial Reporting Standards, so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2021, and of their financial performance and their cash flows for the year ended on that date.

Signed on behalf of the Board
in accordance with a resolution of the directors,

DATO' ZAIDI BIN MAT ISA @ HASHIM

ROY HO YEW KEE

Kuala Lumpur

Dated: 2 August 2021

STATUTORY DECLARATION

I, **ROY HO YEW KEE**, being the director primarily responsible for the financial management of **KEY ALLIANCE GROUP BERHAD**, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements are correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the)
above named **ROY HO YEW KEE** at)
Kuala Lumpur in Wilayah Persekutuan on)
2 August 2021)

ROY HO YEW KEE

Before me,

Commissioner for Oaths
Mohd Ibrahim Bin Yaakob
No. W641

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1. Report on the audit of the financial statements

1.1 Opinion

We have audited the accompanying financial statements which comprise the statements of financial position of the Group and of the Company as at 31 March 2021, and the related statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2021, and of their financial performance and their cash flows for the year then ended in accordance with the Companies Act 2016 (the "Act") and the Malaysian Financial Reporting Standards.

1.2 Basis for opinion

We conducted our audit in accordance with the Approved Standards on Auditing in Malaysia and the International Standards on Auditing. Our responsibilities under those standards are further described in paragraph 1.6.

We are independent of the Group in accordance with the By-Laws (On Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the MIA By-Laws and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

1.3 Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

1.3.1 Impairment review of plant and equipment and right of use assets of trading segment

A subsidiary of the Group, Digital Paper Solutions Sdn Bhd ("DPS") had been persistently making losses. This is an indication that an impairment might have occurred on the carrying amount of the plant and equipment and right of use assets of RM974,700 and RM2,493,394 respectively as at 31 March 2021. Management concluded that there is no impairment in respect of the plant and equipment and right of use assets required as their recoverable amounts were higher than their carrying amounts.

We focused on this area due to the nature of judgements and assumptions made by management in determining whether there is any impairment that has occurred.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1. Report on the audit of the financial statements (cont'd)

1.3 Key audit matters (cont'd)

1.3.1 Impairment review of plant and equipment and right of use assets of trading segment (cont'd)

How the matter was addressed in the audit

Our audit procedures included, amongst others:

- compared the assumptions used within the impairment review model to approved budgets and business plans;
- benchmarked key assumptions used by management in estimating future cash flows such as revenue growth and gross profit margin to historical performance;
- benchmarked key assumptions including discount rates and inflation against our own internal research data; and
- discussed with management to understand the key assumptions used to derive at the value in use.

We are satisfied with the results of the procedures performed.

Additional information on the impairment review is disclosed in Note 11 to the financial statements.

1.3.2 Application of MFRS 16 Leases

DPS which is principally involved in the trading and rental of office equipment had erroneously applied MFRS 16 Leases (when it was initially adopted on 1 April 2019). Additional information on how this fundamental errors have been adjusted is disclosed in Note 37 to the financial statements.

We focused on this area due to the high assessed risk of material misstatements.

How the matter was addressed in the audit

Our audit procedures were focused on the following:

- discussed with management to understand the different types of lease arrangement entered into by DPS;
- reviewed the computation of lease liabilities against the relevant lease agreements to determine the effects of the errors;
- evaluated the appropriateness of the prior years adjustments proposed by management; and
- reviewed the confirmation reply from the lease creditor for balances as at 31 March 2020 and 31 March 2021.

We are satisfied with the results of our procedures performed.

1.3.3 Fair value of investment properties of the Group and of the Company

The Group adopts fair value measurement for its investment properties. The fair value of investment properties of the Group and of the Company of RM18.2 million and RM 9.0 million respectively is determined by independent firms of professional valuers. Significant judgements are involved in determining the fair value by using the chosen valuation technique and applying the assumptions as disclosed in Note 35.3 to the financial statements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1. Report on the audit of the financial statements (cont'd)

1.3 Key audit matters (cont'd)

1.3.3 Fair value of investment properties of the Group and of the Company (cont'd)

How the matter was addressed in the audit

Our audit procedures focused on the valuations performed by the firms of professional valuers, which included amongst others, the following:

- performed site visit to verify the existence and conditions of the investment properties;
- considered the professional competencies, capabilities, objectivity and independence of the professional valuers engaged by the Group;
- discussed with the independent professional valuers to obtain an understanding of the valuation techniques, key assumptions and input data used; and
- assessed the appropriateness of the valuation technique and the key assumptions used based on our industry knowledge.

We found the valuation techniques used to be appropriate and assumptions applied were supported by available evidence.

1.3.4 Impairment assessment of the carrying amount of investment in subsidiaries and expected credit losses on amount due from subsidiaries

As disclosed in Note 15 and Note 22 to the financial statements, the carrying amount of investment in subsidiaries and amount due from subsidiaries amounted to RM10,364,598 and RM48,866,701 respectively as at 31 March 2021.

The assessment of recoverable amount of investment in subsidiaries and amount due from subsidiaries which is interrelated requires significant judgements and assumptions used in the calculation.

We focused on this area due to the significant judgements and assumptions made by management in determining the recoverable amount of the investment in subsidiaries and amount due from subsidiaries.

How the matter was addressed in the audit

We tested management's impairment review by performing the following work:

- discussed with management to understand the underlying assumptions used in the impairment review model;
- compared the assumptions used within the impairment review model to approved budgets and business plans;
- benchmarked key assumptions used by management in estimating future cash flows such as revenue growth and gross profit margin to historical performance;
- benchmarked key assumptions including discount rates, where applicable, and inflation against our own internal research data;
- reviewed management's calculation together with relevant supporting documents; and
- evaluated the basis used by management in determining cash flows recoverable in worst case scenarios, where applicable.

We are satisfied with the results of our procedures performed.

Additional information on the impairment review of investment in subsidiaries is disclosed in Note 15 to the financial statements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1. Report on the audit of the financial statements (cont'd)

1.4 Other information

Management is responsible for the other information. The other information comprises the information included in the Company's directors' report and annual report, but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is material misstatement of this other information, we are required to report the fact. We have nothing to report in this regard.

1.5 Responsibilities of management and those charged with governance for the financial statements

The directors are responsible for the preparation of financial statements that give a true and fair view in accordance with the Act and the Malaysian Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company and/or its subsidiaries or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

1.6 Auditors' responsibilities for the audit of the financial statements

It is our responsibility to form an independent opinion, based on our audit, on these financial statements and to report our opinion solely to you, as a body, in accordance with Section 266 of the Act, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the content of this report.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Approved Standards on Auditing in Malaysia and the International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

1. Report on the audit of the financial statements (cont'd)

1.6 Auditors' responsibilities for the audit of the financial statements (cont'd)

As part of our audit in accordance with the Approved Standards on Auditing in Malaysia and the International Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and/or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group and/or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Group's financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF KEY ALLIANCE GROUP BERHAD

2. Report on other legal and regulatory requirements

In accordance with requirements to the Act, we also report that the subsidiaries in which we have not acted as auditors, are as disclosed in Note 15 to the financial statements.

3. Other matter

The financial statements of the Group and of the Company for the year ended 31 March 2020 were audited by another firm of auditors whose report dated 15 July 2020 expressed an unmodified audit opinion.

4. Engagement partner

The engagement partner on the audit resulting in this independent auditors' report is Lew Chui Hoong.

RUSSELL BEDFORD LC & COMPANY
AF 1237
CHARTERED ACCOUNTANTS

Kuala Lumpur

Date: 2 August 2021

LEW CHUI HOONG
03481/01/2022 J
CHARTERED ACCOUNTANT

STATEMENTS OF COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

	Note	Group 2021 RM	Group 2020 RM	Company 2021 RM	Company 2020 RM
Revenue	4	65,154,185	37,243,769	324,000	324,000
Cost of sales	5	(56,559,826)	(32,608,652)	-	-
Gross profit		8,594,359	4,635,117	324,000	324,000
Other operating income		22,452,408	1,214,509	21,534,664	776,373
Administrative expenses		(16,010,694)	(12,220,123)	(4,141,694)	(3,669,986)
Other operating expenses		(2,225,829)	(11,120,432)	(3,331,502)	(9,544,886)
Net allowance for expected credit losses		(894,591)	(1,288,351)	(5,500,191)	(3,780,908)
Profit/(Loss) from operations	6	11,915,653	(18,779,280)	8,885,277	(15,895,407)
Finance income	7	86,312	120,359	385,038	390,303
Finance costs	8	(1,241,535)	(1,218,197)	(180,881)	(242,688)
Net finance (costs)/income		(1,155,223)	(1,097,838)	204,157	147,615
Profit/(Loss) before tax		10,760,430	(19,877,118)	9,089,434	(15,747,792)
Income tax expense	9	(44,918)	1,238,018	-	705,412
Net profit/(loss)/Total comprehensive income/(loss) for the year		10,715,512	(18,639,100)	9,089,434	(15,042,380)
Net profit/(loss)/Total comprehensive income/(loss) attributable to:					
Owners of the Company		12,580,263	(17,234,781)		
Non controlling interests		(1,864,751)	(1,404,319)		
		10,715,512	(18,639,100)		
Basic earnings/(loss) per share (sen)	10	0.77	(2.02)		
Diluted earnings/(loss) per share (sen)	10	0.52	N/A		

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2021

	Note	31.3.2021	Group 31.3.2020	1.4.2019 (As restated)	Company 31.3.2021	31.3.2020
		RM	RM	RM	RM	RM
Non current assets						
Plant and equipment	11	45,654,380	38,916,860	32,589,859	1,899,692	2,735,398
Right of use assets	12	5,714,617	7,020,227	7,036,629	1,998,873	2,581,104
Investment properties	13	18,200,000	18,200,000	18,351,762	9,000,000	9,000,000
Intangible assets	14	18,000	-	-	-	-
Investment in subsidiaries	15	-	-	-	10,364,598	7,964,598
Investment in an associate	16	-	-	-	-	-
Other financial assets	17	40,443,301	7,075,436	5,406,905	40,255,153	6,891,240
Goodwill	18	1,398,725	3,370,300	5,805,412	-	-
Deferred tax assets	19	763,176	823,531	309,599	-	-
Other receivables	22	-	-	-	8,374,368	-
		112,192,199	75,406,354	69,500,166	71,897,684	29,172,340
Current assets						
Inventories	20	4,678,844	5,477,351	4,953,268	-	-
Trade receivables	21	20,355,980	28,836,176	21,469,506	-	-
Other receivables, deposits and prepayments	22	30,654,659	13,733,454	10,245,451	60,864,297	45,103,261
Contract assets	4	1,776,424	-	145,003	-	-
Tax recoverable		374,306	518,317	851,935	50,575	33,235
Fixed deposits with licensed banks	23	4,268,609	4,163,204	4,035,255	4,178,541	4,101,604
Cash and bank balances		48,077,794	3,345,900	3,515,755	36,353,585	160,433
		110,186,616	56,074,402	45,216,173	101,446,998	49,398,533
Total assets		222,378,815	131,480,756	114,716,339	173,344,682	78,570,873

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2021

	Note	31.3.2021	Group 31.3.2020	1.4.2019 (As restated)	Company 31.3.2021	Company 31.3.2020
		RM	RM	RM	RM	RM
Equity						
Share capital	24	175,611,967	101,817,069	99,685,869	175,611,967	101,817,069
Reserves	25	(12,618,483)	(44,177,149)	(26,980,168)	(6,143,623)	(34,837,334)
Equity attributable to owners of the Company		162,993,484	57,639,920	72,705,701	169,468,344	66,979,735
Non controlling interests		(2,490,579)	140,069	1,544,388	-	-
Total equity		160,502,905	57,779,989	74,250,089	169,468,344	66,979,735
Non current liabilities						
Lease liabilities	26	3,961,390	5,152,463	6,398,270	1,156,520	1,858,498
Borrowings	27	6,303,465	8,771,024	-	-	-
Contract liabilities	4	1,494,261	3,394,149	-	-	-
Deferred tax liabilities	19	496,793	512,230	1,231,175	496,793	496,793
		12,255,909	17,829,866	7,629,445	1,653,313	2,355,291
Current liabilities						
Trade payables	28	18,872,060	28,341,522	20,235,313	-	-
Other payables and accruals	29	7,698,655	17,895,477	5,935,842	1,292,665	8,412,626
Contract liabilities	4	16,052,846	3,408,563	1,559,034	-	-
Borrowings	27	4,321,984	2,820,092	1,909,904	-	-
Lease liabilities	26	2,674,456	3,405,247	3,196,712	930,360	823,221
		49,620,001	55,870,901	32,836,805	2,223,025	9,235,847
Total liabilities		61,875,910	73,700,767	40,466,250	3,876,338	11,591,138
Total equity and liabilities		222,378,815	131,480,756	114,716,339	173,344,682	78,570,873

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

Group	Share capital RM	Employee share option reserve RM	Warrant reserve RM	Accumulated losses RM	Equity attributable to owners of the Company RM	Non controlling interests RM	Total equity RM
At 1 April 2020	101,817,069	629,980	13,842,027	(56,323,201)	59,965,875	708,060	60,673,935
- as previously reported	-	-	-	(2,325,955)	(2,325,955)	(567,991)	(2,893,946)
- prior years adjustments							
As restated	101,817,069	629,980	13,842,027	(58,649,156)	57,639,920	140,069	57,779,989
Transactions with owners:							
Acquisition of non controlling interests	-	-	-	(625,874)	(625,874)	(774,126)	(1,400,000)
Acquisition of subsidiaries	-	-	-	-	-	8,229	8,229
Employee share options lapsed	-	(592,180)	-	592,180	-	-	-
Grant of equity settled share options to employees	-	3,331,500	-	-	3,331,500	-	3,331,500
Employee share options exercised	32,256,300	(3,369,300)	-	-	28,887,000	-	28,887,000
Warrants B expired	-	-	(13,842,027)	13,842,027	-	-	-
Shares issued pursuant to private placements	13,030,492	-	-	-	13,030,492	-	13,030,492
Rights issue of shares with free warrants	29,463,115	-	19,642,077	-	49,105,192	-	49,105,192
Share issuance expenses	(955,009)	-	-	-	(955,009)	-	(955,009)
Total transactions with owners	73,794,898	(629,980)	5,800,050	13,808,333	92,773,301	(765,897)	92,007,404
Net profit/(loss)/Total comprehensive income/(loss) for the year	-	-	-	12,580,263	12,580,263	(1,864,751)	10,715,512
At 31 March 2021	175,611,967	-	19,642,077	(32,260,560)	162,993,484	(2,490,579)	160,502,905

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

Group	Share capital RM	Employee share option reserve RM	Warrant reserve RM	Accumulated losses RM	Equity attributable to owners of the Company RM	Non controlling interests RM	Total equity RM
At 1 April 2019							
- as previously reported	99,685,869	592,180	13,842,027	(40,222,749)	73,897,327	1,847,579	75,744,906
- prior years adjustments	-	-	-	(1,191,626)	(1,191,626)	(303,191)	(1,494,817)
As restated	99,685,869	592,180	13,842,027	(41,414,375)	72,705,701	1,544,388	74,250,089
Transactions with owners:							
Grant of equity settled share options to employees	-	441,000	-	-	441,000	-	441,000
Employee share options exercised	2,131,200	(403,200)	-	-	1,728,000	-	1,728,000
Total transactions with owners	2,131,200	37,800	-	-	2,169,000	-	2,169,000
Net loss/Total comprehensive loss for the year	-	-	-	(17,234,781)	(17,234,781)	(1,404,319)	(18,639,100)
At 31 March 2020	101,817,069	629,980	13,842,027	(58,649,156)	57,639,920	140,069	57,779,989

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

Company	Share capital RM	Share option reserve RM	Share option reserve RM	Warrants losses RM	Accumulated Total equity RM
At 1 April 2019	99,685,869	592,180	13,842,027	(34,266,961)	79,853,115
Transactions with owners:					
Grant of equity settled share options to employees	-	441,000	-	-	441,000
Employee share options exercised	2,131,200	(403,200)	-	-	1,728,000
Total transactions with owners	2,131,200	37,800	-	-	2,169,000
Net loss/Total comprehensive loss for the year	-	-	-	(15,042,380)	(15,042,380)
At 31 March 2020	101,817,069	629,980	13,842,027	(49,309,341)	66,979,735
Transactions with owners:					
Warrants B expired	-	-	(13,842,027)	13,842,027	-
Employee share options lapsed	-	(592,180)	-	592,180	-
Grant of equity settled share options to employees	-	3,331,500	-	-	3,331,500
Employee share options exercised	32,256,300	(3,369,300)	-	-	28,887,000
Shares issued pursuant to private placements	13,090,492	-	-	-	13,090,492
Rights issue of shares with free warrants	29,463,115	-	19,642,077	-	49,105,192
Share issuance expenses	(955,009)	-	-	-	(955,009)
Total transactions with owners	73,794,898	(629,980)	5,800,050	14,434,207	93,399,175
Net profit/Total comprehensive income for the year	-	-	-	9,089,434	9,089,434
At 31 March 2021	175,611,967	-	19,642,077	(25,785,700)	169,468,344

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Cash flows from/(used in) operating activities				
Profit/(Loss) before tax	10,760,430	(19,877,118)	9,089,434	(15,747,792)
Adjustments for:				
Allowance for expected credit losses - net	894,591	1,288,351	5,500,191	3,780,908
Amortisation of intangible assets	6,000	-	-	-
Bad debts written off	62,344	22,006	-	-
Depreciation	6,307,691	6,266,032	1,827,604	1,777,670
Distribution income from unquoted mutual fund	(146)	-	(146)	-
Dividend income	-	(213,264)	-	(207,109)
Fair value (gain)/loss on				
- other financial assets	(17,775,565)	8,203,887	(17,775,565)	8,203,887
- investment properties	153,682	151,762	-	-
Gain on bargain purchase	(8,997)	-	-	-
(Gain)/Loss on striking off a subsidiary	(6,635)	-	2	-
Gain on disposal of				
- other financial assets	(3,176,455)	(1,154)	(3,176,455)	(1,154)
- plant and equipment	(59,420)	(2,333)	(59,420)	-
Share options expenses	3,331,500	441,000	-	-
Impairment loss on				
- other financial assets	-	99,999	-	99,999
- investment in subsidiaries	-	-	3,331,500	1,241,000
- goodwill	1,971,575	2,435,112	-	-
Interest expense	1,241,535	1,218,197	180,881	242,688
Interest income	(86,312)	(120,359)	(385,038)	(390,303)
Inventories written off/written down	1,226,128	177,544	-	-
Plant and equipment written off	26,039	-	7	-
Unrealised loss on foreign exchange	5,943	-	-	-
Operating profit/(loss) before working capital changes	4,873,928	89,662	(1,467,005)	(1,000,206)
(Increase)/Decrease in trade and other receivables	(9,551,626)	(12,165,030)	(19,143,795)	61,994
Increase in inventories	(994,177)	(1,832,869)	-	-
Changes in contract assets/liabilities	8,967,971	5,388,681	-	-
(Decrease)/Increase in trade and other payables	(19,675,655)	20,065,844	(6,006,844)	6,089,282
Cash (used in)/generated from operations	(16,379,559)	11,546,288	(26,617,644)	5,151,070
Interest paid	-	(1,218,197)	-	(242,688)
Interest received	-	3,243	-	-
Income tax paid	(121,264)	(212,470)	(17,340)	(17,340)
Income tax refunded	265,275	551,229	-	14,447
Net cash (used in)/from operating activities	(16,235,548)	10,670,093	(26,634,984)	4,905,489

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Cash flows from/(used in) investing activities				
Dividend received	-	213,264	-	207,109
Distribution income received	146	-	146	-
Net cash inflow arising from business combinations	3,289	-	-	-
Increase in fixed deposits pledged	(105,405)	(127,949)	(76,937)	(119,349)
Acquisitions of other financial assets	(24,444,601)	(12,971,264)	(24,440,649)	(12,965,109)
Investment in subsidiaries	(1,400,000)	-	(2,400,002)	-
Advances to subsidiaries	-	-	(10,496,800)	-
Interest received	86,312	117,116	385,038	390,303
Proceeds from:				
- disposal of plant and equipment	70,000	5,500	70,000	-
- disposal of other financial assets	12,028,756	3,000,001	12,028,756	3,000,001
Purchase of right of use assets	(58,000)	-	(58,000)	-
Purchase of plant and equipment	(10,256,355)	(11,448,556)	(122,254)	(144,585)
Net cash used in investing activities	(24,075,858)	(21,211,888)	(25,110,702)	(9,631,630)
Cash flows from/(used in) financing activities				
Proceeds from issuance of shares	90,067,675	1,728,000	90,067,675	1,728,000
Proceeds from term loans	-	9,600,000	-	-
Repayments of term loans	(963,217)	-	-	-
(Repayments to)/Advances from subsidiaries	-	-	(1,113,117)	693,589
Repayments of advances from subsidiaries	-	-	-	2,381,113
Repayments of lease liabilities	(2,817,173)	(1,037,272)	(834,839)	(759,753)
Interest paid	(1,241,535)	-	(180,881)	-
Net cash from financing activities	85,045,750	10,290,728	87,938,838	4,042,949
Net increase/(decrease) in cash and cash equivalents	44,734,344	(251,067)	36,193,152	(683,192)
Cash and cash equivalents at beginning of year	1,354,784	1,605,851	160,433	843,625
Cash and cash equivalents at end of year	46,089,128	1,354,784	36,353,585	160,433

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Cash and cash equivalents are represented by:				
Cash and bank balances	48,077,794	3,345,900	36,353,585	160,433
Fixed deposits with licensed banks	4,268,609	4,163,204	4,178,541	4,101,604
Bank overdraft	(1,988,666)	(1,991,116)	-	-
	50,357,737	5,517,988	40,532,126	4,262,037
Less: Fixed deposits pledged	(4,268,609)	(4,163,204)	(4,178,541)	(4,101,604)
	46,089,128	1,354,784	36,353,585	160,433

Reconciliation of liabilities arising from financing activities

Group	1.4.2020 RM	Cash flows RM	Non-cash changes RM	31.3.2021 RM
Lease liabilities				
- hire purchase	853,273	(910,461)	895,309	838,121
- other lease liabilities	7,704,437	(1,906,712)	-	5,797,725
Borrowings	9,600,000	(963,217)	-	8,636,783
	18,157,710	(3,780,390)	895,309	15,272,629

Group	1.4.2019 RM	Cash flows RM	Non-cash changes RM	31.3.2020 RM
Lease liabilities				
- hire purchase	452,777	(344,968)	745,464	853,273
- other lease liabilities	9,142,205	(692,304)	(745,464)	7,704,437
Borrowings	-	9,600,000	-	9,600,000
	9,594,982	8,562,728	-	18,157,710

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

Reconciliation of liabilities arising from financing activities (cont'd)

Company	1.4.2020 RM	Cash flows RM	Non-cash changes RM	31.3.2021 RM
Lease liabilities				
- hire purchase	-	(11,616)	240,000	228,384
- other lease liabilities	2,681,719	(823,223)	-	1,858,496
Amount due to subsidiaries	2,116,087	(1,113,117)	-	1,002,970
	4,797,806	(1,947,956)	240,000	3,089,850

Company	1.4.2019 RM	Cash flows RM	Non-cash changes RM	31.3.2020 RM
Lease liabilities				
- other lease liabilities	3,441,472	(759,753)	-	2,681,719
Amount due to subsidiaries	1,422,498	693,589	-	2,116,087
	4,863,970	(66,164)	-	4,797,806

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

1. General information

The principal activity of the Company is that of investment and property holding. The details of the subsidiaries, including their principal activities, are disclosed in Note 15.

