Yusen Logistics

TASCO
NYK GROUP COMPANY
TASCO Berhad 197401003124 (20218-T)

Create Better Connections

TRANSFORM 2025

2022 ANNUAL REPORT

AIR FREIGHT FORWARDING

OCEAN FREIGHT FORWARDING DIVISION

TRUCKING DIVISION

CONTRACT LOGISTICS DIVISION

COLD SUPPLY CHAIN DIVISION

CREATIVE

COMMITTED

CONNECTED

www.tasco.com.my

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Cautionary Statement With Regard To Forward - Looking Statements

Certain of the statements made in the Annual Report are forward-looking statements, which involve certain risks and uncertainties that could cause actual results to differ materially from those projected. Readers are cautioned not to place undue reliance on these forward-looking statements, which are valid only as of the date thereof. TASCO Berhad undertakes no obligation to republish revised forward-looking statements to reflect events or circumstances after the date thereof or to reflect the occurrence of unanticipated events.

VISION

Our new vision describes our ultimate ambition for the future

Connecting people, businesses & communities to a better future - through logistics

MISSION

This describes the business we need to become - and tells us what we must do to achieve our vision

To become the world's preferred supply chain logistics company - applying insight, service quality and innovation to create sustainable growth for business and society

VALUE

We also have three values that inform our personality and behaviours. A rational one, an emotional one, and a more aspirational one designed to stretch us.

Connected

Committed

Creative

BRAND PROMISE

This is our brand promise. It describes what we aim to deliver time and time again

LET'S LIVE THE VALUES

BE CONNECTED

Be open and transparent in the way you work - and make sure you truly understand your customers' challenges.

LET'S LIVE THE VALUES

BE COMMITTED

Build relationship, show your dedication to quality - and get every detail right.

LET'S LIVE THE VALUES

BE CREATIVE

Strive to develop better ways of working - then act on them and share them with colleagues.

LET'S KEEP OUR PROMISE

CREATE BETTER CONNECTIONS

Get close to customers, work closely with colleagues - and help secure the future of our business.

OUR COMPANY PROFILE

ABOUT TASCO BERHAD ("TASCO")

TASCO was incorporated on 10 September 1974 and listed on the Main Market of Bursa Malaysia Securities Berhad on 28 December 2007. TASCO is a subsidiary of Yusen Logistics Co., Ltd., which in turn is a subsidiary of Nippon Yusen Kabushiki Kaisha.

TASCO has 28 logistics centres and 2,200 employees in Malaysia. It is a part of the global network of Yusen Logistics Co., Ltd. having 631 locations and 24,967 employees worldwide as at 31 March 2022.

TASCO offers logistics solutions covering air, sea and land transportation. It serves as a one stop logistics centre to handle domestic and international shipments for the customers.

TASCO has categorised its services into International Logistics Solutions and Domestic Logistics Solutions.

CONTRACT LOGISTIC DIVISION

Customs Clearance
Haulage Transportation
Warehousing Services
Warehouse In-plant Services

COLD SUPPLY CHAIN DIVISION

Cold Supply Chain
Convenience Retail

TRUCKING DIVISION

Domestic Trucking
Cross Border Trucking

ABOUT Nippon Yusen Kabushiki Kaisha ("NYK")

NYK is listed on the Tokyo Stock Exchange and Nagoya Stock Exchange;

NYK has 60,132 employees globally; and

NYK's major businesses consist of global logistics based on international marine transportation business, cruises, terminal and harbour transport, shipping-related services and real estate.

In October 2016, NYK, Kawasaki Kisen Kaisha ("K Line") and Mitsui O.S.K. Line ("MOL") have announced a joint venture agreement to form Ocean Network Express Pte Ltd ("ONE") with the shareholding of 38%, 31% and 31% respectively, to integrate their container shipping businesses. ONE has commenced services on 1 April 2018.

ABOUT Yusen Logistics Co., Ltd. ("YLK")

YLK is a wholly-owned subsidiary of NYK and YLK shares were delisted from the Tokyo Stock Exchange on 29 January 2018;

YLK has 631 locations in 47 countries and 24,967 employees worldwide as at 31 March 2022;

YLK is one of the leading international air freight forwarders in Japan; and

Pursuant to a corporate exercise within the NYK Group, YLK became the immediate holding company of TASCO on 2 April 2012. NYK remains the ultimate holding company of TASCO.