The Company is a public limited company, incorporated and domiciled in Malaysia, and is listed on the Ace Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at 22-09, Menara 1MK, No.1 Jalan Kiara, Mont Kiara 50480 Kuala Lumpur.

The principal place of business is located at Lot 18.2, 18th Floor, Menara Lien Hoe, No 8, Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor Darul Ehsan. The financial statements were approved and authorised for issue by the board of directors on 2 August 2021.

2. Principal accounting policies

2.1 Statement of compliance

The financial statements of the Group and of the Company have been prepared and presented in accordance with the provisions of the Companies Act 2016 and the Malaysian Financial Reporting Standards.

The financial statements also comply with the International Financial Reporting Standards as issued by the International Accounting Standards Board.

2.2 Basis of preparation of the financial statements

2.2.1 Basis of accounting

The financial statements of the Group and of the Company have been prepared under the historical cost convention and any other bases described in the significant accounting policies as summarised in Note 2.2.2.

The Group has adopted the new and revised Malaysian Financial Reporting Standards ("MFRSs") and their related IC Interpretations that become mandatory for the current reporting period. The adoption of these new and revised MFRSs and IC Interpretations does not result in significant changes in the accounting policies of the Group.

The Group has not adopted the new standards, amendments to published standards and IC Interpretations that have been issued but not yet effective. These new standards, amendments to published standards and IC Interpretations do not result in significant changes in accounting policies of the Group upon their initial application.

2.2.2 Significant accounting policies

Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions are eliminated in full.

Acquisitions of subsidiaries are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

In business combinations achieved in stages, previously held equity interests in the acquiree are remeasured to fair value at the acquisition date and any corresponding gain or loss is recognised in profit or loss.

For each business combination, non controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation are measured either at fair value or at the present ownership instruments' proportionate share of the recognised amounts of the acquiree's identifiable net assets. All other components of non controlling interests shall be measured at their acquisition-date fair values, unless another measurement basis is required by MFRSs.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's net identifiable assets and liabilities is recorded as goodwill in the consolidated statement of financial position. In instances where the latter amount exceeds the former, the excess is recognised as a gain on bargain purchase in profit or loss on the acquisition date.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Non controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company, and is presented within equity in the consolidated statement of financial position, separately from equity attributable to owners of the Company. Non controlling interests in the results of the Group is presented in the consolidated statement of comprehensive income as an allocation of the profit or loss and the comprehensive income for the reporting period between non controlling interests and the owners of the Company. Losses applicable to the non controlling interests in a subsidiary are allocated to the non controlling interests even if doing so causes the non controlling interests to have a deficit balance.

Changes in the Company owners' ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributable to owners of the parent.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Basis of consolidation (cont'd)

Upon the loss of control of a subsidiary, the Group derecognises the assets and liabilities of the subsidiary, any non controlling interests and the other components of equity related to the subsidiary. Any surplus or deficit arising on the loss of control is recognised in profit or loss. If the Group retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, it is accounted for as equity accounted investee or as a financial asset depending on the level of influence retained.

Revenue from contracts with customers

Revenue is recognised when or as a performance obligation in the contract with customer is satisfied, i.e. when the control of the goods or services underlying the particular performance obligation is transferred to the customer. A performance obligation is a promise to transfer a distinct goods or service (or a series of distinct goods or services that are substantially the same and that have the same pattern of transfer) to the customer that is explicitly stated in the contract and implied in the Group's customary business practices.

Revenue is measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring the promised goods or services to the customers, excluding amounts collected on behalf of third parties such as sales taxes or services taxes. If the amount of consideration varies due to discounts, rebates, refunds, credits, incentives, penalties or other similar items, the Group estimates the amount of consideration to which it will be entitled based on the expected value or the most likely outcome. If the contract with customer contains more than one performance obligation, the amount of consideration is allocated to each performance obligation based on the relative stand-alone selling prices of the goods or services promised in the contract.

Revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

The control of the promised goods or services may be transferred over time or at a point in time. The control over the goods or services is transferred over time and revenue is recognised over time if:

- a) the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- b) the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- c) the Group's performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

Revenue for performance obligation that is not satisfied over time is recognised at the point in time at which the customer obtains control of the promised goods or services.

Revenue is recognised only when it is possible that the Group will collect the consideration to which it will be entitled to in exchange for goods or services sold.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Contract assets and liabilities

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional. A contract asset is stated at cost less accumulated impairment losses, if any.

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration from the customer. If a customer pays consideration before the Group transfers the goods or services to the customer, a contract liability is recognised when payment is made or the payment is due (whichever is earlier). Contract liability is recognised as revenue when the Group performs under the contract.

Foreign currencies

Transactions in foreign currencies are measured in the functional currency of the Company and its subsidiaries and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the reporting date. Non monetary items denominated in foreign currencies that are measured at historical cost are translated using the exchange rates as at the dates of the initial transactions. Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are recognised in profit or loss.

The principal exchange rates for every unit of foreign currency ruling at reporting date used are as follows:

	2021 RM	2020 RM
United States Dollar	4.159	N/A
Euro	4.800	N/A
Chinese Renminbi	0.602	N/A

Employee benefits

(i) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised in profit or loss in the reporting period in which the associated services are rendered by employees of the Group. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short term non accumulating compensated absences such as sick leave are recognised when the absences occur.

(ii) Defined contribution plans

Obligations for contributions to defined contribution plans such as Employees Provident Fund are recognised in profit or loss as incurred.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Employee benefits (cont'd)

(iii) Employee share option plans

Employees of the Group receive remuneration in the form of share options as consideration for services rendered. The cost of these equity-settled transactions with the employees is measured by reference to the fair value of the options at the date on which the options are granted. This cost is recognised in profit or loss, with a corresponding increase in the share issuance scheme reserve over the vesting period. The cumulative expense recognised at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimates of the number of options that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in the cumulative expense recognised at the beginning and end of the reporting period.

No expense is recognised for options that do not ultimately vest, except for options where vesting is conditional upon a market or non-vesting condition, which are treated as vested irrespective of whether or not the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

In the Company's separate financial statements, the grant of the share options to the subsidiaries' employees is not recognised as an expense. Instead, the fair value of the share options measured at the grant date is accounted for as an increase to the investment in subsidiary undertakings, with a corresponding credit to the share issuance scheme reserve.

The share issuance scheme reserve is transferred to share capital when the share options are exercised, or transferred to retained earnings upon expiry of the share options.

Income tax

Income tax on the profit or loss for the reporting period comprises current and deferred tax. Current tax is the expected amount of income taxes payable in respect of the taxable profit for the reporting period and is measured using the tax rates that have been enacted at the reporting date.

Deferred tax is provided for, using the 'liability' method, on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts in the financial statements. In principle, deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised.

Deferred tax is measured at the tax rates that are expected to apply in the reporting period when the asset is realised or the liability settled, based on tax rates that have been enacted or substantively enacted at the reporting date. Deferred tax is recognised in profit or loss.

Deferred tax assets and liabilities are offset if there is 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Impairment of non financial assets

The carrying amount of non financial assets subject to accounting for impairment is reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset or the cash generating unit to which it belongs exceeds its recoverable amount. Impairment losses are recognised in profit or loss in the reporting period in which it arises.

The recoverable amount is the greater of the asset's net selling price and its value in use. In assessing value in use, estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash generating unit to which the asset belongs.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, an impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. The reversal is recognised in profit or loss.

Plant and equipment and depreciation

Plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

Gain or loss arising from the disposal of an asset is determined as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in profit or loss.

No depreciation is provided on construction work in progress. Depreciation on all other plant and equipment is calculated on a straight line basis at the following annual rates based on their estimated useful lives:

Computers, equipment and software	20% to 30%
Furniture and fittings	10% to 20%
Office equipment	10% to 20%
Motor vehicles	20%
Renovation	20%
Equipment rental units	20%
Signboard	10%
Data centre	15 years

Depreciation on construction work in progress commences when the assets are ready for their intended use.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Plant and equipment and depreciation (cont'd)

The residual values, useful life and depreciation method are reviewed at each reporting date to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of plant and equipment.

Investment properties

Investment properties are properties which are held either to earn rental income or for capital appreciation or for both. Such properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value. Fair value is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative valuation methods, such as recent prices on less active markets or discounted cash flow projections.

Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognised in profit or loss in the reporting period in which they arise.

Investment in subsidiaries

Subsidiaries are those companies controlled by the Company. Control exists when the Company has the rights, or exposed, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The Company's investment in subsidiaries is stated at cost less impairment losses, if any.

Investment in an associate

An associate is a company in which the Group has significant influence and which is neither a subsidiary nor a joint venture.

The Company's investment in an associate is stated at cost less impairment losses, if any.

The Group's investment in associates is accounted for under the equity method of accounting based on the audited or management financial statements of the associates made up to the reporting date. Under this method of accounting, the investment in an associate is measured in the consolidated statement of financial position at cost plus the Group's post acquisition share of the associate's profit or loss and other comprehensive income while dividend received is reflected as a reduction of the investment.

Unrealised gains on transactions between the Group and its associate are eliminated to the extent of the Group's interest in the associate. Unrealised losses are also eliminated unless the transaction provides evidence on impairment of the asset transferred. Where necessary, in applying the equity method, adjustments have been made to the financial statements of the associate to ensure consistency of accounting policies with the Group.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Investment in an associate (cont'd)

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

Goodwill

Goodwill acquired in a business combination is initially measured at cost being the excess of the cost of the business combination over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities. Goodwill is measured at cost less any accumulated impairment losses and is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired.

Intangible assets

Intangible assets comprising software acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and impairment losses, if any.

The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are amortised on a straight line basis over the estimated economic useful lives and assessed for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each reporting date.

Gain or loss arising from derecognition of an intangible asset is measured as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in profit or loss when the asset is derecognised.

(i) Software

Software is amortised on a straight line basis over its finite useful life of 5 years.

Inventories

Inventories comprising trading merchandise are stated at the lower of cost and net realisable value. Cost of inventories is determined on first in, first out basis. Costs of inventories comprise the cost of purchase plus the cost of bringing the inventories to their present location and condition. Net realisable value represents the estimated selling prices less all estimated costs to be incurred in marketing, selling and distribution.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Leases

As a lessee

i) Right of use assets

The Group recognises a right of use asset at the commencement date of the lease. The right of use asset is initially measured at cost. The cost of right of use assets includes the amount of lease liabilities recognised, adjusted for any lease payments made at or before the commencement date, plus initial direct costs incurred and an estimate of costs to dismantle, remove or restore the leased asset, less any lease incentives received.

Subsequent to initial measurement, the right of use asset is depreciated on a straight line basis over the shorter of the lease term and the estimated useful life as follows:

Office buildings	2 - 4 years
Equipment rental units	3 - 5 years
Motor vehicles	4 years

Right of use asset is subject to impairment and is adjusted for any remeasurement of lease liabilities.

ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities at the present value of lease payment to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating a lease, if the assessment of lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payments occurs. The present value of lease payments is discounted using the interest rate implicit in the lease or, if the rate cannot be readily determined, the Group's incremental borrowing rate.

The lease liability is measured at amortised cost using the effective interest method. After the commencement date, the amount of lease liability is increased to reflect the accretion of interest and reduced for the lease payments made.

The amount of lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right of use asset, or is recognised in profit or loss if the carrying amount of the right of use asset has been reduced to zero.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

As a lessee (cont'd)

ii) Lease liabilities (cont'd)

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

Leases (cont'd)

As a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight line basis over the lease terms and is included in revenue or other operating income in profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Segment information

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. An operating segment's operating results are reviewed regularly by the chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Financial instruments

Financial instruments are recognised in the statement of financial position when the Group has become a party to the contractual provisions of the instrument.

A financial instrument (unless it is a trade receivable without a significant financing component) is recognised initially at its fair value plus or minus, in the case of a financial instrument not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial instrument. A trade receivable without significant financing component is initially measured at the transaction price.

Financial instruments are classified as liabilities or equity in accordance with the substance of the contractual arrangement. Interest, dividends and gains and losses relating to a financial instrument classified as a liability, are reported as expense or income in profit or loss.

Distributions to holders of financial instruments classified as equity are charged directly to equity. Financial instruments are offset when the Group has legal enforceable right to offset and intends to settle either on a net basis or realise the asset and settle the liability simultaneously.

On initial recognition, financial assets are classified as subsequently measured at amortised cost, fair value through other comprehensive income and fair value through profit or loss. Financial liabilities are classified, at initial recognition, as financial liabilities subsequently measured at fair value through profit or loss or at amortised cost, as appropriate.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Financial instruments (cont'd)

(i) Financial assets at amortised cost

A financial asset is classified at amortised cost if it meets both of the following conditions:

- a) the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Subsequent to initial recognition, financial assets at amortised cost are measured using the effective interest method and are subject to impairment. Gains or losses are recognised in profit or loss when the financial assets at amortised cost are derecognised or impaired, and through the amortisation process (finance income).

(ii) Financial assets at fair value through profit or loss

Financial assets are classified as financial assets at fair value through profit or loss if they are held for trading or are designated as such upon initial recognition. Financial assets held for trading are derivatives (including separated embedded derivatives) or financial assets acquired principally for the purpose of selling in the near term.

Subsequent to initial recognition, financial assets at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value are recognised in profit or loss. Net gains or net losses on financial assets at fair value through profit or loss does not include exchange differences, interest and dividend income. Exchange differences, interest and dividend income on financial assets at fair value through profit or loss are recognised separately in profit or loss as part of other losses or other income.

(iii) Financial liabilities at amortised cost

Financial liabilities are classified at amortised cost if they are not:

- a) contingent consideration of an acquirer in a business combination;
- b) financial guarantee contracts;
- c) loan commitments;
- d) designated at fair value through profit or loss; or
- e) liabilities that arise when a transfer of a financial asset that does not qualify for derecognition or when the continuing involvement approach applies.

Subsequent to initial recognition, financial liabilities at amortised cost are measured using the effective interest method. Gains or losses are recognised in profit or loss when the financial liabilities at amortised cost are derecognised, and through the amortisation process (finance cost).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Financial instruments (cont'd)

(iv) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due.

Financial guarantee contracts are recognised initially as a liability at fair value, net of transaction costs. Subsequent to initial recognition, financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee. If the debtor fails to make payment relating to financial guarantee contract when it is due and the Company, as the issuer, is required to reimburse the holder for the associated loss, the liability is measured at the higher of the loss allowance determined in accordance with the expected credit losses model and the amount initially recognised less cumulative amortisation.

(v) Equity instruments

Equity instruments issued by the Company are recorded at the fair value of the proceeds received net of direct issue costs. Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the reporting period in which they are approved.

A financial asset or part of it is derecognised when, and only when the contractual rights to the cash flows from the financial asset expire or the financial asset is transferred to another party without retaining control or substantially all risks and rewards of the asset. On derecognition of a financial asset, the difference between the carrying amount and the sum of the consideration received (including any new asset obtained less any new liability assumed) and any cumulative gain or loss that had been recognised in equity is recognised in profit or loss.

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged or cancelled or expires. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Expected credit losses

The Group recognises an allowance for expected credit losses ("ECL") on the following items:

- a) financial assets at amortised cost;
- b) contract assets; and
- c) financial guarantee contracts.

ECL are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms. ECL are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Expected credit losses (cont'd)

For a financial guarantee contract, as the Group is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed, the ECL is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Group expects to receive from the holder, the debtor or any other party.

ECL are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECL are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECL. The Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. Where appropriate, the Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Loss allowances for debt instruments measured at amortised cost are deducted from the gross carrying amount of the assets.

Low credit risk

A financial instrument is determined to have low credit risk if:

- a) the financial instrument has a low risk of default;
- b) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term; and
- c) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group considers a financial asset to have low credit risk when it has an internal or external credit rating of "investment grade" as per globally understood definition.

Significant increase in credit risk

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

The Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

For financial guarantee contracts, the date that the Group becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition for financial guarantee contracts, the Group considers the changes in the risk that the specified debtor will default on the contract.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Expected credit losses (cont'd)

Definition of default

The Group considers a debt instrument to be in default when:

- a) The Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group; or
- b) The financial asset is more than 90 days past due.

Credit impaired financial assets

A financial asset is credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit impaired includes the following observable events:

- a) Significant financial difficulties of the debtor;
- b) A breach of contract, such as a default or past due event;
- c) The lender of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession that the lender would not otherwise consider;
- d) It becoming probable that the borrower will enter into bankruptcy or other financial reorganisations; or
- e) Disappearance of an active market for that financial asset because of financial difficulties.

Write off

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows. Subsequent recoveries of a financial asset that was previously written off are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

Current versus non-current classification

Assets and liabilities are presented based on a current/non-current classification. An asset is current when it is:

- a) Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- b) Held primarily for the purpose of trading;
- c) Expected to be realised within twelve months after the reporting period; or
- d) Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

2. Principal accounting policies (cont'd)

2.2 Basis of preparation of the financial statements (cont'd)

2.2.2 Significant accounting policies (cont'd)

Current versus non-current classification (cont'd)

All other assets are classified as non-current.

A liability is current when:

- a) It is expected to be settled in the normal operating cycle;
- b) It is held primarily for the purpose of trading;
- c) It is due to be settled within twelve months after the reporting period; or
- d) There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

Statements of cash flows

Statements of cash flows are prepared using the indirect method.

Cash equivalents are short term, highly liquid investments that are readily convertible to known amount of cash and which are subject to insignificant risk of changes in value. For the purpose of the statements of cash flows, cash and cash equivalents are presented net of bank overdraft and fixed deposits pledged.

3. Critical accounting estimates and judgements

In the preparation of the financial statements, the directors are required to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Estimates and judgements are continually evaluated by the directors and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

In the process of applying the Group's accounting policies, which are described above, management is of the opinion that there are no instances of application of judgement which are expected to have a significant effect on the amounts recognised in the financial statements.