Yusen Logistics

OCEAN FREIGHT FORWARDING DIVISION

- Sea Freight Services
- Buyer Consolidation/ Origin Cargo Management Services

AIR FREIGHT FORWARDING DIVISION

- Air Freight Services

PENINSULAR MALAYSIA

NORTHERN REGION
01. Penang Prai Logistics Centre
02. Penang Air Logistics Centre

CENTRAL REGION
3. Shah Alam Logistics Centre I
4. Shah Alam Logistics Centre II
5. Shah Alam Logistics Centre III
6. Berjaya Industrial Logistics Centre
7. KLIA Air Logistics Centre
8. KLIA Distribution Centre
9. Ipoh Logistics Centre
10. Melaka Logistics Centre

PORT KLANG REGION
11. Port Klang Logistics Centre I
12. Port Klang Logistics Centre II
13. Port Klang Logistics Centre III
14. North Port Logistics Centre
15. Port Klang Container Depot
16. West Port Logistics Centre I
17. West Port Logistics Centre II
18. Bukit Raja Logistics Centre

BANGI REGION
19. Bangi Logistics Centre I
20. Bangi Logistics Centre II
21. Bangi Logistics Centre III
22. Bangi Container Depot

SOUTHERN REGION
23. Pasir Gudang Logistics Centre
24. Tanjung Pelepas Logistics Centre
25. Senai Seelong Logistics Centre

EAST COAST REGION
26. Kuantan Port Logistics Centre

EAST MALAYSIA

27. Kuching Logistics Centre
28. Kota Kinabalu Logistics Centre

LOGISTICS CENTRES

CORPORATE HEAD OFFICE

Lot No. 1A, Persiaran Jubli Perak,
Jalan 22/1, Seksyen 22,
40300 Shah Alam, Selangor
Darul Ehsan, Malaysia.

Tel: 603-5101 8888
Fax: 603-5548 8288

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28 LOGISTICS CENTRES & **2,200** EMPLOYEES in MALAYSIA

YUSEN LOGISTICS GROUP

AS AT 31 MARCH 2022

631
LOCATIONS

24,967
EMPLOYEES

2.63 million m²
WAREHOUSE SPACE

YUSEN LOGISTICS GROUP
AS AT 31 MARCH 2022

CONSOLIDATED FINANCIAL HIGHLIGHTS

Year/Period Ended	31 Mar '22	31 Mar '21	31 Mar '20	31 Mar '19
Results of operation (RM'000)				
Revenue	1,481,413	946,612	747,438	736,801
PBTAMI	85,675	58,294	19,583	18,342
PATAMI	65,250	41,274	8,891	13,063
Capital expenditures	48,128	40,970	9,672	143,301
Financial position at year/period end (RM'000)				
Share capital (ordinary shares)	100,801	100,801	100,801	100,801
Total assets	1,373,066	961,026	949,409	859,206
Cash and cash equivalents	87,462	110,938	191,781	77,179
Total liabilities	788,123	424,455	449,151	486,312
Total borrowings	252,894	271,250	342,332	371,115
Shareholder equity	516,850	469,600	435,682	371,257
Amount per share (sen)				
Earnings per share[1]	8.16	5.16	1.11	1.63
Dividend per share (Annual)[1]	2.5	1.50	0.25	0.31
Ratios (%)				
Shareholder equity ratio	37.6	48.9	45.9	43.2
Return on equity	12.6	8.8	2.0	3.5
Return on assets	4.8	4.3	0.9	1.5
Current ratio	121.1	198.4	201.3	143.2
Gearing ratio[2]	43.2	50.5	68.4	99.5
Dividend payout ratio	30.7	33.9	45.0	38.3

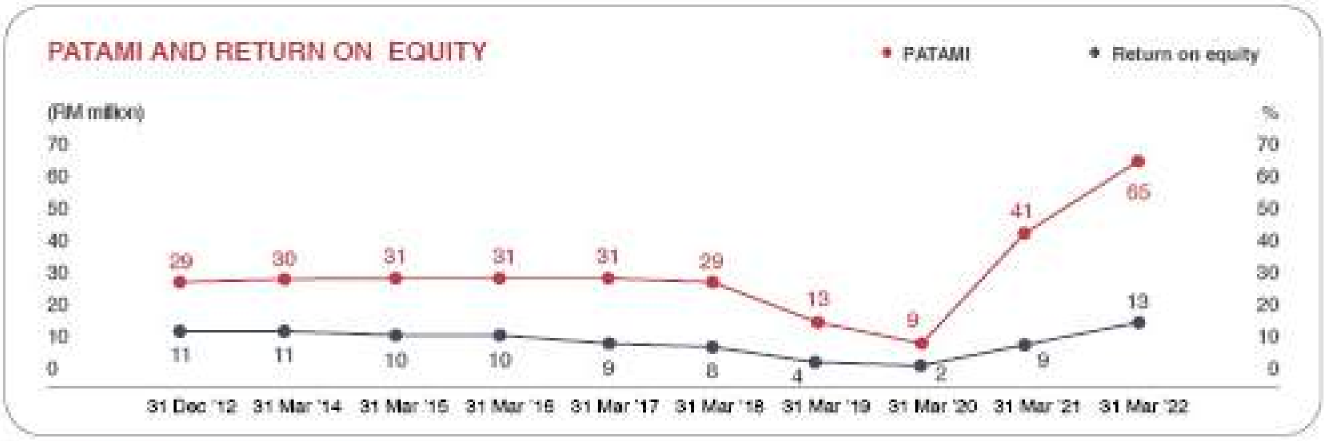
Note:

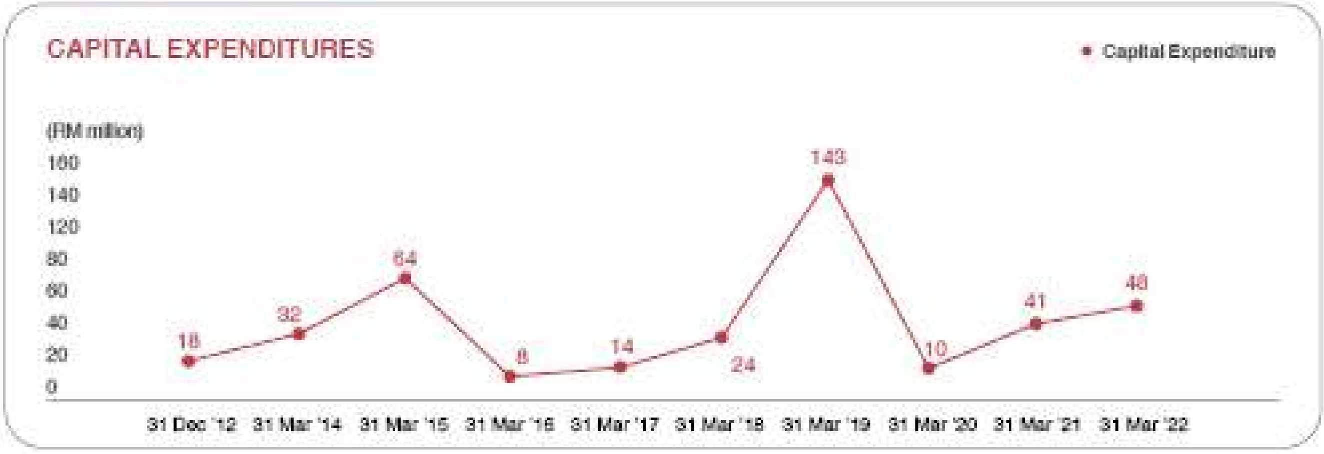
[1] Calculated based on 800,000,000 shares