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period other than as follows:

- (a) Impairment of non financial assets

In assessing impairment of goodwill, plant and equipment, right of use assets and investment in subsidiaries, the recoverable amount of the assets is estimated using the latest available fair value (after taking into account the costs to sell) or the value in use of the relevant assets.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

3. Critical accounting estimates and judgements (cont'd)

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period other than as follows (cont'd):

(a) Impairment of non financial assets (cont'd)

Significant variations to these assumptions and estimates could result in changes to the assessment of the recoverability of these non financial assets. To the extent of any future determination that these non financial assets are not recoverable, future financial results in the reporting period in which this determination is made will be affected.

(b) Allowance for expected credit losses for debt instruments at amortised cost

When measuring expected credit losses, the Group uses reasonable and supportable forward looking information, which is based on assumptions for future conditions and how these conditions will affect the amount of expected credit losses.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the Group would expect to receive, taking into account cash flows from collateral and internal credit enhancements. Probability of default constitutes a key input in measuring expected credit losses. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

(c) Recognition of construction revenue

Construction revenue is recognised over time by selecting an appropriate method for measuring the Group's progress towards complete satisfaction of that performance obligation.

The progress towards complete satisfaction of the performance obligation is measured using an input method, by reference to the construction costs incurred to date as a percentage of the estimated total costs of the contract.

Significant estimation is required in determining the progress based on actual costs incurred to date over the estimated total construction costs. The total estimated costs are based on approved budgets, which require assessments and judgements to be made on changes in, for example scope of work and costs to completion. In making the estimation, the Group evaluates based on past experience.

(d) Fair values of investment properties

Fair values of investment properties are determined by independent firms of professional valuers.

Significant judgements are involved in determining the fair values by using the chosen valuation technique and applying the assumptions as disclosed in Note 35.3. Any changes in fair values of these investment properties are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

4. Revenue

4.1 Disaggregation of revenue

Set out below is the disaggregation of the Group's and the Company's revenue from contracts with customers:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Type of goods or services				
Data centre and cloud services				
Data centre, cloud services and co-location services	15,696,774	7,226,339	-	-
IT support services	2,852,168	4,234,940	-	-
Maintenance support	748,744	-	-	-
	19,297,686	11,461,279	-	-
Construction				
Construction works	18,572,846	7,028,731	-	-
Renovation contracts	16,724,212	3,451,057	-	-
	35,297,058	10,479,788	-	-
Trading				
Sales of multifunction printers	657,719	725,880	-	-
Sale of accessories, consumables, computers and software	1,216,980	2,747,984	-	-
Click charges income	3,467,616	6,629,238	-	-
Service charges income	985,699	635,702	-	-
Sales of kitchen appliances	1,375,890	1,269,904	-	-
Sales of medical products	133,197	-	-	-
Other services	17,853	-	-	-
	7,854,954	12,008,708	-	-
Others				
Management fees	-	-	324,000	324,000
Others	13,600	-	-	-
	13,600	-	324,000	324,000
Revenue from contracts with customers	62,463,298	33,949,775	324,000	324,000
Operating lease income	2,690,887	3,293,994	-	-
	65,154,185	37,243,769	324,000	324,000

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

4. Revenue (cont'd)

4.1 Disaggregation of revenue (cont'd)

Set out below is the disaggregation of the Group's and the Company's revenue from contracts with customers (cont'd):

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Timing of revenue recognition				
Goods transferred at a point in time	3,383,786	4,743,768	-	-
Services transferred over time	55,210,192	24,335,365	324,000	324,000
Services transferred at a point in time	3,869,320	4,870,642	-	-
Revenue from contracts with customers	62,463,298	33,949,775	324,000	324,000

4.2 Contract balance

	Group	
	2021 RM	2020 RM
Contract liabilities		
Current	16,052,846	3,408,563
Non current	1,494,261	3,394,149
	17,547,107	6,802,712
Contract assets	1,776,424	-

The contract assets primarily relate to the Group's rights to consideration for work completed but not yet billed at the reporting date.

The contract liabilities primarily relates to the Group's obligation to transfer goods or services to customers for which the Group has received the consideration in advance or has billed the customers.

Contract liabilities are recognised as revenue upon the Group delivering the goods to customer or perform the services under the contract.

	Group	
	2021 RM	2020 RM
The performance obligations for the non current portion of the contract liabilities is expected to be satisfied as follows:		
Later than 1 year and not later than 2 years	611,988	1,516,248
Later than 2 years and not later than 5 years	882,273	1,877,901
	1,494,261	3,394,149

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

4. Revenue (cont'd)

4.2 Contract balance (cont'd)

The following table provides information of the contract balance:

	Group	
	2021 RM	2020 RM
At beginning of year	6,802,712	1,414,031
Advance consideration received/Billings issued during the year	30,858,358	15,474,538
Revenue recognised during the year	(21,890,387)	(10,085,857)
At end of year	15,770,683	6,802,712

4.3 Performance obligations

Segment	Nature of goods or services	Timing of transfer of goods or services	Significant payment terms
Data centre and cloud services	Data centre, cloud services and co-location services	Revenue is recognised over time when the customer simultaneously receives and consumes the benefits	Generally due within 30 days to 90 days from invoice date
Data centre and cloud services	IT support services (including installation and configuration)	Revenue is recognised at a point in time when the services are rendered	Generally due within 90 days from invoice date
Data centre and cloud services	Maintenance support	Revenue is recognised over time when the customer simultaneously receives and consumes the benefits	Generally due within 90 days from invoice date
Construction	Construction works and renovation contracts	Revenue is recognised over time by reference to the progress towards the complete satisfaction of the performance obligation	Generally due within 30 to 60 days from invoice date
Trading	Sale of multi function printers, accessories, consumables, computers and software	Revenue is recognised at a point in time upon delivery of goods to the customers	Generally due within 30 to 60 days from invoice date
Trading	Click charges income	Revenue is recognised over time when the customer simultaneously receives and consumes the benefits	Generally due within 30 to 60 days from invoice date
Trading	Service charges income	Revenue is recognised at a point in time when the services are rendered	Generally due within 30 to 60 days from invoice date
Trading	Sale of kitchen appliances	Revenue is recognised at a point in time upon delivery of goods to the customers	Generally due within 30 to 90 days from invoice date

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

4. Revenue (cont'd)

4.3 Performance obligations (cont'd)

Segment	Nature of goods or services	Timing of transfer of goods or services	Significant payment terms
Trading	Sale of medical products	Revenue is recognised at a point in time upon delivery of goods to the customers	Generally due within 30 days from invoice date
Trading	Other services	Revenue is recognised at a point in time when the services are rendered	Generally due within 30 to 90 days from invoice date
Others	Management fees	Revenue is recognised over time when subsidiaries simultaneously receive and consume the benefits	Generally due within 30 days from invoice date

4.4 Transaction price allocated to the remaining performance obligations

The following table shows the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied (or partially unsatisfied) as at the end of the reporting period for contracts that have a duration of more than one year:

	Group	
	2021 RM	2020 RM
- 2021	-	19,301,594
- 2022	3,356,748	728,748
- 2023	611,988	728,748
- 2024	528,588	728,748
- 2025	337,005	420,405
- 2026	16,680	-
	4,851,009	21,908,243

4.5 Financing components

The Group does not have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

5. Cost of sales

	Group	
	2021 RM	2020 RM
Data centre and cloud services	13,353,034	8,395,004
Construction	33,010,877	10,205,708
Trading	10,176,835	14,007,940
Others	19,080	-
	56,559,826	32,608,652

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

6. Profit/(Loss) from operations

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Profit/(Loss) from operations is arrived at after charging/(crediting):				
Auditors' remuneration				
- statutory audit				
- current year	175,400	151,700	50,000	50,000
- (over)/under provision in prior years	(9,884)	20,107	1,792	18,400
Bad debts written off	62,344	22,006	-	-
Directors' remuneration				
- fees				
- Company	466,000	272,500	382,000	272,500
- subsidiaries	48,000	48,000	-	-
- other than fees				
- Company	488,308	379,671	-	-
- subsidiaries	134,400	269,725	-	-
- share option expense				
- subsidiaries	3,331,500	441,000	-	-
Inventories written off	1,226,128	-	-	-
Inventories written down	-	177,544	-	-
Expenses relating to leases of low value assets	8,580	6,120	-	-
Expenses relating to short term leases	96,929	652,217	10,899	-
Plant and equipment written off	26,039	-	7	-
Liquidated and ascertained damages claim	(20,000)	(480,000)	-	-
Deposit forfeited	(400,000)	-	-	-
Gain on disposal of other financial assets	(3,176,455)	(1,154)	(3,176,455)	(1,154)
(Gain)/Loss on striking off of a subsidiary	(6,635)	-	2	-
Gain on bargain purchase	(8,997)	-	-	-
(Gain)/Loss on foreign exchange - net				
- realised	(49,098)	(2,550)	-	-
- unrealised	5,943	-	-	-
Distribution income from unquoted mutual fund	(146)	-	(146)	-
Dividend income	-	(213,264)	-	(207,109)
Gain on disposal of plant and equipment	(59,420)	(2,333)	(59,420)	-
Rental income - included in other operating income	(473,220)	(482,590)	(522,590)	(568,110)
Staff costs comprise:				
Salaries, bonus and allowances	5,817,562	5,082,056	932,147	676,699
Defined contribution plan	657,537	614,444	62,801	46,735
Share option expenses	3,331,500	441,000	-	-
Other employee related expenses	207,485	211,155	51,314	72,009
	10,014,084	6,348,655	1,046,262	795,443

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

6. Profit/(Loss) from operations (cont'd)

The key management personnel of the Group and the Company whose remuneration is analysed as follows:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Executive directors				
- fees	267,000	195,000	181,000	147,000
- other than fees	3,858,269	991,893	-	-
	4,125,269	1,186,893	181,000	147,000
Non executive directors:				
- fees	247,000	125,500	201,000	125,500
- other than fees	92,439	95,003	-	-
	339,439	220,503	201,000	125,500
Total remuneration	4,464,708	1,407,396	382,000	272,500
Estimated money value of benefits in kind	3,500	3,500	-	-
Total remuneration including benefits in kind	4,468,208	1,410,896	382,000	272,500

7. Finance income

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Interest income from:				
- fixed deposits	74,446	117,116	74,238	117,063
- advances to a subsidiary	-	-	302,886	271,467
- unit trust funds	3,952	-	-	-
- short term deposits	7,914	3,243	7,914	1,773
	86,312	120,359	385,038	390,303

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

8. Finance costs

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Interest expense on:				
- term loans	408,338	231,627	-	-
- hire purchase	45,370	49,381	1,662	-
- other lease liabilities	681,507	793,352	179,219	242,688
- interest bearing advances from a corporate shareholder of a subsidiary	57,964	68,288	-	-
- overdraft	47,426	75,549	-	-
- bank guarantee commission	930	-	-	-
	1,241,535	1,218,197	180,881	242,688

9. Income tax expense

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Expected income tax payable				
- current year	-	(316)	-	-
- over provision in prior years	-	5,457	-	7,505
	-	5,141	-	7,505
Deferred tax (Note 19)				
- current year	(97,627)	498,495	-	-
- under/over provision in prior years	52,709	734,382	-	697,907
	(44,918)	1,232,877	-	697,907
	(44,918)	1,238,018	-	705,412

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

9. Income tax expense (cont'd)

A reconciliation of income tax expense applicable to profit/(loss) before tax at the statutory income tax rate to income tax expense at the effective income tax rate is as follows:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Profit/(Loss) before tax	10,760,430	(19,877,118)	9,089,434	(15,747,792)
Taxation at statutory tax rate of 24% (2020: 24%)	(2,582,000)	4,770,508	(2,181,000)	3,779,470
Expenses not deductible for tax purposes	(2,603,892)	(3,960,558)	(2,851,000)	(3,718,165)
Income not subject to tax	5,142,364	109,960	5,043,000	109,840
Utilisation of deferred tax assets not recognised in prior years	896,301	446,559	-	-
Deferred tax assets not recognised	(950,400)	(868,290)	(11,000)	(171,145)
Over provision of current tax in prior years	-	5,457	-	7,505
Under/Over provision of deferred tax in prior years	52,709	734,382	-	697,907
Income tax expense for the year	(44,918)	1,238,018	-	705,412

10. Earnings/(Loss) per share

10.1 Basic earnings per share

Basic earnings/(loss) per ordinary share is calculated based on the net profit/(loss) attributable to ordinary shareholders and weighted average number of ordinary shares in issue as follows:

	Group	
	2021 RM	2020 RM
Net profit/(loss) attributable to owners of the Company	12,580,263	(17,234,781)
Weighted average number of ordinary shares in issue	1,640,154,875	853,614,222
Basic earnings/(loss) per ordinary share (sen)	0.77	(2.02)

The weighted average number of ordinary shares in issue as at 31 March 2020 has been restated to reflect the retrospective adjustment arising from a bonus element in the rights issue which was completed during the reporting period as disclosed in Note 24.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

10. Earnings/(Loss) per share (cont'd)

10.2 Diluted earnings per share

Diluted earnings per share for the year ended 31 March 2021 is calculated based on the net profit attributable to ordinary shareholders and weighted average number of ordinary shares in issue after adjustment for the effects of all dilutive potential ordinary shares, calculated as follows:

	Group 2021 RM
Net profit attributable to owners of the Company	12,580,263
Adjustment:	
Interest savings on conversion of warrants	1,058,353
	13,638,616
Weighted average number of ordinary shares in issue	1,640,154,875
Adjustment:	
Conversion of warrants	982,103,848
	2,622,258,723
Diluted earnings per ordinary share (sen)	0.52

Diluted earnings per share is not presented for the year ended 31 March 2020 as the fair value of the ordinary shares of the Company during the previous reporting period was lower than the exercise price of the warrants and options under the Share Issuance Scheme. These potential ordinary shares have a dilutive effect only if the fair value of the ordinary shares during the reporting period exceeds the exercise price of these potential ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

11. Plant and equipment

Group	Computers, equipment and software RM	Furniture and fittings RM	Office equipment RM	Motor vehicles RM	Renovation RM	Construction work in progress RM	Signboard RM	Equipment rental units RM	Data centre RM	Total RM
Cost										
At 1 April 2019	1,309,618	351,108	162,511	2,107,549	4,822,867	-	1,950	5,297,280	25,407,000	39,459,883
Reclassification to right of use assets	-	-	-	-	-	-	-	(4,321,041)	-	(4,321,041)
Transfer from inventories	-	-	-	-	-	-	-	719,324	-	719,324
Additions	39,188	4,200	3,739	-	600,585	10,800,844	-	-	-	11,448,556
Disposals	-	-	(5,000)	-	-	-	-	-	-	(5,000)
At 31 March 2020	1,348,806	355,308	161,250	2,107,549	5,423,452	10,800,844	1,950	1,695,563	25,407,000	47,301,722
Reclassification from right of use assets	-	-	-	-	-	-	-	559,066	-	559,066
Transfer to inventories	-	-	-	-	-	-	-	(113,751)	-	(113,751)
Additions	43,664	-	53,467	12,000	247,224	9,900,000	-	-	-	10,256,355
Disposals	-	-	-	(22,672)	-	-	-	-	-	(22,672)
Write offs	(97,019)	(18,584)	(36,810)	-	(204,665)	-	(250)	-	-	(357,328)
At 31 March 2021	1,295,451	336,724	177,907	2,096,877	5,466,011	20,700,844	1,700	2,140,878	25,407,000	57,623,392

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

11. Plant and equipment (cont'd)

Group	Computers, equipment and software RM	Furniture and fittings RM	Office equipment RM	Motor vehicles RM	Renovation RM	Construction work in progress RM	Signboard RM	Equipment rental units RM	Data centre RM	Total RM
Accumulated depreciation										
At 1 April 2019	463,955	98,879	100,050	1,929,746	1,170,103	-	674	2,259,717	846,900	6,870,024
Reclassification to right of use assets	-	-	-	-	-	-	-	(1,842,914)	-	(1,842,914)
Transfer to inventories	-	-	-	-	-	-	-	(411,918)	-	(411,918)
Charge for the year	297,166	68,314	17,370	163,821	971,897	-	214	558,921	1,693,800	3,771,503
Disposals	-	-	(1,833)	-	-	-	-	-	-	(1,833)
At 31 March 2020	761,121	167,193	115,587	2,093,567	2,142,000	-	888	563,806	2,540,700	8,384,862
Reclassification from right of use assets	-	-	-	-	-	-	-	1,126,723	-	1,126,723
Transfer to inventories	-	-	-	-	-	-	-	(680,307)	-	(680,307)
Charge for the year	293,949	68,426	24,478	4,201	1,083,286	-	170	312,805	1,693,800	3,481,115
Disposals	-	-	-	(12,092)	-	-	-	-	-	(12,092)
Write offs	(97,014)	(13,988)	(31,260)	-	(188,777)	-	(250)	-	-	(331,289)
At 31 March 2021	958,056	221,631	108,805	2,085,676	3,036,509	-	808	1,323,027	4,234,500	11,969,012
Carrying amount										
At 31 March 2021	337,395	115,093	69,102	11,201	2,429,502	20,700,844	892	817,851	21,172,500	45,654,380
At 31 March 2020	587,685	188,115	45,663	13,982	3,281,452	10,800,844	1,062	1,131,757	22,866,300	38,916,860

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

11. Plant and equipment (cont'd)

Company	Computers, equipment and software RM	Furniture and fittings RM	Office equipment RM	Motor vehicles RM	Renovation RM	Total RM
Cost						
At 1 April 2019	65,297	260,513	22,169	22,672	4,409,274	4,779,925
Additions	-	4,200	-	-	140,385	144,585
At 31 March 2020	65,297	264,713	22,169	22,672	4,549,659	4,924,510
Additions	9,297	-	18,568	-	94,389	122,254
Disposals	-	-	-	(22,672)	-	(22,672)
Write offs	(30,625)	(3,080)	(2,449)	-	(175,865)	(212,019)
At 31 March 2021	43,969	261,633	38,288	-	4,468,183	4,812,073
Accumulated depreciation						
At 1 April 2019	42,326	80,045	6,867	4,156	1,138,416	1,271,810
Charge for the year	7,760	51,838	4,148	4,535	849,021	917,302
At 31 March 2020	50,086	131,883	11,015	8,691	1,987,437	2,189,112
Charge for the year	6,361	52,327	6,329	3,401	878,955	947,373
Disposals	-	-	-	(12,092)	-	(12,092)
Write offs	(30,620)	(3,080)	(2,448)	-	(175,864)	(212,012)
At 31 March 2021	25,827	181,130	14,896	-	2,690,528	2,912,381
Carrying amount						
At 31 March 2021	18,142	80,503	23,392	-	1,777,655	1,899,692
At 31 March 2020	15,211	132,830	11,154	13,981	2,562,222	2,735,398

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

11. Plant and equipment (cont'd)

11.1 Impairment review for plant and equipment and right of use assets

In the current reporting period

The Group performed an impairment test on the plant and equipment and right of use assets of a subsidiary, Digital Paper Solutions Sdn Bhd ("DPS") with carrying amount of RM974,700 and RM2,493,394 respectively as the subsidiary had been persistently making losses.

11.2 Key assumptions used in the value in use calculations

The recoverable amount of the plant and equipment and right of use assets of DPS is determined from a value in use calculations using cash flows projections from financial budgets prepared by management covering a 4-year business plan and the following are the key assumptions:

- The discount rate used for the value in use calculation is based on the country's industry weighted average cost of capital specific to the business of DPS at the rate of 11.21%; and
- The value assigned to the key assumptions such as sales growth, fixed and variable costs are based on management's assessment of future trends of the business and its historical data.

Management has considered and assessed reasonably possible changes of key assumptions and has not identified any instances that could cause the carrying amount of the plant and equipment and right of use assets to materially exceed their recoverable amounts.