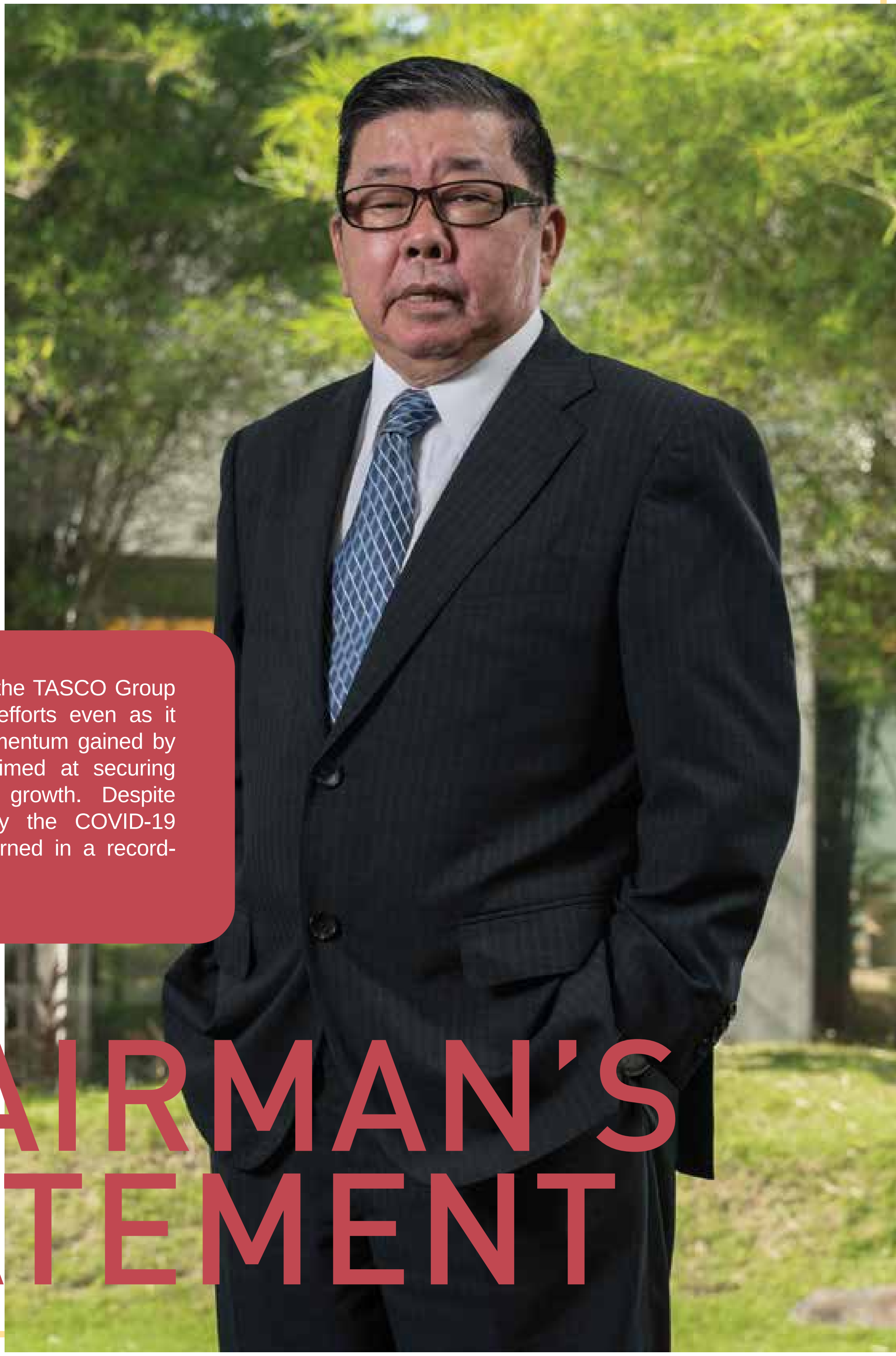
[2] Calculated based on total debt divided by total equity (including non-controlling interest)

CONSOLIDATED FINANCIAL HIGHLIGHTS

31 Mar '18	31 Mar '17	31 Mar '16	31 Mar '15	31 Mar '14	31 Dec '12
710,209	584,402	515,666	494,305	559,613	442,448
41,744	43,342	43,979	41,336	41,958	35,228
29,399	30,669	30,606	30,681	30,409	28,889
24,137	14,024	8,393	64,205	31,801	18,056
100,801	100,000	100,000	100,000	100,000	100,000
748,396	514,191	450,435	431,700	375,847	344,402
78,415	81,700	92,586	57,081	52,461	52,699
384,687	172,466	129,679	131,834	98,062	88,368
275,947	48,407	46,027	54,795	24,179	32,853
362,391	340,665	319,884	299,097	277,133	255,485
3.67	3.83	3.83	3.84	3.80	3.61
0.56	0.56	0.56	1.13	1.29	1.50
48.4	66.3	71.0	69.3	73.7	74.2
8.1	9.0	9.6	10.3	11.0	11.3
3.9	6.0	6.8	7.1	8.1	8.4
174.5	212.2	227.0	200.4	212.9	237.6
69.6	14.2	14.4	18.3	8.7	12.9
30.6	29.3	29.4	29.3	34.0	41.6







The year in review saw the TASCO Group reaping the fruit of its efforts even as it built upon the good momentum gained by its strategic ventures aimed at securing long term sustainable growth. Despite the volatility caused by the COVID-19 pandemic, the Group turned in a record-high performance.