12. Right of use assets

Group	Office buildings RM	Equipment rental units RM	Motor vehicles RM	Total RM
Cost				
At 1 April 2019	5,427,033	1,609,596	-	7,036,629
Reclassification from plant and equipment	-	4,321,041	-	4,321,041
At 31 March 2020	5,427,033	5,930,637	-	11,357,670
Reclassification to plant and equipment	-	(559,066)	-	(559,066)
Additions	655,309	-	298,000	953,309
Derecognition upon lease completion	(196,580)	-	-	(196,580)
At 31 March 2021	5,885,762	5,371,571	298,000	11,555,333
Accumulated depreciation				
At 1 April 2019	-	-	-	-
Reclassification from plant and equipment	-	1,842,914	-	1,842,914
Charge for the year	1,336,559	1,157,970	-	2,494,529
At 31 March 2020	1,336,559	3,000,884	-	4,337,443
Reclassification to plant and equipment	-	(1,126,723)	-	(1,126,723)
Charge for the year	1,418,153	1,388,556	19,867	2,826,576
Derecognition upon lease completion	(196,580)	-	-	(196,580)
At 31 March 2021	2,558,132	3,262,717	19,867	5,840,716

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

12. Right of use assets (cont'd)

Group	Office rental RM	Rental units RM	Motor vehicles RM	Total RM
Carrying amount				
At 31 March 2021	3,327,630	2,108,854	278,133	5,714,617
At 31 March 2020	4,090,474	2,929,753	-	7,020,227
Company		Motor vehicles RM	Office buildings RM	Total RM
Cost				
At 1 April 2019/31 March 2020		-	3,441,472	3,441,472
Additions		298,000	-	298,000
At 31 March 2021		298,000	3,441,472	3,739,472
Accumulated depreciation				
At 1 April 2019		-	-	-
Charge for the year		-	860,368	860,368
At 31 March 2020		-	860,368	860,368
Charge for the year		19,867	860,364	880,231
At 31 March 2021		19,867	1,720,732	1,740,599
Carrying amount				
At 31 March 2021		278,133	1,720,740	1,998,873
At 31 March 2020		-	2,581,104	2,581,104

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

13. Investment properties

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Freehold buildings, at fair value				
At beginning of year	18,200,000	18,351,762	9,000,000	9,000,000
Additions – transfer from prepayment	153,682	-	-	-
Fair value adjustments	(153,682)	(151,762)	-	-
At end of year	18,200,000	18,200,000	9,000,000	9,000,000

At the reporting date:

- (i) The investment properties of the Group have been charged as collaterals to secure the banking facilities granted to a subsidiary.
- (ii) The title deeds of the freehold buildings have yet to be transferred to the Group by the developer.

The following are recognised in profit or loss in respect of investment properties:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Rental income	461,820	465,340	398,970	435,240
Liquidated and ascertained damages claim	20,000	480,000	-	-
Direct operating expenses				
- income generating investment properties	(177,811)	(159,408)	(160,041)	(157,006)
- non income generating investment properties	(40,018)	(9,052)	-	-

Details of valuation technique and inputs are disclosed in Note 35.3.

14. Intangible assets

Group	Software RM	Total RM
Cost		
At beginning of the year	-	-
Acquisition of a subsidiary	40,000	40,000
At end of year	40,000	40,000
Accumulated amortisation		
At beginning of the year	-	-
Acquisition of a subsidiary	16,000	16,000
Charge for the year	6,000	6,000
At end of year	22,000	22,000
Carrying amount		
At 31 March 2021	18,000	18,000

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

15. Investment in subsidiaries

	Company	
	2021 RM	2020 RM
Unquoted shares at cost		
At beginning of year	25,143,244	24,702,244
Acquisition of a subsidiary	2	-
Subscription of additional shares in a subsidiary	1,000,000	-
Acquisition of additional shares in a subsidiary	1,400,000	-
Share options granted to employees of subsidiaries	3,331,500	441,000
Striking off of a subsidiary	(2)	-
At end of year	30,874,744	25,143,244
Accumulated impairment losses		
At beginning of year	17,178,646	15,937,646
Impairment loss during the year	3,331,500	1,241,000
At end of year	20,510,146	17,178,646
Carrying amount	10,364,598	7,964,598

The details of the subsidiaries are as follows:

	Country of incorporation	Group's effective interest and voting interest		Principal activities
		2021 %	2020 %	
Subsidiaries of the Company				
Key Alliance Sdn Bhd ("KASB")	Malaysia	100	100	Provision of co-location in relation to data centre and ventured as contractor for building constructions
Progenet Innovations Sdn Bhd ("PGI")	Malaysia	100	80	Provide cloud data center services to business entities and individuals
Digital Paper Solutions Sdn Bhd ("DPS")	Malaysia	51	51	Trading and rental of office equipment
Design Dept Sdn Bhd ("DDS")	Malaysia	100	100	To carry on the business of architectural and 3D interior design and image consultants and construction or renovation works
GE Green Sdn Bhd ("GEG")	Malaysia	100	100	Trading of kitchen wares and related products
Pacifica KAG Sdn Bhd	Malaysia	100	100	Dormant
Agrocloud Sdn Bhd ("Agro") *	Malaysia	75	N/A	Providing solutions and services related to mobile app for building management systems and information technology system security

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

15. Investment in subsidiaries (cont'd)

	Country of incorporation	Group's effective interest and voting interest		Principal activities
		2021 %	2020 %	
Subsidiaries of the Company (cont'd)				
Corporate One Training Academy Sdn Bhd ("C1TA")	Malaysia	100	100	Provision of business and operational support systems and services, software development and business process outsourcing
MobileVideo International Limited ("MIL") *	Cayman Islands	60	60	Dormant
Key Alliance Officeworks Sdn Bhd ("KAOW")	Malaysia	-	100	Dormant
Subsidiary of Progenet Innovations Sdn Bhd				
Progenet Sdn Bhd ("PSB")	Malaysia	100	80	Engaged in the business of computer networking and system consultants supply equipment and cabling
Subsidiary of Key Alliance Sdn Bhd				
Ebizmedic Sdn Bhd ("EBIZ") *	Malaysia	51	N/A	Dormant

The financial statements of the subsidiary indicated by * are not audited by Russell Bedford LC & Company.

15.1 Acquisition and subscription of shares in subsidiaries

During the reporting period:

- (i) The Company acquired the remaining 200 ordinary shares owned by the non controlling interest in PGI for a cash consideration of RM1,400,000. With the acquisition, PGI became a wholly-owned subsidiary of the Company.
- (ii) The Company acquired 52.38% equity interest in Agro on 31 October 2020 for a total cash consideration of RM2. Upon acquisition, Agro became a subsidiary of the Company. The Company acquired this business to develop Rice Information Management System, an integrated rice production management platform.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

15. Investment in subsidiaries (cont'd)

15.1 Acquisition and subscription of shares in subsidiaries (cont'd)

- (ii) The following table summarises the consideration paid, the fair value of the identifiable assets acquired and liabilities assumed at the date of acquisition of Agro:

	Group 2021 RM
Intangible assets	24,000
Cash and cash equivalents	3,242
Other payables and accruals	(10,062)
Fair value of identifiable net assets acquired	17,180
Non controlling interest measured at proportionate share of net identifiable assets	(8,181)
Gain on bargain purchase arising from business combination (included in "Other operating income" line item in profit or loss)	(8,997)
Purchase consideration by way of cash	2
Cash and cash equivalents acquired	(3,242)
Net cash inflow arising from business combination	3,240

The Company further subscribed for an additional 950 ordinary shares for a cash consideration of RM1,000,000 in Agro. As a result of the additional subscription, the equity interest of the Company in Agro increased from 52.38% to 75%.

- (iii) On 19 February 2021, KASB subscribed for 51 ordinary shares for RM51 representing 51% of the issued and paid up share capital of EBIZ. With the subscription, EBIZ became a subsidiary of KASB. The intended principal activity of EBIZ is to engage in one stop business to business medical supplier platform over the internet to supply medical products and services. The net cash inflow arising from this business combination is RM49.

15.2 Striking off of a subsidiary

During the reporting period, KAOW has been struck off from the register of the Companies Commission of Malaysia. KAOW has been derecognised and the resulted gain of the Group of RM6,635 is included in "Other operating income" line item in profit or loss.

15.3 Impairment of investment in subsidiaries

In the current reporting period

DPS has been making losses for the past few reporting periods which is considered as a triggering event for impairment review on the carrying amount of the investment in DPS amounting to RM3,964,590. The recoverable amount of the investment is determined using DPS as a cash generating unit.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

15. Investment in subsidiaries (cont'd)

15.3 Impairment of investment in subsidiaries (cont'd)

In the current reporting period (cont'd)

The recoverable amount of the investment is determined based on its fair value less cost of disposal using cash flows projections from financial budgets prepared by management covering a four year period and the following are the key assumptions:

- i) The discount rate used for the discounted cash flow model is based on the country's industry weighted average cost of capital specific to the industry at the rate of 11.18%.
- ii) The value assigned to the key assumptions such as sales growth, fixed and variable costs are based on the management's assessment of future business trends and its historical data.

The management has considered and assessed reasonably possible changes of key assumptions and has not identified any instances that could cause the carrying amount of the investment in DPS to materially exceed its recoverable amount.

GEG and C1TA have been persistently making losses which is considered as a triggering event for impairment review on the carrying amount of these investments of RM1,665,750 each. The impairment review results in a full impairment loss of RM1,665,750 for each investment (zero recoverable amount) which has been recognised in profit or loss under "Other operating expenses" line item of the Company.

In the previous reporting period

DDS, GEG and C1TA have been persistently making losses which is considered as a triggering event for impairment review on the carrying amount of these investments of RM1,241,000. The impairment review results in a full impairment loss of RM1,241,000 (zero recoverable amount) which has been recognised in profit or loss under "Other operating expenses" line item of the Company.

15.4 Interest in subsidiaries with material non controlling interests ("NCI")

The Group has the following subsidiary with NCI that is material to the Group.

Name of subsidiary	Principal place of business	Proportion of ownership interest held by NCI		Net (loss)/profit allocated to NCI during the reporting period		Accumulated NCI at the end of reporting period	
		2021 %	2020 %	2021 RM	2020 RM	2021 RM	2020 RM
DPS	Malaysia	49	49	(1,800,910)	(1,638,917)	(2,271,215)	(470,305)
MIL	Cayman Islands	40	40	-	-	-	(211,422)
PGI	Malaysia	-	20	-	280,279	-	876,403
PSB	Malaysia	-	20	-	(45,682)	-	(54,609)

Financial information of MIL is not presented for the current reporting period as the Group does not regard the non controlling interests to be material to the Group.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

15. Investment in subsidiaries (cont'd)

15.4 Interest in subsidiaries with material non controlling interests ("NCI") (cont'd)

Summarised financial information about subsidiaries with material NCI

(i) Summarised statements of financial position

2021	DPS RM			
Non current assets	3,468,094			
Current assets	8,822,031			
Total assets	12,290,125			
Non current liabilities	1,932,617			
Current liabilities	14,992,641			
Total liabilities	16,925,258			
Net liabilities	(4,635,133)			
Non-controlling interests share of net liabilities	(2,271,215)			
2020	DPS RM	MIL RM	PGI RM	PSB RM
Non current assets	4,175,020	-	12,656,881	301,200
Current assets	11,384,296	-	9,761,911	3,192,431
Total assets	15,559,316	-	22,418,792	3,493,631
Non current liabilities	2,148,865	-	-	-
Current liabilities	14,370,258	-	18,163,516	3,639,978
Total liabilities	16,519,123	-	18,163,516	3,639,978
Net (liabilities)/assets	(959,807)	-	4,255,276	(146,347)
Non-controlling interests share of net (liabilities) /assets	(470,305)	(211,422)	876,403	(54,609)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

15. Investment in subsidiaries (cont'd)

15.4 Interest in subsidiaries with material non controlling interests ("NCI") (cont'd)

Summarised financial information about subsidiaries with material NCI

(ii) Summarised statements of comprehensive income

2021	DPS RM			
Revenue	9,157,501			
Loss before tax	(3,675,326)			
Net loss	(3,675,326)			
Total comprehensive loss	(3,675,326)			
2020	DPS RM	MIL RM	PGI RM	PSB RM
Revenue	14,052,799	-	7,563,939	3,524,640
(Loss)/Profit before tax	(3,381,203)	-	1,341,352	(180,496)
Net (loss)/profit	(3,344,728)	-	1,401,393	(228,406)
Total comprehensive (loss)/income	(3,344,728)	-	1,401,393	(228,406)

(iii) Other summarised information

2021	DPS RM		
Cash flows from operating activities	390,397		
Cash flows used in investing activities	(160,246)		
Cash flows used in financing activities	(1,573,417)		
Net decrease in cash and cash equivalents	(1,343,266)		
2020	DPS RM	PGI RM	PSB RM
Cash flows from/(used in) operating activities	1,685,767	2,512,257	(164,988)
Cash flows used in investing activities	(16,143)	(10,803,664)	(182,905)
Cash flows (used in)/from financing activities	(341,183)	8,685,526	-
Net increase/(decrease) in cash and cash equivalents	1,328,441	394,119	(347,893)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

16. Investment in an associate

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Unquoted shares, at cost	300	300	300	300
Accumulated impairment loss				
At beginning/end of year	-	-	(300)	(300)
	300	300	-	-
Share in post acquisition loss of associate	(300)	(300)	-	-
Carrying amount	-	-	-	-

The details of the associate are as follows:

Name of company	Country of incorporation	Group's effective and voting interests		Principal activities
		2021 %	2020 %	
DVM AllSportz Asia Sdn Bhd	Malaysia	30	30	Streaming of audio and video on sports news

The financial statements of the associate are not audited by Russell Bedford LC & Company.

The summarised financial information of the associate is as follows:

	2021 RM	2020 RM
Assets and liabilities		
Non current assets	11,093	11,093
Current assets	21,451	21,451
Total assets	32,544	32,544
Current liabilities	447,921	447,921
Total liabilities	447,921	447,921
Net liabilities	(415,377)	(415,377)
Results		
Revenue	-	-
Net profit/Total comprehensive income for the year	-	-

17. Other financial assets

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

Group	Unquoted ordinary shares RM	Unquoted redeemable preference shares RM	Quoted irredeemable convertible preference shares RM	Quoted shares RM	Quoted warrants RM	Unquoted mutual funds RM	Total RM
At fair value							
At 1 April 2019	370,000	63,862	-	4,965,000	-	178,041	5,576,903
Additions	-	-	9,965,000	-	-	3,006,264	12,971,264
Disposals	(20,000)	-	-	-	-	(2,998,846)	(3,018,846)
Changes in fair value	250,665	-	(5,979,000)	(2,979,000)	498,250	5,198	(8,203,887)
At 31 March 2020	600,665	63,862	3,986,000	1,986,000	498,250	190,657	7,325,434
Additions	-	-	24,440,504	-	-	4,097	24,444,601
Conversion of shares	-	-	7,458,000	(7,458,000)	-	-	-
Disposals	-	-	(4,680,000)	(2,922,301)	(1,250,000)	-	(8,852,301)
Changes in fair value	-	-	9,286,750	2,241,252	6,247,563	-	17,775,565
At 31 March 2021	600,665	63,862	2,892,449	31,445,756	5,495,813	194,754	40,693,299
Accumulated impairment losses							
At 1 April 2019	169,998	-	-	-	-	-	169,998
Impairment loss for the year	99,999	-	-	-	-	-	99,999
Disposals	(19,999)	-	-	-	-	-	(19,999)
At 31 March 2020/31 March 2021	249,998	-	-	-	-	-	249,998
Carrying amount							
At 31 March 2021	350,667	63,862	2,892,449	31,445,756	5,495,813	194,754	40,443,301
At 31 March 2020	350,667	63,862	3,986,000	1,986,000	498,250	190,657	7,075,436

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

17. Other financial assets (cont'd)

Company	Unquoted ordinary shares RM	Unquoted redeemable preference shares RM	Quoted shares RM	Quoted irredeemable convertible preference shares RM	Quoted warrants RM	Unquoted mutual funds RM	Total RM
At fair value							
At 1 April 2019	370,000	63,862	4,965,000	-	-	-	5,398,862
Additions	-	-	-	9,965,000	-	3,000,109	12,965,109
Disposals	(20,000)	-	-	-	-	(2,998,846)	(3,018,846)
Changes in fair value	250,665	-	(2,979,000)	(5,979,000)	498,250	5,198	(8,203,887)
At 31 March 2020	600,665	63,862	1,986,000	3,986,000	498,250	6,461	7,141,238
Additions	-	-	24,440,504	-	-	145	24,440,649
Conversion of shares	-	-	7,458,000	(7,458,000)	-	-	-
Disposals	-	-	(4,680,000)	(2,922,301)	(1,250,000)	-	(8,852,301)
Changes in fair value	-	-	2,241,252	9,286,750	6,247,563	-	17,775,565
At 31 March 2021	600,665	63,862	31,445,756	2,892,449	5,495,813	6,606	40,505,151
Accumulated impairment losses							
At 1 April 2019	169,998	-	-	-	-	-	169,998
Impairment loss for the year	99,999	-	-	-	-	-	99,999
Disposals	(19,999)	-	-	-	-	-	(19,999)
At 31 March 2020/31 March 2021	249,998	-	-	-	-	-	249,998
Carrying amount							
At 31 March 2021	350,667	63,862	31,445,756	2,892,449	5,495,813	6,606	40,255,153
At 31 March 2020	350,667	63,862	1,986,000	3,986,000	498,250	6,461	6,891,240

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

18. Goodwill

	Group	
Cost	2021 RM	2020 RM
At beginning of year/end of year	10,597,004	10,597,004
Accumulated impairment losses		
At beginning of year	7,226,704	4,791,592
Impairment loss for the year	1,971,575	2,435,112
At end of year	9,198,279	7,226,704
Carrying amount	1,398,725	3,370,300

18.1 Impairment testing for goodwill

For the purpose of impairment testing, goodwill is allocated to the Group's division in their respective operating segments which represent the lowest level within the Group at which the goodwill is monitored for internal management purposes.

The aggregate carrying amount of goodwill allocated to the following cash generating units ("CGU") are as follows:

	Group	
	2021 RM	2020 RM
Trading of office equipment	-	1,970,478
Information communication technology and related activities ("ICT")	1,398,725	1,398,725
Others	-	1,097
	1,398,725	3,370,300

In the current reporting period

a) Trading of office equipment and others divisions

The directors performed an impairment test on the goodwill of the Group's trading of office equipment and others divisions. Accordingly, the Group recognised an impairment loss of RM1,970,478 and RM1,097 respectively on the goodwill allocated to these two divisions. The impairment losses have been recognised in profit or loss under "Other operating expenses" line item in the Group's statement of comprehensive income.

b) ICT division

The recoverable amount of the Group's ICT division has been determined based on value in use calculations using cash flow projections from financial budgets approved by management covering a three year period and having considered the terminal value of the ICT division.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

18. Goodwill (cont'd)

18.1 Impairment testing for goodwill (cont'd)

In the previous reporting period

- a) Trading of kitchen appliances and trading of office equipment divisions

The recoverable amount of these CGUs is determined based on the net tangible assets of the respective subsidiaries.

- b) ICT division

The recoverable amount of the Group's ICT division is determined based on value in use calculations applying a discounted future cash flow model based on financial projections approved by management in a business plan.

18.2 Key assumptions used in the value in use calculations

The calculation of value in use for goodwill of ICT division is most sensitive to the following assumptions:

- i) The discount rate used for the value in use calculation is based on the country's industry weighted average cost of capital specific to the industry of 7.40% (2020: 8%);
- ii) The value assigned to the key assumptions such as sales growth, fixed and variable costs are based on the management's assessment of future trends of the business and its historical data; and
- iii) In the previous reporting period, the forecasted growth rate used to extrapolate cash flow beyond 5 year period was 1%.

19. Deferred tax assets/(liabilities)

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
At beginning of year	311,301	(921,576)	(496,793)	(1,194,700)
Recognised in profit or loss (Note 9)				
- current year	(97,627)	498,495	-	-
- under/over provision in prior years	52,709	734,382	-	697,907
	(44,918)	1,232,877	-	697,907
At end of year	266,383	311,301	(496,793)	(496,793)

	Gross	Tax effect		
	2021 RM	2020 RM	2021 RM	2020 RM
Unutilised tax losses to be utilised up to year ending				
- 31 March 2025	10,945,111	11,755,923	2,626,776	2,803,375
- 31 March 2026	1,469,454	8,172,054	352,695	1,961,493
- 31 March 2027	1,786,851	640,602	428,800	153,700
- 31 March 2028	2,797,763	-	671,600	-
Unabsorbed capital allowances	11,149,800	12,059,304	2,676,036	2,894,367
Differences between accounting depreciation and finance lease payments	616,900	564,437	148,047	135,585
Other deductible temporary differences	5,900	-	1,400	-
	28,771,779	33,192,320	6,905,354	7,948,520
Less: Deferred tax assets recognised	(10,670,733)	(5,530,609)	(2,560,489)	(1,309,547)
Deferred tax assets not recognised	18,101,046	27,661,711	4,344,865	6,638,973

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

19. Deferred tax assets/(liabilities) (cont'd)

Deferred tax assets of the Company are in respect of the following:

	Gross		Tax effect	
	2021 RM	2020 RM	2021 RM	2020 RM
Unutilised tax losses to be utilised up to year ending				
- 31 March 2026	778,000	6,439,000	186,695	1,545,438
- 31 March 2027	4,000	-	1,000	-
Unabsorbed capital allowances	30,000	93,000	7,236	22,398
Differences between accounting depreciation and finance lease payments	381,000	419,000	91,547	100,615
	1,193,000	6,951,000	286,478	1,668,451
Less: Deferred tax assets recognised	(40,000)	(134,000)	(9,513)	(32,242)
Deferred tax assets not recognised	1,153,000	6,817,000	276,965	1,636,209

Portion of the deferred tax assets have not been recognised as it is not probable that taxable profit will be available in the foreseeable future to utilise these tax benefits.

20. Inventories

	Group	
	2021 RM	2020 RM
Trading merchandise, at costs	4,678,844	5,477,351
Amount of inventories recognised as expenses	10,176,835	14,185,484

21. Trade receivables

	Group	
	2021 RM	2020 RM
Third parties	17,893,361	25,941,627
Amount due from corporate shareholder of a subsidiary	5,134,521	4,675,458
	23,027,882	30,617,085
Less: Allowance for expected credit losses	(2,671,902)	(1,780,909)
	20,355,980	28,836,176

The Group's normal trade credit terms is 30 to 90 days (2020: 30 to 120 days). Other credit terms are assessed and approved on a case by case basis. Trade receivables are not secured by any collateral or credit enhancements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

21. Trade receivables (cont'd)

The movements in the allowance for expected credit losses of trade receivables during the reporting period are as follows:

	Group	
	2021 RM	2020 RM
At beginning of year	1,780,909	3,414,877
Additions	890,993	1,325,663
Reversal	-	(37,312)
Write offs	-	(2,922,319)
At end of year	2,671,902	1,780,909

The following table provides information on the trade receivables' credit risk exposure.

2021		Trade receivables – days past due				
Group	Not past due RM	<30 days RM	31-60 days RM	61-90 days RM	>90 days RM	Total RM
Impairment assessed through provision matrix						
Gross carrying amount	3,706,540	8,955,879	711,271	21,787	6,135,346	19,530,823
Less: Allowance for expected credit losses	(14,928)	(28,273)	(3,906)	(9,913)	(489,580)	(546,600)
	3,691,612	8,927,606	707,365	11,874	5,645,766	18,984,223
Impairment assessed individually						
Gross carrying amount	550,655	384,222	257,100	112,025	2,193,057	3,497,059
Less: Allowance for expected credit losses	(40,065)	(55,005)	(68,585)	(75,713)	(1,885,934)	(2,125,302)
	510,590	329,217	188,515	36,312	307,123	1,371,757
	4,202,202	9,256,823	895,880	48,186	5,952,889	20,355,980

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

21. Trade receivables (cont'd)

2020		Trade receivables – days past due				Total RM
Group	Not past due RM	<30 days RM	31-60 days RM	61-90 days RM	>90 days RM	
Impairment assessed through provision matrix						
Gross carrying amount	2,674,313	1,022,988	6,011,827	662,726	19,476,825	29,848,679
Less: Allowance for expected credit losses	(61,621)	(126,381)	(61,476)	(116,611)	(646,414)	(1,012,503)
	2,612,692	896,607	5,950,351	546,115	18,830,411	28,836,176
Impairment assessed individually						
Gross carrying amount	-	-	-	-	768,406	768,406
Less: Allowance for expected credit losses	-	-	-	-	(768,406)	(768,406)
	-	-	-	-	-	-
	2,612,692	896,607	5,950,351	546,115	18,830,411	28,836,176

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

22. Other receivables, deposits and prepayments

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Interest bearing advances due from a subsidiary at 8% (2020: 8%) per annum	-	-	4,332,535	3,511,069
Less: Allowance for expected credit losses	-	-	(3,231,798)	-
	-	-	1,100,737	3,511,069
Interest free advances due from subsidiaries	-	-	59,837,788	50,191,185
Less: Allowance for expected credit losses	-	-	(12,071,824)	(9,832,162)
	-	-	47,765,964	40,359,023
Interest free advances due from an associate	219,057	219,057	9,923	9,923
Less: Allowance for expected credit losses	(219,057)	(219,057)	(9,923)	(9,923)
	-	-	-	-
Other receivables	558,446	8,551,829	15,802	8,249,912
Less: Allowance for expected credit losses	(284,310)	(8,525,768)	-	(8,241,456)
	274,136	26,061	15,802	8,456
Deposits	2,479,619	7,328,407	1,172,128	1,210,148
Trust monies placed with a licensed securities broker	19,163,069	-	19,163,069	-
Prepayments	2,496,926	378,986	25,965	14,565
Performance bond	6,000,000	6,000,000	-	-
Advance billing	240,909	-	-	-
	30,654,659	13,733,454	69,243,665	45,103,261
Less: non-current portion	-	-	(8,379,368)	-
Interest free advances due from subsidiaries	-	-	(8,379,368)	-
	30,654,659	13,733,454	60,864,297	45,103,261

At the reporting date, amount due from subsidiaries of RM8,379,368 has been presented under non current assets as these advances are not expected to be realised within 12 months after the reporting date in accordance with FRSIC Consensus 31- Classification of Amount Due from Subsidiaries and Amount Due to Holding Company that is Repayable on Demand issued by The Malaysian Institute of Accountants.

The amounts due from subsidiaries and an associate represent unsecured advances receivable on demand.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

22. Other receivables, deposits and prepayments (cont'd)

The movements in the allowance for expected credit losses of other receivables during the reporting period are as follows:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
At beginning of year	8,744,825	12,563,909	18,083,541	14,302,633
Additions	3,598	-	5,500,191	5,045,078
Write offs	(8,245,056)	(3,819,084)	(8,270,187)	-
Reversal	-	-	-	(1,264,170)
At end of year	503,367	8,744,825	15,313,545	18,083,541

23. Fixed deposits with licensed banks

Fixed deposits of the Group and the Company amounting to RM4,268,609 (2020: RM4,163,204) and RM4,178,541 (2020: RM4,101,604) respectively have been pledged with licensed banks to secure the banking facilities of the subsidiaries.

24. Share capital

	2021 No. of ordinary shares	Group and Company 2020 No. of ordinary shares	2021 RM	2020 RM
Issued and fully paid:				
At beginning of year	578,311,670	520,711,670	101,817,069	99,685,869
Issue of shares pursuant to share issuance scheme ("SIS")	531,900,000	57,600,000	28,887,000	1,728,000
Transfer from SIS reserve upon exercise of SIS	-	-	3,369,300	403,200
Issue of shares pursuant to private placements	261,994,016	-	13,030,492	-
Rights issue of shares	982,103,848	-	29,463,115	-
Share issuance expenses	-	-	(955,009)	-
At end of year	2,354,309,534	578,311,670	175,611,967	101,817,069

During the reporting period, the Company increased its issued and paid up capital via the following:

(a) Private placements

- (i) Issuance of 57,831,166 new ordinary shares at an issue price of RM0.0135 per share for cash. The shares were issued for working capital purposes; and
- (ii) Issuance of 204,162,850 new ordinary shares at an issue price of RM0.06 per share for cash. The shares were issued for working capital purposes.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

24. Share capital (cont'd)

(b) Share issuance scheme

- (i) Issuance of 5,400,000 new ordinary shares pursuant to the exercise of 5,400,000 SIS options at the exercise price of RM0.03 per share for cash;
- (ii) Issuance of 39,000,000 new ordinary shares pursuant to the exercise of 39,000,000 SIS options at the exercise price of RM0.025 per share for cash;
- (iii) Issuance of 75,000,000 new ordinary shares pursuant to the exercise of 75,000,000 SIS options at the exercise price of RM0.08 per share for cash;
- (iv) Issuance of 22,500,000 new ordinary shares pursuant to the exercise of 22,500,000 SIS options at the exercise price of RM0.12 per share for cash;
- (v) Issuance of 300,000,000 new ordinary shares pursuant to the exercise of 300,000,000 SIS options at the exercise price of RM0.05 per share for cash;
- (vi) Issuance of 90,000,000 new ordinary shares pursuant to the exercise of 90,000,000 SIS options at the exercise price of RM0.045 per share for cash; and
- (vii) transfer of RM3,369,300 from the share option reserve account pursuant to the exercise of 531,900,000 SIS options.

(c) Rights issue

A renounceable rights issue of 982,103,848 new ordinary shares ("Rights Shares") at an issue price of RM0.05 per Rights Share on the basis of one (1) Rights Share for every one (1) existing ordinary shares held together with 982,103,848 free detachable warrants ("Warrants") on the basis of one (1) Warrant for every one (1) Rights Shares subscribed.

In the previous reporting period, the Company issued 57,600,000 new ordinary shares at an issue price of RM0.03 per share pursuant to the exercise of options under the SIS for a total consideration of RM1,728,000.

The new ordinary shares issued rank *pari passu* with the then existing ordinary shares of the Company.

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions.

24.1 Warrants C

The Company had on 20 November 2020 issued 982,103,848 warrants in conjunction with its renounceable rights issue exercise. The warrants are constituted by a deed poll dated 7 October 2020 ("Deed Poll").

The salient features of the warrants are as follows:

- (a) The issue date of the warrants is 20 November 2020 and the expiry date is on 19 November 2023. Any warrants not exercised at the expiry date will lapse and cease to be valid for any purpose;
- (b) Each warrant entitles the registered holder the right to subscribe for one (1) new ordinary share in the Company at an exercise price of RM0.05 per ordinary share until the expiry of the exercise period;
- (c) The exercise price and the number of warrants are subject to adjustment in the event of alteration to the share capital of the Company in accordance with the provisions in the Deed Poll;
- (d) The warrant holders are not entitled to participate in any distribution and/or offer of further securities in the Company (except for the issue of new warrants pursuant to adjustment as mentioned in item (c) above), unless and until such warrant holders exercise their rights to subscribe for new ordinary shares; and

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

24. Share capital (cont'd)

24.1 Warrants C (cont'd)

The salient features of the warrants are as follows (cont'd):

- (e) The new ordinary shares to be issued upon exercise of the warrants, shall upon issuance and allotment, rank pari passu with the then existing ordinary shares, except that they will not be entitled to dividends, rights, allotments and/or other distributions, declared by the Company which entitlement thereof precedes the allotment date of the new ordinary shares allotted pursuant to the exercise of the warrants.

The movement in the Company's warrants during the reporting period are as follows:

	Entitlement for ordinary shares		
	Balance at 1.4.2020	Issuance Exercised	Balance at 31.3.2021
Number of unexercised warrants	-	982,103,848	- 982,103,848

24.2 Warrants B

The Company had on 8 May 2017 issued 409,527,425 warrants in conjunction with its renounceable rights issue exercise. The warrants are constituted by a deed poll dated 8 May 2017 ("Deed Poll"). On 15 September 2017, the number of Warrants B was adjusted to 102,381,807 at an exercise price of RM0.05 due to a share consolidation exercise.

The salient features of the warrants are as follows:

- (a) The issue date of the warrants is 8 May 2017 and the expiry date is on 30 April 2020. Any warrants not exercised at the expiry date will lapse and cease to be valid for any purpose;
- (b) Each warrant entitles the registered holder the right to subscribe for one (1) new ordinary share in the Company at an exercise price of RM0.05 per ordinary share until the expiry of the exercise period;
- (c) The exercise price and the number of warrants are subject to adjustment in the event of alteration to the share capital of the Company in accordance with the provisions in the Deed Poll;
- (d) The warrant holders are not entitled to participate in any distribution and/or offer of further securities in the Company (except for the issue of new warrants pursuant to adjustment as mentioned in item (c) above), unless and until such warrant holders exercise their rights to subscribe for new ordinary shares; and
- (e) The new ordinary shares to be issued upon exercise of the warrants, shall upon issuance and allotment, rank pari passu with the then existing ordinary shares, except that they will not be entitled to dividends, rights, allotments and/or other distributions, declared by the Company which entitlement thereof precedes the allotment date of the new ordinary shares allotted pursuant to the exercise of the warrants.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

24. Share capital (cont'd)

24.2 Warrants B (cont'd)

The movements in the Company's warrants during the reporting period are as follows:

	Balance at 1.4.2019/1.4.2020	Entitlement for ordinary shares		Balance at 31.3.2021
		Issuance	Exercised	
Number of unexercised warrants	102,381,807	-	(102,381,807)	-

24.3 Share Issuance Scheme

The Company implemented a Share Issuance Scheme ("SIS") which is governed by the SIS By-Laws and was approved by its shareholders at the Extraordinary General Meeting held on 10 April 2015.

The salient features of the SIS are as follows:

- (a) The SIS was implemented on 7 May 2015 and is in force for a period of 5 years until 6 May 2020 in accordance with the terms of the SIS By-Laws. On 6 May 2020, the Company extended the expiry date for another 3 years until 6 May 2023;
- (b) The total number of new shares to be offered pursuant to the SIS shall be subject to a maximum of 30% of the Company's issued and paid up share capital (excluding treasury shares) at any one time;
- (c) Any employee of the Group or any director of the Group (excluding dormant subsidiaries) shall be eligible to participate in the SIS, if, as at the date of offer, the employee or the director:
 - (i) has attained the age of eighteen (18) years;
 - (ii) is employed by a company in the Group, which is not dormant; and
 - (iii) be under such categories and criteria that the Option Committee may decide at its absolute discretion from time to time.

The participation of directors in the SIS shall be approved by the shareholders of the Company in the general meeting;

- (d) The exercise price of SIS shall be based on the weighted average market price of the Company's shares as shown in the Daily Official List of Bursa Malaysia Securities Berhad for the five (5) market days immediately preceding the date of offer with an allowance of a discount of not more than 10%;
- (e) The new ordinary shares to be issued upon exercise of the SIS, shall upon issuance and allotment, rank pari passu with the then existing ordinary shares, except that they will not be entitled to dividends, rights, allotments and/or other distributions, declared by the Company which entitlement thereof precedes the allotment date of the new ordinary shares allotted pursuant to the exercise of the SIS; and
- (f) The exercise price and the number of new ordinary shares comprised in the SIS are subject to adjustment in the event of alteration to the share capital of the Company in accordance with the provisions in the SIS By-Laws.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

24. Share capital (cont'd)

24.3 Share Issuance Scheme (cont'd)

The following table illustrates the number ("units") and weighted average exercise price ("WAEP") of, and movements in, SIS during the reporting period:

Offer date	Exercise price per ordinary share	Balance at 1.4.2020 '000	Number of options over ordinary shares			Balance at 31.3.2021 '000
			Granted '000	Exercise '000		
11 February 2020	RM0.03	5,400	-	(5,400)		
21 April 2020	RM0.025	-	39,000	(39,000)		-
24 July 2020	RM0.08	-	75,000	(75,000)		-
5 August 2020	RM0.12	-	22,500	(22,500)		-
31 December 2020	RM0.05	-	300,000	(300,000)		-
20 January 2021	RM0.045	-	90,000	(90,000)		-

Offer date	Exercise price per ordinary share	Balance at 1.4.2019 '000	Number of options over ordinary shares				Balance at 31.3.2020 '000
			Granted '000	Exercise '000	Lapsed '000		
26 May 2017	RM0.05	375	-	-	(375)		-
9 August 2019	RM0.035	-	63,000	-	(63,000)		-
11 February 2020	RM0.03	-	63,000	(57,600)	-		5,400

The weighted average share price at the date of exercise of the options exercised during the reporting period was RM0.06 (2020: RM0.03).

The fair value of the share options granted under the SIS is estimated at the grant date using a Black-Scholes option pricing model, taking into account the terms and conditions upon which the instruments were granted.

The following table lists the inputs to the option pricing model for share options granted during the reporting period:

2021	21 April 2020	24 July 2020	5 August 2020	31 December 2020	20 January 2021
Dividend yield (%)	-	-	-	-	-
Expected volatility (%)	119.70	42.57	42.57	93.38	73.06
Risk-free interest rate (% per annum)	7.21	2.11	1.88	2.11	1.85
Expected life of option (days)	30	30	30	30	30

The expected life of the options is based on historical data and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may not necessarily be the actual outcome. No other features of the option was incorporated into the measurement of fair value.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

25. Reserves

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Distributable:				
Accumulated losses	(32,260,560)	(58,649,156)	(25,785,700)	(49,309,341)
Non distributable:				
Employee share option reserve	-	629,980	-	629,980
Warrant reserve	19,642,077	13,842,027	19,642,077	13,842,027
	(12,618,483)	(44,177,149)	(6,143,623)	(34,837,334)

Employee share option reserve represents the equity settled share options granted to employees. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity settled share options, and is reduced by the expiry or exercise of the share options.

The warrant reserve represents the reserve arising from the rights issue with free detachable warrants which is determined based on the estimated fair value of the warrants immediately upon the listing and quotation thereof.

26. Lease liabilities

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Hire purchase	838,121	853,273	228,384	-
Other lease liabilities	5,797,725	7,704,437	1,858,496	2,681,719
	6,635,846	8,557,710	2,086,880	2,681,719
Less: Portion due within one year	(2,674,456)	(3,405,247)	(930,360)	(823,221)
Non current portion	3,961,390	5,152,463	1,156,520	1,858,498
The non current portion of the liabilities is payable as follows:				
Later than 1 year and not later than 2 years	2,539,883	2,247,667	1,018,773	886,047
Later than 2 years and not later than 5 years	1,421,507	2,904,796	137,747	972,451
	3,961,390	5,152,463	1,156,520	1,858,498

The weighted average effective interest rates are as follows:

	Group		Company	
	2021 %	2020 %	2021 %	2020 %
Hire purchase	7.43	7.20 – 8.10	6.00	-
Other lease liabilities	8.42	8.05	8.05	8.05

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

26. Lease liabilities (cont'd)

Total cash outflows for leases are as follows:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Lease payments	3,649,559	2,538,342	1,026,619	1,002,441

27. Borrowings

	Group	
	2021 RM	2020 RM
Non current portion:		
Term loans	6,303,465	8,771,024
Current portion:		
Bank overdraft	1,988,666	1,991,116
Term loans	2,333,318	828,976
	4,321,984	2,820,092
	10,625,449	11,591,116

The non current portion of the term loans is payable as follows:

Later than 1 year and not later than 2 years	2,167,640	1,892,575
Later than 2 years and not later than 5 years	4,135,825	6,755,678
Later than 5 years	-	122,771
	6,303,465	8,771,024

The average effective interest rates are as follows:

	Group	
	2021 %	2020 %
Bank overdraft	2.80	3.55
Term loans	6.20	8.60

The borrowings of the Group are secured by way of:

- (i) Third party first legal charge over the investment properties of the Group;
- (ii) Debenture incorporating first fixed and floating charge over a subsidiary company's present and future assets;
- (iii) Corporate guarantee by the Company and a subsidiary;
- (iv) Deed of assignment of rental proceeds from the cloud services and/or server co-location services and to cover any rental proceeds (current and future) in relation to the services received from customer;
- (v) Deed of assignment of rental proceeds to be derived from the tenancy agreement in relation to certain investment properties of the Company; and
- (vi) Fixed deposits of RM4,268,609 (2020: RM4,163,204) of the Group and RM4,178,541 (2020: RM4,101,604) of the Company.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

28. Trade payables

	Group	
	2021 RM	2020 RM
Amount due to a corporate shareholder of a subsidiary	6,552,901	5,852,826
Accrued purchases	1,778,650	2,791,025
Retention sum	1,782,765	1,749,353
Third parties	8,757,744	17,948,318
	18,872,060	28,341,522

The normal credit terms granted to the Group range from 0 to 120 days (2020: 0 to 60 days). Other credit terms are granted on a case to case basis.

29. Other payables and accruals

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Amount due to subsidiaries	-	-	1,002,970	2,116,087
Amount due to a corporate shareholder of a subsidiary	704,944	725,683	-	-
Accruals	358,267	502,472	69,990	94,617
Other payables	2,691,864	3,542,174	110,895	93,112
Refundable deposits received	3,943,580	13,125,148	108,810	6,108,810
	7,698,655	17,895,477	1,292,665	8,412,626

The amount due to subsidiaries represents unsecured interest free advances repayable on demand. The amount due to a corporate shareholder of a subsidiary represents unsecured advances bearing effective interest rate of 8% (2020: 8%) per annum and repayable on demand.