CHAIRMAN'S STATEMENT

LEE CHECK POH

NON-INDEPENDENT EXECUTIVE CHAIRMAN

DEAR VALUED STAKEHOLDERS,

On behalf of the Board of Directors, it is my pleasure and privilege to present to you the Annual Report and Audited Financial Statements of TASCO Berhad ("TASCO" or "the Group") for the financial year ended 31 March 2022 ("FY2022").

A RECORD PERFORMANCE AMIDST CHALLENGING MARKET CONDITIONS

I am delighted to report that TASCO delivered a record performance for the second consecutive year despite the challenging market conditions brought on by the COVID-19 pandemic. We registered record-high revenue and earnings in FY2022 on the back of the solid performance of our International Business Solutions and Domestic Business Solutions segments. Our strategic investments into the Cold Supply Chain business and our investments over the years into logistics hubs at strategic locations continued to deliver good returns and helped strengthen our overall performance. All in all, the Group's business model continued to prove its resilience despite a difficult operating backdrop.

Over the course of 2021, Malaysia underwent another two Movement Control Orders ("MCO") as the number of positive COVID-19 cases and deaths spiked up. MCO 2.0 (which was imposed around mid-January) and MCO 3.0 (which was imposed in June 2021) both had an adverse effect on the Malaysian economy even as many economic sectors, except for essential ones, were brought to a standstill. We are grateful that the logistics services sector which is classified as an essential services sector was able to continue operating over that time.

In mid-June, in an effort to nurse an afflicted Malaysian economy back to health, the Government unveiled a four-phase National Recovery Plan ("NRP"). By mid-August, under Phase 1 of the NRP, restrictions were relaxed for those who had been fully vaccinated while more business sectors were able to resume operations. With most economic sectors reopening by the third quarter of 2021, the Malaysian economy began to recover albeit in a moderate manner growing to 3.1 per cent in 2021 in comparison to a contraction of 5.6 per cent in 2020. This to a large extent was owing to the successful rollout of the National Immunisation Programme.

I am pleased to report that in spite of the year's challenging operating environment, our respective businesses leveraged their resources resiliently and effectively to deliver the Group's strongest performance to date. For FY2022, the TASCO Group garnered record revenue of RM1.48 billion in comparison to RM946.6 million in the preceding year. This strong performance reflected a stellar RM534.8 million (56.5 per cent) year-on-year ("y-o-y") increase in revenue. It also marked the first time that the Group crossed the RM1 billion revenue mark in our history. The financial year in review also saw the Group's profit before taxation ("PBT") increase by RM27.4 million (45.2 per cent) y-o-y to RM88.1 million from RM60.7 million previously, while our profit after tax ("PAT") rose by RM24.0 million (55.1 per cent) from RM43.7 million to RM67.7 million.

Revenue for the International Business Solutions ("IBS") segment soared by a remarkable RM426.0 million or 104.8 per cent y-o-y, while revenue for the Domestic Business Solutions ("DBS") segment rose by a commendable RM108.8 million or 20.1 per cent y-o-y. Earnings for both these segments were uplifted on the back of the broad-based recovery of business activities following the relaxation of MCO restrictions, the uptrend in shipping rates due to global supply chain disruptions, as well as the increase in business volume of existing and new businesses.

On top of this, the strategic investments that we had made into the Cold Supply Chain ("CSC") business and our investments over the years into logistics hubs continued to deliver steady returns. There was strong market demand within these segments despite the year's lockdowns and unpredictable operating climate.

For further insights into the Group's financial and operational performance in FY2022, please turn to the Management Discussion and Analysis ("MD&A") section on pages 15 to 24 of this Annual Report.

CONTINUING TO DELIVER VALUE

Over the course of FY2022, while there were no notable corporate developments within the Group, we continued to deliver value on several fronts.

Ensuring Good Shareholder Returns

TASCO's Board of Directors remain committed to strengthening the Group's financial position and growing its businesses in a sustainable manner. While the Board acknowledges the need to conserve the Group's capital for future growth, it also remains committed to delivering value to shareholders by rewarding them for their continued support and confidence in TASCO.

In respect of the financial year ended 31 March 2022, the Board rewarded shareholders via the payment of a single-tier interim dividend of 1.0 sen per ordinary share amounting to RM8.0 million on 30 November 2021, and the payment of a final single-tier dividend of 1.5 sen per ordinary share amounting to RM12.0 million on 20 June 2022.

Moving forward, the Board will continue to maintain the quantum of dividend at a fairly stable level to ensure that we are able to balance out our desire to reward our shareholders with our aim of strengthening our cash position to support the Group's future growth.

Providing Steadfast Customer and Market Support

Being one of Malaysia's leading logistics companies, we remain focused on continually delivering quality and value to our customers and the markets that we operate in no matter what the operating conditions are. This was especially true over the various lockdown phases that we had to contend with.

The year saw us supporting our customers by pushing their products into the market via our e-commerce channels so that they could continue to generate sales. By being agile and adaptive, we ensured that our operations remained effective and relevant to the market. As we went all out to optimise our resources to support our customers and to strengthen long-term relationships with them, we were able to successfully meet their needs and cement our position as a key holistic logistic solutions provider.

As one of the largest cold chain providers catering to customers mainly within the food and beverage industry, TASCO boasts a sizeable retail distribution capacity and extensive cold storage capabilities via our CSC business. This business also provides customised designs for warehousing systems to major convenience food retailers and a tobacco retail distributor. Today, this business is catering to a total of over 40,000 retail outlets nationwide. We have also been endorsed by the Department of Islamic Development Malaysia or JAKIM for our halal-certified storage and transportation capabilities. Via our joint acquisition of Hypercold Logistics Sdn Bhd, we today jointly own the largest cold chain warehouse facilities and capabilities in Sabah.

Through our Convenience Retail Logistics ("CRL") business, we serve as a one-stop logistics provider to convenience retail customers. We believe we are currently the leading third-party logistics provider in the convenience retail business in Malaysia in terms of business handled. Our customers range from petrol kiosks, convenience stores and local independent supermarkets, to pharmacies, mom-and-pop stores as well as hypermarkets and tobacco companies, among others. We are also exploring opportunities in the wellness sector among other sectors. We boast an extensive CRL capability in the Southern and Northern regions. Not only has this bolstered our competitive edge, it has moved us closer to our ambition of serving all of Peninsular Malaysia and establishing TASCO as the service provider of choice within the domestic food retail logistics industry.

As the demand for e-commerce services grows exponentially, we are looking to capitalise on this by enhancing our logistical proficiencies in the e-commerce market. Being a subsidiary of Yusen Logistics Co. Ltd., one of Japan's leading logistics companies, we are able to leverage Yusen's extensive e-commerce platform to help our Business-to-Business-to-Consumer ("B2B2C") customers introduce their products to market. This initiative underscores our ambition of serving our B2B2C customers by facilitating mutually beneficial relationships between suppliers of goods and services and online retailers.

Via our collaboration with GD Express Carrier Berhad ("GDEX"), we are able to offer last-mile logistics services to our e-commerce and retail business customers as a package when they engage us to provide e-fulfilment services.

Following TASCO's selection as an Authorised Economic Operator ("AEO") in the category of forwarder and warehouse operator, the Royal Malaysian Customs Department ("RMCD") officially bestowed the AEO certification and emblem upon us at a ceremony in February 2022. Being an AEO-certified operator, we are able to accord our customers priority customs clearance; reduced physical inspection of imported or exported goods; faster release of shipments; and as well as enhanced security and improved risk mitigation. Today, TASCO also enjoys fast, simple and efficient customs clearance and shipment handling for import or export shipments to and from countries who already have Mutual Recognition Arrangement agreements with Malaysia.

Despite the year's tough operating conditions, we are heartened by the good progress we have made to date. As we venture forth into an uncertain operating climate, we will continue to leverage our resources and business strategies in a prudent manner to ensure the stability of our business and our customer offerings.

RESPONSIBLE CORPORATE PRACTICES

Our Board recognises it has a responsibility to safeguard TASCO's future and ensure sustainable value creation for the Group's shareholders. As such, the Board continues to observe and implement high standards of corporate governance as well as robust risk management and stringent internal control measures throughout our organisation. By leveraging these fundamental measures, the Board aims to deliver consistent value to our shareholders, preserve our corporate reputation and bolster investor confidence.