30. Capital commitments

	Group	
	2021 RM	2020 RM
Capital expenditure not provided for in the financial statements:		
- authorised and contracted for	2,000,000	-
	Group	
	2021 RM	2020 RM
Analysed as follows:		
- plant and equipment	2,000,000	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

31. Significant related party disclosures

31.1 Related party transactions

Significant transactions with related parties are as follows:

Name of company	Type of transactions	Group		Company	
		2021 RM	2020 RM	2021 RM	2020 RM
With subsidiaries:					
Design Dept Sdn Bhd	Management fee income	-	-	144,000	144,000
	Rental income	-	-	41,820	41,820
Progenet Innovations Sdn Bhd	Management fee income	-	-	180,000	180,000
	Rental income	-	-	54,420	54,420
Digital Paper Solutions Sdn Bhd	Interest income	-	-	302,886	271,467
GE Green Sdn Bhd	Rental income	-	-	19,380	19,380
With a corporate shareholder of a subsidiary:					
Digital Paper Sdn Bhd	Sales	351,845	680,967	-	-
	Purchases	278,729	563,402	-	-
	Rental of equipment expense	617,770	163,604	-	-
	Warehouse rental and contract service expense	551,000	705,000	-	-
	Interest expense	57,964	68,288	-	-
With a director of the Company	Sales of kitchen appliances	-	4,998	-	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

31. Significant related party disclosures (cont'd)

31.2 Related party balances

Individually significant outstanding balances arising from transactions other than normal trade transactions are as follows:

	Type of transactions	2021 RM	Group 2020 RM
Financial assets			
With an associate:			
DVM AllSportz Asia Sdn Bhd	Advances	219,057	219,057
	Less: Allowance for expected credit losses	(219,057)	(219,057)

Financial liability

With a corporate shareholder of a subsidiary:

Digital Paper Sdn Bhd	Interest bearing advances	704,944	725,683
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		Company	
	Type of transactions	2021 RM	2020 RM
Financial assets			
With subsidiaries:			
Design Dept Sdn Bhd	Advances	1,680,227	229,917
	Less: Allowance for expected credit losses	(229,917)	(229,917)
		1,450,310	-
Digital Paper Solutions Sdn Bhd	Interest bearing advances	4,332,535	3,511,069
	Less: Allowance for expected credit losses	(3,231,798)	-
		1,100,737	3,511,069
GE Green Sdn Bhd	Advances	14,337,146	13,320,624
	Less: Allowance for expected credit losses	(5,957,778)	(3,692,983)
		8,379,368	9,627,641
Key Alliance Sdn Bhd	Advances	38,746,614	36,550,159
	Less: Allowance for expected credit losses	(5,818,777)	(5,818,777)
		32,927,837	30,731,382

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

31. Significant related party disclosures (cont'd)

31.2 Related party balances (cont'd)

Individually significant outstanding balances arising from transactions other than normal trade transactions are as follows (cont'd):

		Company	
	Type of transactions	2021 RM	2020 RM
Financial assets			
MobileVideo International Limited	Advances	60,654	60,654
	Less: Allowance for expected credit losses	(60,654)	(60,654)
		-	-
Pacifica KAG Sdn Bhd	Advances	4,698	4,698
	Less: Allowance for expected credit losses	(4,698)	(4,698)
		-	-
Financial assets			
With subsidiaries:			
Key Alliance Officeworks Sdn Bhd	Advances	-	25,133
	Less: Allowance for expected credit losses	-	(25,133)
		-	-
Progenet Innovations Sdn Bhd	Advances	5,008,449	-
With associate:			
DVM Allsportz Asia Sdn Bhd	Advances	9,923	9,923
	Less: Allowance for expected credit losses	(9,923)	(9,923)
		-	-
Financial liabilities			
With subsidiaries:			
Progenet Innovations Sdn Bhd	Advances	-	1,164,535
Corporate One Training Academy Sdn Bhd	Advances	851,952	845,552
Digital Paper Solutions Sdn Bhd	Advances	45,018	-
Progenet Sdn Bhd	Advances	106,000	106,000

31.3 Compensation of key management personnel

The key management personnel comprises mainly directors of the Company whose remuneration is disclosed in Note 6.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

32. Segmental information

For management purposes, the Group is organised into business units based on the nature of business and has four reportable operating segments as follows:

Business segment

Data centre and cloud services	- Provision of cloud, data centre and co-location services and other IT support services
Trading	- Trading and rental of office equipment, trading of kitchen appliances, medical products and other related services
Construction	- Contractor for building constructions and provision of renovation works
Others	- Investment and property holding and other businesses that do not fall into above segments

All the above reportable segments operate in Malaysia.

Management monitors the operating results of its business units as well as relying on the segment information as disclosed below for the purpose of making decision about resources allocation and performance assessment.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

32. Segmental information (cont'd)

32.1 Business segment

2021	Data centre and cloud services RM	Trading RM	Construction RM	Others RM	Total RM	Elimination RM	Consolidated RM
Segment Revenue							
Revenue from external customers	19,297,686	10,545,841	35,297,058	13,600	65,154,185	-	65,154,185
Inter-segment revenue	1,166,998	138,600	101,548	330,400	1,737,546	(1,737,546)	-
	20,464,684	10,684,441	35,398,606	344,000	66,891,731	(1,737,546)	65,154,185
Results							
Profit/(Loss) from operations	2,358,419	(5,928,551)	1,541,275	7,111,446	5,082,589	6,833,064	11,915,653
before interest	179,363	-	4,016	385,038	568,417	(482,105)	86,312
Interest income							
Profit/(Loss) from operations	2,537,782	(5,928,551)	1,545,291	7,496,484	5,651,006	6,350,959	12,001,965
Finance costs	(742,484)	(847,059)	(7,476)	(181,906)	(1,778,925)	537,390	(1,241,535)
Profit/(Loss) before taxation	1,795,298	(6,775,610)	1,537,815	7,314,578	3,872,081	6,888,349	10,760,430
Income tax expense	(44,918)	-	-	-	(44,918)	-	(44,918)
Net profit/(loss) for the year	1,750,380	(6,775,610)	1,537,815	7,314,578	3,827,163	6,888,349	10,715,512

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

32. Segmental information (cont'd)

32.1 Business segment (cont'd)

2021	Data centre and cloud services RM	Trading RM	Construction RM	Others RM	Total RM	Elimination RM	Consolidated RM
Segment assets	60,983,475	24,463,012	31,153,269	173,576,506	290,176,262	(67,797,447)	222,378,815
Segment liabilities	75,100,109	34,946,617	21,065,474	4,750,925	135,863,125	(73,987,215)	61,875,910
Other information							
Capital expenditure on:							
- plant and equipment	9,944,658	192,492	-	122,254	10,259,404	(3,049)	10,256,355
- right of use assets	681,679	552,445	-	353,619	1,587,743	(634,434)	953,309
Depreciation on:							
- plant and equipment	2,144,813	388,929	-	947,373	3,481,115	-	3,481,115
- right of use assets	538,312	1,619,261	-	887,182	3,044,755	(218,179)	2,826,576
Amortisation of intangible assets	-	-	-	6,000	6,000	-	6,000
Allowance for expected credit losses	-	890,993	-	5,500,191	6,391,184	(5,496,593)	894,591
Bad debts written off	-	62,344	-	-	62,344	-	62,344
Fair value adjustment of investment properties	-	153,682	-	-	153,682	-	153,682
Fair value gain on other financial assets	-	-	-	(17,775,565)	(17,775,565)	-	(17,775,565)
Impairment of goodwill	-	-	-	1,971,575	1,971,575	-	1,971,575
Impairment of investment in subsidiaries	-	-	-	1,665,750	1,665,750	(1,665,750)	-
Inventories written off	-	1,226,128	-	-	1,226,128	-	1,226,128
Plant and equipment written off	-	26,032	-	7	26,039	-	26,039
Share option expenses	-	1,665,750	-	1,665,750	3,331,500	-	3,331,500
Unrealised loss on foreign exchange	-	5,943	-	-	5,943	-	5,943
Gain on striking off of a subsidiary	-	-	-	(6,635)	(6,635)	-	(6,635)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

32. Segmental information (cont'd)

32.1 Business segment (cont'd)

2020	Data centre and cloud services RM	Trading RM	Construction RM	Others RM	Total RM	Elimination RM	Consolidated RM
Segment Revenue							
Revenue from external customers	11,461,279	15,302,702	10,479,788	-	37,243,769	-	37,243,769
Inter-segment revenue	430,766	20,000	497,881	324,000	1,272,647	(1,272,647)	-
	11,892,045	15,322,702	10,977,669	324,000	38,516,416	(1,272,647)	37,243,769
Results							
Loss from operations before interest and dividend income	(289,837)	(3,588,816)	(912,340)	(10,289,206)	(15,080,199)	(3,912,345)	(18,992,544)
Interest and dividend income	244,003	-	6,361	597,414	847,778	(514,155)	333,623
	(45,834)	(3,588,816)	(905,979)	(9,691,792)	(14,232,421)	(4,426,500)	(18,658,921)
Loss from operations	(617,322)	(882,521)	(17,813)	(242,688)	(1,760,344)	542,147	(1,218,197)
Finance costs							
Loss before taxation	(663,156)	(4,471,337)	(923,792)	(9,934,480)	(15,992,765)	(3,884,353)	(19,877,118)
Income tax expense	496,131	36,475	-	705,412	1,238,018	-	1,238,018
	(167,025)	(4,434,862)	(923,792)	(9,229,068)	(14,754,747)	(3,884,353)	(18,639,100)
Net loss for the year							

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

32. Segmental information (cont'd)

32.1 Business segment (cont'd)

2020	Data centre and cloud services RM	Trading RM	Construction RM	Others RM	Total RM	Elimination RM	Consolidated RM
Segment assets	56,663,150	28,529,267	27,401,518	84,518,683	197,112,618	(65,631,862)	131,480,756
Segment liabilities	55,291,819	33,920,267	36,099,191	11,666,442	136,977,719	(63,276,952)	73,700,767
Other information							
Capital expenditure on: - plant and equipment	10,803,664	108,538	415,647	144,585	11,472,434	(23,878)	11,448,556
Depreciation on: - plant and equipment	1,952,344	612,747	289,111	917,301	3,771,503	-	3,771,503
- right of use assets	410,567	1,286,934	35,893	860,368	2,593,762	(99,233)	2,494,529
Fair value adjustment of investment properties	-	151,762	-	-	151,762	-	151,762
Bad debts written off	-	22,006	-	-	22,006	-	22,006
Impairment of goodwill	-	2,435,112	-	-	2,435,112	-	2,435,112
Impairment of other financial assets	-	-	-	99,999	99,999	-	99,999
Fair value loss on other financial assets	-	-	-	8,203,887	8,203,887	-	8,203,887
Inventories written down	-	177,544	-	-	177,544	-	177,544
Share option expenses	-	220,500	-	220,500	441,000	-	441,000
Impairment of investment in subsidiaries	-	-	-	1,020,500	1,020,500	(1,020,500)	-
Allowance for expected credit losses	397,848	890,503	-	3,745,353	5,033,704	(3,745,353)	1,288,351

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

32. Segmental information (cont'd)

32.2 Customers segment information

Revenue from transactions with major customers that individually accounted for 10 percent or more of the Group's revenue are summarised below:

	Segment	2021 RM	2020 RM
Customer A	Construction	18,572,846	7,028,731

33. Financial instruments and financial risks management

33.1 Categories of financial instruments

The following table sets out the financial instruments as at the reporting date:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Financial assets				
Fair value through profit or loss				
- other financial assets	40,443,301	7,075,436	40,255,153	6,891,240
Amortised cost				
- trade and other receivables	48,272,804	42,190,644	69,217,700	45,088,696
- fixed deposits with licensed banks	4,268,609	4,163,204	4,178,541	4,101,604
- cash and bank balances	48,077,794	3,345,900	36,353,585	160,433
	141,062,508	56,775,184	150,004,979	56,241,973
Financial liabilities				
Amortised cost				
- trade and other payables				
- non interest bearing	25,865,771	45,511,316	1,292,665	8,412,626
- interest bearing (fixed rate)	704,944	725,683	-	-
- lease liabilities	6,635,846	8,557,710	2,086,880	2,681,719
- term loans	8,636,783	9,600,000	-	-
- bank overdraft	1,988,666	1,991,116	-	-
	43,832,010	66,385,825	3,379,545	11,094,345

33.2 Financial risk management objectives and policies

The Group's overall financial risk management programme seeks to minimise potential adverse effects on financial performance of the Group.

The Group does not hold or issue derivative financial instruments for speculative purposes.

There has been no change in the Group's exposure to these financial risks or the manner in which it manages and measures the risk.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

33. Financial instruments and financial risks management (cont'd)

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

Credit risk management

The Group's credit risk is primarily attributable to its trade and other receivables and cash and bank balances. The Group minimises credit risk by dealing exclusively with high credit worthy counterparties. At reporting date, there were no significant concentrations of credit risk other than as follows:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Amount due from a subsidiary (2020: two subsidiaries)	-	-	32,927,837	40,359,023
Bank balances with a financial institution	29,273,654	-	-	-

The Group's credit risk grading framework for expected credit losses ("ECL") model is as follows:

Category	Definition	Basis for recognition of ECL
Performing	The debtor has a low risk of default and a strong capacity to meet contractual cash flows.	12-month ECL
Doubtful	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit impaired
Default	Amount is > 90 days past due or there is evidence indicating the asset is credit impaired.	Lifetime ECL – credit impaired
Write off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery or the debtor is two years past due.	Amount is written off

i) Trade receivables

For trade receivables, the Group has applied the simplified approach to measure the loss allowance at lifetime expected credit losses. Where appropriate, the Group determines the ECL on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of these debtors is presented based on their past due status in terms of the provision matrix as disclosed in Note 21. In determining the ECL of other trade receivables, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate, in estimating the probability of default of each of these financial assets occurring, as well as the loss upon default in each case. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

ii) Other receivables

Other receivables (other than those identified below) are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month ECL.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

33. Financial instruments and financial risks management (cont'd)

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

Credit risk management (cont'd)

ii) Other receivables (cont'd)

The following other receivables are not considered to have low credit risk as there has been significant increase in the risk of default on the receivables since initial recognition:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Amount due from subsidiaries	-	-	43,858,252	43,870,092

The loss allowance of the above receivables is measured at an amount equal to the lifetime ECL as there has been a significant increase in credit risk since initial recognition. In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate, in estimating the probability of default of each of these financial assets occurring, as well as the loss upon default in each case. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

iii) Cash and bank balances (including fixed deposits)

The cash and bank balances are held with reputable financial institutions with high credit ratings and no history of default. Impairment on cash and bank balances has been measured on a 12-month ECL and reflects the short term maturities of the exposures. The Group considers that its cash and bank balances have low credit risk based on the external credit ratings of the financial institutions. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

None of the receivables that have been written off is subject to enforcement activities.

The Company provides secured financial guarantees to licensed banks in respect of banking facilities granted to subsidiaries. Accordingly, the Company is contingently liable to the extent of credit facilities utilised by the subsidiaries. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries. The maximum exposure to credit risk amounts to RM10,625,449 (2020: RM11,591,116) representing the outstanding credit facilities of the subsidiaries as at reporting date. The fair value of the financial guarantees has not been recognised since the fair value on initial recognition was not material as the financial guarantees provided by the Company did not contribute towards credit enhancement of the subsidiaries' borrowings in view of the collaterals pledged by the subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

33. Financial instruments and financial risks management (cont'd)

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

Liquidity risk management (cont'd)

The Group maintains sufficient cash and bank balances, and internally generated cash flows to finance its activities. The Group and the Company finances its operations by a combination of equity and bank borrowings.

The following tables detail the remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay.

Group	Contractual cash flows (including interest payments)					
	Carrying amount RM	Total RM	On demand or within 1 year RM	Within 1 to 2 years RM	Within 2 to 5 years RM	More than 5 years RM
2021						
Non interest bearing debts	25,865,771	25,865,771	25,865,771	-	-	-
Interest bearing debts	17,966,239	19,877,840	8,690,139	5,248,544	5,939,157	-
	43,832,010	45,743,611	34,555,910	5,248,544	5,939,157	-
2020						
Non interest bearing debts	45,511,316	45,511,316	45,511,316	-	-	-
Interest bearing debts	20,874,509	24,485,660	8,404,242	5,182,400	10,695,776	203,242
	66,385,825	69,996,976	53,915,558	5,182,400	10,695,776	203,242

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

33. Financial instruments and financial risks management (cont'd)

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

Liquidity risk management (cont'd)

Company	Carrying amount RM	Contractual cash flows (including interest payments)			
		Total RM	On demand or within 1 year RM	Within 1 to 2 years RM	Within 2 to 5 years RM
2021					
Non interest bearing debts	1,292,665	1,292,665	1,292,665	-	-
Interest bearing debts	2,086,880	2,261,591	1,055,554	1,055,554	150,483
	3,379,545	3,554,256	2,348,219	1,055,554	150,483
2020					
Non interest bearing debts	8,412,626	8,412,626	8,412,626	-	-
Interest bearing debts	2,681,719	3,007,326	1,002,442	1,002,442	1,002,442
	11,094,345	11,419,952	9,415,068	1,002,442	1,002,442

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

33. Financial instruments and financial risks management (cont'd)

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

Interest rate risk management

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instrument will fluctuate because of changes in market interest rates.

The Group's primary interest rate risk relates to interest bearing debts. The Group manages its interest rate exposure by maintaining a prudent mix of fixed and floating rate borrowings. The Group actively reviews its debt portfolio, taking into account the investment holding period and nature of its assets. The information on maturity dates and effective interest rates of financial liabilities are disclosed in their respective notes.

The sensitivity analysis below have been determined based on the exposure to interest rates for the banking facilities at the reporting date. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

A change of 50 basis points in interest rate with all other variables being held constant would have decrease or increase the Group's profitability before tax by RM53,000 (2020: RM58,000).

Foreign exchange risk management

The Group transacts business in various currencies, and therefore is exposed to foreign exchange risk. Foreign currency denominated assets and liabilities together with expected cash flows from highly probable purchases and sales give rise to foreign exchange exposures.

The net financial assets and financial liabilities of the Group that are not denominated in the functional currency are as follows:

Functional currency of the Group	Net Financial Assets/(Liabilities) Held in Non-Functional Currencies		
	Chinese Renminbi RM	Euro RM	United States Dollar RM
2021			
Ringgit Malaysia	(10,759)	(15,575)	(328,780)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

33. Financial instruments and financial risks management (cont'd)

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

Foreign exchange risk management (cont'd)

The following table details the sensitivity to a 10% increase and decrease in the relevant foreign currencies against the functional currency of the Group. 10% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items adjusted at the reporting period end for a 10% change in foreign currency rates. If the relevant foreign currencies strengthen by 10% against the functional currency of the Group, profitability before tax will increase/(decrease) by:

	Group 2021 RM
Chinese Renminbi	(1,000)
Euro	(2,000)
United States Dollar	(33,000)

The opposite applies if the relevant foreign currencies weaken by 10% against the functional currency of the Group.

The Company is not exposed to any foreign exchange risk.

Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to equity price risk arising from its investment in equity instruments. For quoted equity instruments, these instruments are listed on the Bursa Malaysia Securities Berhad.

Management of the Group monitors the equity instruments on a portfolio basis. Material instruments within the portfolio are managed on an individual basis and all buy and sell decisions are made by the executive directors.

The effect of a 10% strengthening in the specified stock prices at the end of the reporting period with all other variables held constant would increase the profitability before tax of the Group and the Company as follows:

	Group and Company 2021 RM	2020 RM
Equity investments listed on:		
Bursa Malaysia Securities Berhad	3,983,400	647,000

A 10% weakening in specified stocks would have equal but opposite effect on the profitability of the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

34. Capital structure and capital risk management

The Group manages its capital to ensure that it will be able to continue as a going concern while providing an adequate return to its shareholders through the optimisation of the debt and equity balance.

The Group sets the amount of capital in proportion to risk. The Group manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

The Group monitors capital on the basis of the debt-to-adjusted capital ratio. This ratio is calculated as net debt divided by adjusted capital. Net debt is calculated as total debt (as shown in the statement of financial position) less cash and cash equivalents. Adjusted capital comprises all components of equity and reserves that are managed as capital. There were no changes in the Group's approach to capital management during the reporting period.

The debt-to-adjusted capital ratios are as follows:

	Group		Company	
	2021 RM	2020 RM	2021 RM	2020 RM
Total debts	17,261,295	20,148,826	2,086,880	2,681,719
Less: Cash and bank balances and fixed deposits	(52,346,403)	(7,509,104)	(40,532,126)	(4,262,037)
Net (cash)/debt	(35,085,108)	12,639,722	(38,445,246)	(1,580,318)
Total equity/Adjusted capital	160,502,905	57,779,989	169,468,344	66,979,735
Debt-to-adjusted capital ratio (times)	N/A	0.22	N/A	N/A

35. Fair value of assets and liabilities

35.1 Financial instruments not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The carrying amounts of cash and cash equivalents, trade and other receivables and payables, and other liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments.

The fair values of the Group's term loans and lease liabilities approximate their carrying amount. Term loan is a floating rate instrument that is re-priced to market interest rates on or near reporting date. Lease liabilities approximate their carrying amounts as these instruments were entered/initially recognised with interest rates which are reasonable approximation of the market interest rates on or near reporting date.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

35. Fair value of assets and liabilities (cont'd)

35.2 Fair value hierarchy

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (i.e. prices) or indirectly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

35.3 Financial instruments and non financial assets carried at fair value

The following table provides an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period:

2021	Group Fair value measurements at the end of the reporting period using			Total RM
	Level 1 RM	Level 2 RM	Level 3 RM	
Recurring fair value measurements				
Financial assets:				
<u>Other financial assets</u>				
Unquoted equity investments	-	-	414,529	414,529
Quoted equity investments	39,834,018	-	-	39,834,018
Unquoted mutual funds	-	-	194,754	194,754
Non financial assets:				
<u>Investment properties</u>				
Freehold buildings	-	18,200,000	-	18,200,000
<hr/>				
2020				
Recurring fair value measurements				
Financial assets:				
<u>Other financial assets</u>				
Unquoted equity investments	-	-	414,529	414,529
Quoted equity investments	6,470,250	-	-	6,470,250
Unquoted mutual funds	-	-	190,657	190,657
Non financial assets:				
<u>Investment properties</u>				
Freehold buildings	-	18,200,000	-	18,200,000

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

35. Fair value of assets and liabilities (cont'd)

35.3 Financial instruments and non financial assets carried at fair value (cont'd)

The following table provides an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period (cont'd):

2021	Company Fair value measurements at the end of the reporting period using			Total RM
	Level 1 RM	Level 2 RM	Level 3 RM	
Recurring fair value measurements				
Financial assets:				
<u>Other financial assets</u>				
Unquoted equity investments	-	-	414,529	414,529
Quoted equity investments	39,834,018	-	-	39,834,018
Unquoted mutual funds	-	-	6,606	6,606
Non financial assets:				
<u>Investment properties</u>				
Freehold buildings	-	9,000,000	-	9,000,000
Non recurring fair value measurements				
Non financial assets:				
<u>Investment in subsidiaries</u>				
Impaired subsidiary carried at fair value less cost of disposal	-	-	3,964,590	3,964,590
<hr/>				
2020				
Recurring fair value measurements				
Financial assets:				
<u>Other financial assets</u>				
Unquoted equity investments	-	-	414,529	414,529
Quoted equity investments	6,470,250	-	-	6,470,250
Unquoted mutual funds	-	-	6,461	6,461
Non financial assets:				
<u>Investment properties</u>				
Freehold buildings	-	9,000,000	-	9,000,000

There were no transfers between these levels of fair values in the current and previous reporting period.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

35. Fair value of assets and liabilities (cont'd)

35.3 Financial instruments and non financial assets carried at fair value (cont'd)

Valuation techniques used to derive Level 2 fair values

Investment properties

a) Investment property of the Company

The fair value of investment property of the Company under Level 2 was stated by the directors based on professional valuations carried out by Mr Sr Pak Ling Lee, a registered valuer with First Pacific Valuers Property Consultants Sdn Bhd, in April 2019 using the comparison approach of valuation.

An update of the valuation was carried out by the same valuer in April 2021. The fair value of investment property remains unchanged.

The comparison approach considers the sales of similar or substitute properties and related market data, and establishes a value estimate by processes involving comparison. In general, the property being valued is compared with sales of similar properties that have been transacted in the open market. Listing and offering may also be considered. Valuation may be significantly affected by the timing and the characteristics (such as location, accessibility, design, size, improvements and amenities) of the property transactions used for comparison.

b) Investment property of a subsidiary

The fair value of investment property of a subsidiary under Level 2 was stated by the directors based on professional valuations carried out by Mr Sr Ery Zuwardi Bin Anuar, a registered valuer with Intra Harta Consultants Sdn Bhd, in October 2019 using the comparison approach of valuation.

An update of the valuation was carried out by the same valuer in March 2021. The fair value of investment property remains unchanged.

The comparison approach considers the sales of similar or substitute properties and related market data, and establishes a value estimate by processes involving comparison. In general, the property being valued is compared with sales of similar properties that have been transacted in the open market. Listing and offering may also be considered. Valuation may be significantly affected by the timing and the characteristics (such as location, accessibility, design, size, improvements and amenities) of the property transactions used for comparison.

Valuation techniques used to derive Level 3 fair values

a) Unquoted equity investments

The fair value of the unquoted equity investments is determined by reference to the audited net assets of the investees. In 2020, the fair value of the investees was based on discounted cash flows or dividend yield valuation techniques using market interest rates for a similar investment at the measurement date.

b) Unquoted mutual funds

The fair value of the unquoted mutual funds is determined by reference to the net assets per unit of the funds.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

35. Fair value of assets and liabilities (cont'd)

35.3 Financial instruments and non financial assets carried at fair value (cont'd)

Valuation techniques used to derive Level 3 fair values (cont'd)

c) Investment in a subsidiary

The fair value of the impaired subsidiary is estimated using a discounted cash flow model. The significant unobservable input used in the valuation is the discount rate which is based on the country's industry weighted average cost of capital of 11.18% that is specific to the industry of the subsidiary.

36. Significant events

a) Covid-19

The World Health Organisation declared the Coronavirus Disease 2019 ("Covid-19") as a global pandemic on 11 March 2020. The emergence of the Covid-19 outbreak since early 2020 had resulted in significant economic uncertainties in Malaysia due to the restriction in the business activities and it had impacted the Group's operations directly or indirectly.

The Group has considered the impact of Covid-19 outbreak in respect of the judgements and assumptions used in the preparation of the financial statements such as assessment on the impairment of its plant and equipment and right of use assets, its goodwill and its investments in subsidiaries, and on its expected credit losses for receivables and recognition of revenue arising from construction contracts.

b) Proposed private placements

i) On 27 January 2021, the Company announced a proposed private placement of up to 20% of the total number of issued shares of the Company to independent third party investors to be identified. Bursa Malaysia Securities Berhad ("Bursa") has approved the listing and quotation of up to 609,451,510 placement shares of the Company on 11 February 2021. The issue price of the proposed private placement was fixed at RM0.037. On 19 July 2021, the Company had submitted an application to Bursa to seek its approval for an extension of time of up to 10 February 2022 to complete the proposed private placement. The extension of time was granted by Bursa on 27 July 2021.

ii) On 11 March 2021, the Company announced a proposed private placement of up to 20% of the total number of issued shares of the Company to independent third party investors to be identified. Bursa has approved the listing and quotation of up to 789,172,978 placement shares of the Company on 28 April 2021. The indicative issue price of the proposed private placement is RM0.038 and the net proceeds will be utilised for data centre maintenance and upgrade, software development or expansion for agricultural cloud business and working capital purposes.

c) Proposed acquisition

On 11 March 2021, the Company proposed an acquisition of 450,000 ordinary shares in Tree Med Sdn Bhd ("Tree Med"), representing 30% equity interest in Tree Med for a purchase consideration of RM14,000,000. The purchase consideration will be satisfied via a combination of RM4,000,000 in cash and RM10,000,000 via the issuance of 200,000,000 new ordinary shares of the Company at an issue price of RM0.05 per share. Upon completion of the proposed acquisition, Tree Med will become an associate of the Company. The completion of the proposed acquisition is pending fulfilment of the conditions precedent.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

37. Prior years adjustments

In the prior reporting period, a subsidiary in the trading segment had erroneously applied MFRS 16 Leases (when it was adopted the first time). The subsidiary had also erroneously recorded sales and purchases for arrangements where the subsidiary is merely acting as a collection agent. Also, the subsidiary overstated its inventory balance as at 31 March 2019 due to costing error on certain inventory items.

In the prior reporting period, a subsidiary in the construction segment had erroneously not accounted for the construction contract costs attributable to retention sums payable.

These fundamental errors have now been adjusted retrospectively. The effects of these adjustments (with no tax effects) together with certain reclassifications for conformance with current reporting period's presentation are as follows:

	As previously reported RM	Prior year adjustments RM	Reclassi- fication RM	As restated RM
Group				
Statement of comprehensive income				
for the year ended 31 March 2020				
Revenue	40,104,996	(2,861,227)	-	37,243,769
Cost of sales	(32,403,970)	1,393,953	(1,598,635)	(32,608,652)
Other operating income	1,361,617	-	(147,108)	1,214,509
Administrative expenses	(13,913,923)	-	1,693,800	(12,220,123)
Other operating expenses	(12,419,951)	-	1,299,519	(11,120,432)
Net allowance for expected credit losses	-	-	(1,288,351)	(1,288,351)
Finance income	-	-	120,359	120,359
Finance costs	(1,206,758)	68,145	(79,584)	(1,218,197)
Net loss/Total comprehensive loss attributable to				
Owners of the Company	(16,100,452)	(1,134,329)	-	(17,234,781)
Non controlling interest	(1,139,519)	(264,800)	-	(1,404,319)
	(17,239,971)	(1,399,129)	-	(18,639,100)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

37. Prior years adjustments (cont'd)

These fundamental errors have now been adjusted retrospectively. The effects of these adjustments (with no tax effects) together with certain reclassifications for conformance with current reporting period's presentation are as follows (cont'd):

	As previously reported RM	Prior year adjustments RM	Reclassi- fication RM	As restated RM
Group				
Statement of comprehensive income				
for the year ended 31 March 2020				
Non current assets				
Plant and equipment	39,831,515	-	(914,655)	38,916,860
Right of use assets	7,100,591	(995,019)	914,655	7,020,227
Current assets				
Inventories	5,931,726	(454,375)	-	5,477,351
Non current liabilities				
Lease liabilities	(5,125,655)	415,913	(442,721)	(5,152,463)
Hire purchase payables	(442,721)	-	442,721	-
Contract liabilities	-	-	(3,394,149)	(3,394,149)
Current liabilities				
Trade payables	(23,529,677)	(1,749,353)	(3,062,492)	(28,341,522)
Other payables and accruals	(20,957,969)	-	3,062,492	(17,895,477)
Contract liabilities	(6,817,285)	14,573	3,394,149	(3,408,563)
Lease liabilities	(2,869,010)	(125,685)	(410,552)	(3,405,247)
Hire purchase payables	(410,552)	-	410,552	-
	As previously reported RM	Prior year adjustments RM	Reclassi- fication RM	As restated RM
Group				
Statement of financial position				
as at 1 April 2019				
Non current assets				
Plant and equipment	31,960,313	-	629,546	32,589,859
Right of use assets	8,790,904	(1,124,729)	(629,546)	7,036,629
Current assets				
Inventories	5,407,643	(454,375)	-	4,953,268
Contract assets	-	145,003	-	145,003
Non current liabilities				
Lease liabilities	(7,252,323)	1,039,526	(185,473)	(6,398,270)
Hire purchase payables	(185,473)	-	185,473	-
Current liabilities				
Trade payables	(19,214,251)	(1,021,062)	-	(20,235,313)
Lease liabilities	(2,850,228)	(79,180)	(267,304)	(3,196,712)
Hire purchase payables	(267,304)	-	267,304	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2021

37. Prior years adjustments (cont'd)

These fundamental errors have now been adjusted retrospectively. The effects of these adjustments (with no tax effects) together with certain reclassifications for conformance with current reporting period's presentation are as follows (cont'd):

	As previously reported RM	Prior year adjustments RM	Reclassi- fication RM	As restated RM
Group				
Statement of changes in equity				
Accumulated losses as at				
- 31 March 2020	(56,323,201)	(2,325,955)	-	(58,649,156)
- 1 April 2019	(40,222,749)	(1,191,626)	-	(41,414,375)
Non-controlling interests				
- 31 March 2020	708,060	(567,991)	-	140,069
- 1 April 2019	1,847,579	(303,191)	-	1,544,388
Company				
Statement of comprehensive income for the year ended 31 March 2020				
Other operating income	2,430,846	(1,654,473)		776,373
Administrative expenses	(4,110,986)	441,000		(3,669,986)
Other operating expenses	(14,148,964)	4,604,078		(9,544,886)
Net allowance for expected credit losses	-	(3,780,908)		(3,780,908)
Finance income	-	390,303		390,303

The consequential adjustments to the prior reporting period's cash flow statement and information in the notes have also been reflected appropriately for consistency of presentation.

LIST OF PROPERTIES

Location	Description/ Existing Use	Area	Tenure	Approximate Age of Property (years)	Fair Value as at 31.03.2021 (RM)	Year of Acquisition (A) and date of Valuation (V)
Parcel No. CS/3A/7, Storey No. Level 7, Building No. 3A, Plaza Sentral, Jalan Stesen Sentral 5, 50470 Kuala Lumpur	Office	8,060 sq. ft.	Freehold	16	9,000,000	2004 (A) 15.5.2021 (V)
Unit No. B19 Level: G (Ground Floor), Level: L1 (First Floor), Level: L2 (Second Floor), Level: L3 (Third Floor), Level: L4 (Forth Floor), Block B19 situated in Aurora Place @ Bukit Jalil, Kuala Lumpur	Office / Shoplots	6,055 sq. ft.	Freehold	1	4,600,000	2014 (A) 31.3.2021 (V)
Unit No. B20 Level: G (Ground Floor), Level: L1 (First Floor), Level: L2 (Second Floor), Level: L3 (Third Floor), Level: L4 (Forth Floor), Block B20 situated in Aurora Place @ Bukit Jalil, Kuala Lumpur	Office / Shoplots	6,055 sq. ft.	Freehold	1	4,600,000	2014 (A) 31.3.2021 (V)

ANALYSIS OF SHAREHOLDINGS

AS AT 30 JULY 2021

Issued and Paid Up Share Capital	:	2,354,309,534
Class of Shares	:	Ordinary shares
Voting Right	:	One vote per ordinary share
Number of Shareholders	:	13,922

Distribution of Shareholdings

Size of shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Shares
1 - 99	451	3.24	21,561	0.00
100 - 1,000	987	7.09	473,150	0.02
1,001 - 10,000	2,604	18.70	16,003,007	0.68
10,001 - 100,000	6,621	47.57	323,745,953	13.75
100,001 to less than 5% of the shares	3,258	23.40	1,872,514,363	79.54
5% and above of issued shares	1	0.00	141,551,500	6.01
Total	13,922	100.00	2,354,309,534	100.00

Substantial Shareholders' Shareholdings

Name	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Roy Ho Yew Kee	224,900,000	9.55	-	-

Director's Shareholdings

Name	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Roy Ho Yew Kee	224,900,000	9.55	-	-
Ong Gim Hai	11,800,000	0.50	-	-
Dato' Zaidi Bin Mat Isa @ Hashim	-	-	-	-
Lee Kien Fatt	-	-	-	-
Yee Yit Yang	-	-	-	-
YM Tengku Ezuan Ismara Bin Tengku Nun Ahmad	-	-	-	-

List of Top 30 Shareholder as at 30 July 2021

Names		Shares	%
1.	Affin Hwang Nominees (Tempatan) Sdn Bhd <i>EXEMPT AN FOR LAZARUS CORPORATE FINANCE PTY LTD</i>	141,551,500	6.01
2.	Choong Kean Leang	61,500,000	2.61
3.	Citigroup Nominees (Asing) Sdn Bhd <i>UBS AG For MAYBANK KIM ENG SECURITIES PTE LTD</i>	51,900,000	2.20

ANALYSIS OF SHAREHOLDINGS AS AT 30 JULY 2021

List of Top 30 Shareholder as at 30 July 2021 (cont'd)

Names		Shares	%
4.	Tan Kong Han	37,920,000	1.61
5.	M & A Nominee (Tempatan) Sdn Bhd <i>EXEMPT AN FOR SANSTON FINANCIAL GROUP LIMITED (ACCOUNT) CLIENT</i>	35,300,000	1.50
6.	Lim Boon Liat	25,000,000	1.06
7.	Sim Mui Khee	24,000,000	1.02
8.	M & A Nominee (Tempatan) Sdn Bhd <i>SANSTON FINANCIAL GROUP LIMITED FOR DIGITAL PAPER SDN BHD</i>	15,043,713	0.64
9.	Maybank Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR BEKRAMJIT SINGH A/L JAGINDER SINGH</i>	13,000,000	0.55
10.	Lee Mun Toong	12,660,000	0.54
11.	RHB Capital Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR TAN CHEE CHUAN</i>	12,000,000	0.51
12.	Tee Chee Seng	12,000,000	0.51
13.	Chong Fook Soon	11,000,000	0.47
14.	Tie Teck Huat	10,000,000	0.43
15.	Gan Choon Hock	9,571,600	0.41
16.	Cheah Rock Kee	9,400,000	0.40
17.	Ng Yoke Lan	8,300,000	0.35
18.	Lim Poh Fong	8,249,750	0.35
19.	CGS-CIMB Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR AZIZI BIN MOHD YUSOF</i>	8,000,000	0.34
20.	CGS-CIMB Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR LIM SOON CHAI (LENGKAP)</i>	7,652,000	0.33
21.	Maybank Nominees (Tempatan) Sdn Bhd <i>WOO SWEE HOE</i>	7,551,100	0.32
22.	Affin Hwang Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR LIM TECK HUAT</i>	7,308,600	0.31
23.	CGS-CIMB Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR LU YIENG LUNG (KUCHING-CL)</i>	6,785,000	0.29
24.	UOB Kay Hian Nominees (Asing) Sdn Bhd <i>EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)</i>	6,725,000	0.29
25.	Chew Soon Boon	6,620,000	0.28
26.	Oh Yuen Tai	6,500,000	0.28
27.	Public Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR LING SU YOU (E-KKU/BFT)</i>	6,500,000	0.28
28.	Azila Binti Ismail	6,000,000	0.25
29.	Lim Swee Jin	6,000,000	0.25
30.	Tan Keng Wah	6,000,000	0.25
Total shares		580,038,263	24.64

ANALYSIS OF WARRANT C 2020/2023 HOLDINGS AS AT 30 JULY 2021

Number of Warrants issued	:	982,103,848
No. of Warrants Unexercised	:	982,103,848
Exercise Price	:	RM0.05
Number of Warrant Holders	:	3,254

Distribution of Warrant C Holdings

Size of Warrant Holdings	No. of Holders	% of Holders	No. of Warrants Held	% of Warrants Held
1 - 99	15	0.46	696	0.00
100 - 1,000	54	1.66	30,500	0.00
1,001 - 10,000	358	11.00	2,565,250	0.26
10,001 - 100,000	1,612	49.54	87,271,027	8.89
100,001 to less than 5%	1,214	37.31	830,736,375	84.59
5% and above	1	0.03	61,500,000	6.26
Total	3,254	100.00	982,103,848	100.00

Directors' Warrant C Holdings

Name	Direct Interest		Indirect Interest	
	No. of Warrants	%	No. of Warrants	%
Roy Ho Yew Kee	-	-	-	-
Ong Gim Hai	-	-	-	-
Dato' Zaidi Bin Mat Isa @ Hashim	-	-	-	-
Lee Kien Fatt	-	-	-	-
Yee Yit Yang	-	-	-	-
YM Tengku Ezuan Ismara Bin Tengku Nun Ahmad	-	-	-	-

List of Top 30 Warrant C Holders as at 30 July 2021

Names		Warrants Held	%
1.	Choong Kean Leang	61,500,000	6.26
2.	Tan Kong Han	34,760,000	3.54
3.	Lim Boon Liat	25,000,000	2.55
4.	Sim Mui Khee	24,000,000	2.44
5.	Farrah Anne Robert	16,500,000	1.68
6.	Foo Jian Yong	14,500,000	1.48
7.	Ng Cheng Yen	10,000,000	1.02
8.	CGS-CIMB Nominees (Tempatan) Sdn Bhd PLEDGED SECURITIES ACCOUNT FOR LIM SOON CHAI (LANGKAP)	9,798,000	1.00

ANALYSIS OF WARRANT C 2020/2023 HOLDINGS AS AT 30 JULY 2021

List of Top 30 Warrant C Holders as at 30 July 2021 (cont'd)

Names		Warrants Held	%
9.	Maybank Nominees (Tempatan) Sdn Bhd <i>WOO SWEE HOE</i>	7,513,100	0.77
10.	Ho Lee Fung	7,000,000	0.71
11.	Kenanga Nominees (Tempatan) Sdn Bhd <i>RAKUTEN TRADE SDN BHD FOR MASTURA BINTI AHMAD</i>	7,000,000	0.71
12.	HLIB Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR LEN BOOK LEARN</i>	6,870,300	0.70
13.	Maybank Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR NEKRAMJIT SINGH A/L JAGINDER SINGH</i>	6,500,000	0.66
14.	RHB Capital Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR TAN CHEE CHUAN</i>	6,500,000	0.66
15.	Maybank Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR LEN BOOK LEARN</i>	6,029,400	0.61
16.	Lee Yen Lang	6,000,000	0.61
17.	Ng Wooi Ying	6,000,000	0.61
18.	Lim Yu Tiam	5,500,000	0.56
19.	Public Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR CHOO KOK POON (E-KBU)</i>	5,500,000	0.56
20.	Ong Kit Wee	5,330,000	0.54
21.	Ho Chun Siong	5,000,000	0.51
22.	Ng Pui See	5,000,000	0.51
23.	Su Ming Yaw	5,000,000	0.51
24.	Tang Chin Keong	5,000,000	0.51
25.	Wang Chau Keat	4,660,000	0.47
26.	Maybank Nominees (Tempatan) Sdn Bhd <i>PLEDGED SECURITIES ACCOUNT FOR CHING HONG TAT</i>	4,500,000	0.46
27.	Dan Yoke Pyng	4,100,000	0.42
28.	Adam Yong Kar Poh	4,037,400	0.41
29.	Ling Lee Ding	4,000,000	0.41
30.	Yong Chee Sang	4,000,000	0.41
Total Warrants		317,098,200	32.29

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Eighteenth (18th) Annual General Meeting of Key Alliance Group Berhad (“KAG” or “the Company”) will be held on a fully virtual basis and entirely via remote participation and voting from the broadcast venue at Lot 18.2, 18th Floor, Menara Lien Hoe, No. 8 Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor on Wednesday, 29 September 2021 at 10.00 a.m. for the purpose of transacting the following businesses:

AGENDA

- | | | |
|----|--|---|
| 1. | To receive the Audited Financial Statements for the financial year ended 31 March 2021 together with the Directors’ and Auditors’ Reports thereon. | Please refer to Explanatory Note 1 |
| 2. | To approve the payment of directors’ fees and other benefits payable of up to RM700,000 to the directors for their services from 29 September 2021 until the next annual general meeting of the Company. | Ordinary Resolution 1 |
| 3. | To re-elect the following directors who retires pursuant to Clause 90 of the Company’s Constitution : | |
| | (a) Mr Ong Gim Hai | Ordinary Resolution 2 |
| | (b) Mr Lee Kien Fatt | Ordinary Resolution 3 |
| 4. | To re-appoint Messrs Russell Bedford LC & Company as Auditors of the Company and to authorise the Directors to fix their remuneration. | Ordinary Resolution 4 |

SPECIAL BUSINESSES :

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

- | | | |
|----|---|-----------------------|
| 5. | Authority to allot and issue shares in general pursuant to Sections 75 and 76 of the Companies Act, 2016 | Ordinary Resolution 5 |
|----|---|-----------------------|

“THAT pursuant to Sections 75 and 76 of the Companies Act, 2016 (“the Act”), Additional Temporary Relief Measures to Listed Corporations for COVID-19, issued by Bursa Malaysia Securities Berhad (“Bursa Securities”) on 16 April 2020 and subject to the approvals of the relevant governmental/ regulatory authorities, the Directors be and are hereby empowered to issue shares in the capital of the Company from time to time and upon such terms and conditions and for such purposes as the Directors, may in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 20% of the issued share capital of the Company for the time being (“20% General Mandate”) and that the Directors be and are hereby also empowered to obtain approval from the Bursa Securities for the listing and quotation of the additional shares so issued.

AND THAT such authority shall commence immediately upon the passing of this resolution and continue to be in force until 31 December 2021, as empowered by Bursa Securities pursuant to its letter dated 16 April 2020 to grant additional temporary relief measures to listed corporations, notwithstanding Section 76(3) of the Act, duly varied and adopted by the Directors of the Company pursuant to Section 76(4) of the Act.”

- | | |
|----|---|
| 6. | To transact any other business of the Company for which due notice shall have been given. |
|----|---|

By order of the Board,

CHONG VOON WAH (SSM PC No. 202008001343) (MAICSA 7055003)

THAI KIAN YAU (SSM PC No. 202008001515) (MIA 36921)

Company Secretaries

Kuala Lumpur
30 August 2021

NOTICE OF ANNUAL GENERAL MEETING

Notes:-

1. Only depositors whose names appear in the Record of Depositors as at 22 September 2021 shall be regarded as members and be entitled to attend, participate, speak and vote at the 18th AGM.
2. A member shall be entitled to appoint another person as his/her proxy to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead pursuant to Section 334 of the Companies Act 2016. There shall be no restriction as to the qualification of the proxy.
3. Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.
4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy.
5. Any alterations in the Proxy Form must be initialled by the member.
6. The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing. If the appointer is a corporation, the instrument must be executed under its Common Seal or under the hand of an attorney so authorised.
7. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power of attorney, must be deposited at the Registrar Office of the Company at No. 2-1, Jalan Sri Hartamas 8, Sri Hartamas, 50480 Kuala Lumpur or via facsimile no. 03-6201 3121 or via e-mail at ir@shareworks.com.my not less than twenty-four (24) hours before the time appointed for holding this meeting or any adjournment thereof as Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Securities requires all resolutions set out in the Notice of 18th AGM to vote by poll.
8. The 18th AGM will be conducted fully virtual at the broadcast venue, the members are advised to refer to the Administrative Guide on the registration and voting process for the said meeting.

EXPLANATORY NOTES

1. Audited Financial Statements for the Financial Year Ended 31 March 2021

The Agenda No. 1 is meant for discussion only as Section 340(1) (a) of the Companies Act, 2016 provide that the audited financial statements are to be laid in the general meeting and do not require a formal approval of the shareholders. Hence, this Agenda item is not put forward for voting.

2. Ordinary Resolution 1 : To approve the payment of Directors' fees and others benefits payable

The Directors' fees and other benefits payable are calculated based on the number of scheduled Board and Committee Meetings to held for the period commencing from 29 September 2021 until the conclusion of the next Annual General Meeting of the Company and assuming that all Non-Executive Directors will hold office until the end of the subject financial year.

This resolution is to facilitate payment of Directors' fees and allowances on monthly basis and/or as and when required. In the event the Directors' fees and allowances proposed is insufficient (e.g. due to more meetings), approval will be sought at the next Annual General Meeting for additional fees to meet the shortfall.

NOTICE OF ANNUAL GENERAL MEETING

3. **Ordinary Resolution 5 : Authority to allot and issue shares in general pursuant to Sections 75 and 76 of the Companies Act, 2016**

The proposed Ordinary Resolution 5, if passed, is a general mandate to empower the Directors to issue and allot shares up to an amount not exceeding 20% of the issued share capital of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company.

Bursa Malaysia Securities Berhad ("Bursa Securities") has via their letter dated 16 April 2020 granted several additional temporary relief measures to listed corporations, amongst others, an increase in general mandate limit for new issues of securities to not more than 20% of the total number of issued shares of the Company for the time being ("20% General Mandate"). Pursuant to the 20% General Mandate, Bursa Securities has also mandated that the 20% General Mandate may be utilised by a listed corporation to issue new securities until 31 December 2021 ("Extended Utilisation Period") and thereafter, the 10% general mandate will be reinstated. Having considered the current economic climate arising from the global COVID-19 pandemic and future financial needs of the Group, the Board would like to procure approval for the 20% General Mandate, inclusive of the Extended Utilisation Period, pursuant to Section 76(4) of the Companies Act, 2016 from its shareholders at the forthcoming AGM of the Company.

The 20% General Mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for the purpose of funding future investment project(s) workings capital and/or acquisitions.

The 20% General Mandate, unless revoked or varied by the Company in general meeting, will expire at the end of the Extended Utilisation Period, i.e. by 31 December 2021.

As at the date of this notice, the Company did not issue any new shares pursuant to the general mandate granted to the Directors at the Seventeenth (17th) Annual General Meeting held on 28 September 2020.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING (Pursuant to Rule 8.29 (2) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad)

As at date of this notice, there are no individuals who are standing for election as Directors (excluding the above Directors who are standing for re-election) at the Eighteenth (18th) Annual General Meeting.

The Company will seek shareholders' approval on the general mandate for issue of securities in accordance with Rule 6.04 (3) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the proposed Ordinary Resolution 5 as stated in the Notice of Eighteenth (18th) Annual General Meeting of the Company for the details.

ADMINISTRATIVE GUIDE

Date : Wednesday, 29 September 2021
Time : 10.00 a.m.
Broadcast Venue : Lot 18.2, 18th Floor, Menara Lien Hoe
 No. 8 Persiaran Tropicana
 Tropicana Golf & Country Resort
 47410 Petaling Jaya, Selangor

Coronavirus Disease (COVID-19) Outbreak

1. With the outbreak of Coronavirus Disease (“**COVID-19**”) and as part of the safety measures to curb the spread of COVID-19 pandemic, the Eighteenth (18th) Annual General Meeting (“**AGM**”) will be conducted by way of a fully virtual meeting and online remote voting using the Remote Participation and Voting Facilities (“**RPV Facilities**”) as the safety of our members, Directors, staff and other stakeholders who will attend the AGM is of paramount importance to us.
2. Having regard to the well-being and the safety of our members, we **strongly encouraged** our members to take advantage of the RPV Facilities to participate and vote remotely at the AGM. With the RPV Facilities, you may exercise your right as a member of the Company to participate (including to pose questions to the Board of Directors (“**Board**”) and/or management of the Company) and vote at the AGM. Alternatively, you may also appoint the Chairman of the meeting as your proxy to attend and vote on your behalf at the AGM. Details of the RPV Facilities are set out below.

Registration

3. The AGM will be held virtually. The registration is mandatory for the event. Please click the following link to register: <https://rebrand.ly/KAG-AGM>.
4. All the Shareholders are required to register in order to participate to the AGM. The registration will be open from 10.00 a.m. on 30 August 2021 and close at 10.00 a.m. on 28 September 2021.

Upon submission of your registration, you will receive an email to notify you that your registration has been received and is pending verification.
5. After verification of your registration against the General Meeting Record of Depositors of the Company, the system will send you an email to notify you if your registration is approved or rejected after 22 September 2021.
6. Should your registration be rejected, you can contact the Company’s Share Registrar or the Company for clarifications.
7. The event is powered by Cisco Webex. You are recommended to download and install Cisco Webex Meetings (available for PC, Mac, Android and iOS). Please follow the tutorial guide posted on <https://rebrand.ly/KAG-AGM>.

General Meeting Records of Depositors

8. For the purpose of determining members’ eligibility to attend this meeting, only members whose names appear in the Record of Depositors of the Company as at 22 September 2021 shall be entitled to attend this meeting or appoint proxy(ies) to attend and/or vote on his/her behalf.

Individual Members

9. Individual members are strongly encouraged to take advantage of RPV Facilities to participate and vote remotely at the AGM. Please refer to the details as set out under RPV Facilities for information.
10. If an individual member is unable to attend the AGM, he/she is encouraged to appoint the Chairman of the meeting as his/her proxy and indicate the voting instructions in the Form of Proxy in accordance with the notes and instructions printed therein.

ADMINISTRATIVE GUIDE

Corporate Members

11. Corporate members (through Corporate Representatives or appointed proxies) are also strongly advised to participate and vote remotely at the AGM using the RPV Facilities. Corporate members who wish to participate and vote remotely at the AGM must contact the Company's Share Registrar with the details set out below for assistance and will be required to provide the following documents to the Company no later than 28 September 2021 at 10.00 a.m.:

- (i) Certificate of appointment of its Corporate Representative or Form of Proxy under the seal of the corporation;
- (ii) Copy of the Corporate Representative's or proxy's MyKad (front and back)/Passport; and
- (iii) Corporate Representative's or proxy's email address and mobile phone number.

Upon receipt of such documents, the Company's Share Registrar or the Company will respond to your remote participation request.

12. If a Corporate member (through Corporate Representative(s) or appointed proxy(ies)) is unable to attend the AGM, it is encouraged to appoint the Chairman of the meeting as its proxy and indicate the voting instructions in the Form of Proxy in accordance with the notes and instructions printed therein.

Nominee Company Members

13. The beneficiaries of the shares under a Nominee Company's CDS account ("**Nominee Company member(s)**") are also strongly advised to participate and vote remotely at the AGM using RPV Facilities. Nominee Company members who wish to participate and vote remotely at the AGM can request its Nominee Company to appoint him/her as a proxy to participate and vote remotely at the AGM. Nominee Company must contact the Company's Share Registrar with the details set out below for assistance and will be required to provide the following documents to the Company no later than 28 September 2021 at 10.00 a.m.:

- (i) Form of Proxy under the seal of the Nominee Company;
- (ii) Copy of the proxy's MyKad (front and back)/Passport; and
- (iii) Proxy's email address and mobile phone number.

Upon receipt of such documents, the Company's Share Registrar or the Company will respond to your remote participation request.

14. If a Nominee Company member is unable to attend the AGM, it is encouraged to request its Nominee Company to appoint the Chairman of the meeting as its proxy and indicate the voting instructions in the Form of Proxy in accordance with the notes and instructions printed therein.

Proxy

15. If a member is unable to attend the AGM, he/she may appoint a proxy or the Chairman of the meeting as his/her proxy and indicate the voting instructions in the Form of Proxy in accordance with the notes and instructions printed therein.
16. If an individual member has submitted his/her Form of Proxy prior to the AGM and subsequently decides to personally participate in the AGM via RPV Facilities, the individual member must contact the Company's Share Registrar or the Company, whose contact details are set out in No. 20 below, to revoke the appointment of his/her proxy no later than 28 September 2021 at 10.00 a.m.

Poll Voting

17. The voting at the AGM will be conducted by way of poll in accordance with Rule 8.31A of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company has appointed Shareworks Sdn Bhd as the Poll Administrator to conduct the poll by way of electronic voting and Sharepolls Sdn Bhd as the Scrutineers to verify the poll results. Upon completion of the voting session for the respective AGM, the Scrutineers will verify and announce the poll results followed by the Chairman's declaration whether the resolutions are duly passed.

ADMINISTRATIVE GUIDE

RPV Facilities

18. Please refer to the following information on RPV Facilities for live streaming and remote voting at the AGM:

Procedures		Action
Before AGM		
1.	Register as participant in Virtual AGM	<ul style="list-style-type: none"> Using your computer, access the website at https://rebrand.ly/KAG-AGM. Click on the Register button to register for the AGM session. Upon submission of your registration, you will receive an email notifying you that your registration has been received and is pending verification. The event is powered by Cisco Webex. You are recommended to download and install Cisco Webex Meetings (available for PC, Mac, Android and iOS). Refer to the tutorial guide posted on the same page for assistance.
2.	Submit your online registration	<ul style="list-style-type: none"> All the Shareholders are required to register prior to the meeting. The registration will be open from 10.00 a.m. on 30 August 2021 and the registration will close at 10.00 a.m. on 28 September 2021. Clicking on the link will redirect you to the AGM event page. Click on the Register button for the online registration form. Complete your particulars in the registration page. Your name MUST match your CDS account name (not applicable for proxy). Insert your CDS account number and indicate the number of shares you hold. Read and agree to the Terms & Conditions and confirm the Declarations. Please ensure all information given is accurate before you click Submit to register your remote participation. Failure to do so will result in your registration being rejected. System will send an email to notify that your registration for remote participation is received and will be verified. After verification of your registration against the General Meeting Record of Depositors of the Company as at 22 September 2021, the system will send you an email to notify you if your registration is approved or rejected after 22 September 2021. If your registration is rejected, you can contact the Company's Share Registrar or the Company for clarifications or to appeal.
On the day of AGM		
3.	Attending Virtual AGM	<ul style="list-style-type: none"> Two reminder emails will be sent to your inbox. First is one day before the AGM day, while the 2nd will be sent 1 hour before the AGM session. Click Join Event in the reminder email to participate the RPV.
4.	Participate with live video	<ul style="list-style-type: none"> You will be given a short brief about the system. Your microphone is muted throughout the whole session. If you have any questions for the Chairman/Board, you may use the Q&A panel to send your questions. The Chairman/Board will try to respond to relevant questions if time permits. All relevant questions will be collected throughout the session and replied later through your registered email. The session will be recorded. Take note that the quality of the live streaming is dependent on the bandwidth and stability of the internet connection at your location.

ADMINISTRATIVE GUIDE

RPV Facilities

18. Please refer to the following information on RPV Facilities for live streaming and remote voting at the AGM:

Procedures		Action
On the day of AGM		
5.	Online Remote Voting	<ul style="list-style-type: none"> The Chairman will announce the commencement of the Voting session and the duration allowed at the respective AGM. The list of resolutions for voting will appear at the right-hand side of your computer screen. You are required to indicate your votes for the resolutions within the given stipulated time frame. Click on the Submit button when you have completed. Votes cannot be changed once it is submitted.
6.	End of remote participation	Upon the announcement by the Chairman on the closure of the AGM, the live session will end.

No Recording or Photography

19. Strictly **NO recording or photography** of the proceedings of the AGM is allowed.

Enquiry

20. If you have any enquiry prior to the meeting, please contact the following officers during office hours from 9.00 a.m. to 5.30 p.m. (Monday to Friday):

**For Registration, logging in and system related:
Key Alliance Group Berhad**

Name: Mr Bryan / Mr Hong
Telephone No: 03-7688 1013
Email: vgm@mlabs.com

**For Proxy and other matters:
ShareWorks Sdn. Bhd.**

Name: Ms Maria Fong or Mr Vemalan
Telephone No: 03-6201 1120
Email: ir@shareworks.com.my

**KEY ALLIANCE GROUP BERHAD**Registration No.: 200301007533 (609953-K)
(Incorporated in Malaysia)**PROXY FORM**CDS Account No. : No. of Shares held : I/We, Tel. No.:
[Full name in block and NRIC No. / Registration No.]of
[Address]

being a member/members of Key Alliance Group Berhad, hereby appoint:-

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address:	Contact No:		
	Email Address:		

and / or* (*delete as appropriate)

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address:	Contact No:		
	Email Address:		

or failing him, the Chairman of the meeting as my/our proxy to attend and to vote for me/us on my/our behalf at the Eighteenth (18th) Annual General Meeting of the Company will be held on a fully virtual basis and entirely via remote participation and voting from the broadcast venue at Lot 18.2, 18th Floor, Menara Lien Hoe, No. 8 Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor on Wednesday, 29 September 2021 at 10.00 a.m. or any adjournment thereof, and to vote as indicated below:-

No.	Agenda	Resolution	For	Against
1.	To approve the payment of Directors' fees and others benefits payable to the Directors.	Ordinary Resolution 1		
2.	To re-elect Mr Ong Gim Hai as Director.	Ordinary Resolution 2		
3.	To re-elect Mr Lee Kien Fatt as Director.	Ordinary Resolution 3		
4.	To re-appoint Messrs Russell Bedford LC & Company as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.	Ordinary Resolution 4		
5.	To approve the authority to issue shares pursuant to Sections 75 and 76 of the Companies Act, 2016.	Ordinary Resolution 5		

(Please indicate with a "X" in the space provided on how you wish your vote to be cast. If no specific direction as to voting is given, the proxy will vote or abstain at his/her discretion)

Signed this.....

.....
Signature*
Member

Notes:-

1. Only depositors whose names appear in the Record of Depositors as at 22 September 2021 shall be regarded as members and be entitled to attend, participate, speak and vote at the 18th AGM.
2. A member shall be entitled to appoint another person as his/her proxy to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead pursuant to Section 334 of the Companies Act 2016. There shall be no restriction as to the qualification of the proxy.
3. Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.
4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholding to be represented by each proxy.
5. Any alterations in the Proxy Form must be initialled by the member.
6. The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing. If the appointer is a corporation, the instrument must be executed under its Common Seal or under the hand of an attorney so authorised.
7. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power of attorney, must be deposited at the Registrar Office of the Company at No. 2-1, Jalan Sri Hartamas 8, Sri Hartamas, 50480 Kuala Lumpur or via facsimile no. 03-6201 3121 or via e-mail at ir@shareworks.com.my not less than twenty-four (24) hours before the time appointed for holding this meeting or any adjournment thereof as Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Securities requires all resolutions set out in the Notice of 18th AGM to vote by poll.
8. The 18th AGM will be conducted fully virtual at the broadcast venue, the members are advised to refer to the Administrative Guide on the registration and voting process for the said meeting.

Please fold here

Affix Stamp

**THE SHARE REGISTRAR OF
KEY ALLIANCE GROUP BERHAD
COMPANY REGISTRATION NO. 200301007533 (609953-K)**

SHAREWORKS SDN. BHD.
No. 2-1, Jalan Sri Hartamas 8, Sri Hartamas
50480 Kuala Lumpur, Malaysia

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www.kag.com.my

KEY ALLIANCE GROUP BERHAD

Registration No.: 200301007533 (609953-K)

Lot 18.2, 18th Floor, Menara Lien Hoe, No. 8 Persiaran Tropicana,
47410 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

Tel : (+603) 7880 7725 | Fax : (+603) 7805 7795 | E-mail : kgroup@kag.com.my