TASCO's board governance policies are guided by the updated Malaysian Code on Corporate Governance ("MCCG") 2021 that was released in April 2021. To align with the recommended practices under the MCCG 2021, we have adopted the Fit & Proper Policy and the Board has reviewed all the existing policies to ensure it is in compliance with the MCCG 2021.

For detailed insights into TASCO's commitment to responsible corporate practices, please refer to our Sustainability Statement on pages 25 to 54 of this report. By ensuring the Group's sustainable progress, we are providing the stimuli for our businesses to enhance their operational efficiencies and deliver long-term growth.

MOVING FORWARD INTO FY2023

As TASCO strides forward into FY2023, the Board remains positive but cautious of the Group's prospects amidst the uncertainties brought on by the lingering COVID-19 pandemic and possibility of a global recession. For detailed insights into the outlook and prospects for the Group, please turn to the MD&A section of this Annual Report. Barring any unforeseen developments, we are positive but cautious that the IBS and DBS businesses will continue to sustain their resilient performances in FY2023.

The Group's business model has proved its resilience in the face of the pandemic. While we, to some extent managed to capitalise on pandemic-driven circumstances that have been in our favour, however, our business success is very much owing to our strong business fundamentals, the insightful strategies we have brought into play, as well as our prudent management practices. As we continue to leverage on all these, the Group will continue to work towards delivering another commendable performance.

In line with our plans to increase our capacity as a total logistics service provider, we have embarked on a large-scale expansion project involving various warehouses and our headquarters at our Shah Alam Logistics Centre. This will see us investing some RM520 million over a five-year period to strengthen our logistics infrastructure, implement automated systems, as well as bolster our IT logistics and logistics handling asset capabilities. We have also begun to leverage the tax incentives under the Malaysian Investment Development Authority's Integrated Logistics Services incentive programme since August 2021. Not only has this effectively given us a lower payable corporate tax rate for a five-year period, it will enable us to fully leverage our strategic roadmap for diversification, step out into our next phase of growth, and maintain a strong cash position.

CHAIRMAN'S STATEMENT

As we move forward, we will continue to closely monitor and improve our operational efficiency so as to keep our operational costs under control. By consolidating our resources, the Board aims to strengthen TASCO's market position as well as prepare us for any further challenges that the pandemic or a global recession might pose. When it comes to new areas of opportunity, we will exercise a prudent outlook and set our sights on ventures that will complement and make sense for our business for the long-term. We also intend to continue doing our bit to support the domestic economy through our numerous offerings and intuitive customer support measures. Through our innovative logistic solutions, we aim to help our customers thrive, even as businesses adjust to new market realities. All these measures will help reinforce TASCO's stance as a reputable and profitable industry player.

IN APPRECIATION

On behalf of the Board of Directors, I wish to convey my heartfelt gratitude to our hardworking management team and all TASCO employees. Your diligence, loyalty and commitment to excellence continues to propel the Group forward to new heights of success. My sincere appreciation to our dedicated Board of Directors for their prudent insights and wise counsel which helped us to navigate turbulent times and attain another record performance. As we all work together to ensure the Group's sustainable growth, I am confident that our united efforts will do much to reinforce TASCO's position as a responsible and innovative industry leader.

My utmost thanks to our valued shareholders, regulatory authorities, customers, vendors, business partners and all our other stakeholders who continue to stand by us amidst the challenges of our marketplace. We certainly look forward to your continued support as we focus our efforts on ensuring sustainable, long-term value creation.

We call upon all our stakeholders to lend us their steady support as we continue on our journey to success. Thank you and stay safe everyone.

Lee Check Poh
Executive Chairman
28 July 2022

For the year in review, TASCO leveraged the strategic investments that we had put in place on the Cold Chain Logistics and Convenience Retail Logistics fronts to drive business momentum and generate sustainable long term value creation. The performance of these segments, coupled with the strong performance of the International Business Solutions and the Domestic Business Solutions segments, as well as a pandemic-induced escalation in shipping rates, helped the Group turn in a record performance.

MANAGEMENT DISCUSSION AND ANALYSIS

ANDY LEE WAN KAI

NON-INDEPENDENT
GROUP CHIEF EXECUTIVE OFFICER

DEAR VALUED STAKEHOLDERS,

For the financial year ended 31 March 2022 ("FY2022"), TASCO Berhad ("TASCO" or "the Group") built upon the good momentum achieved in FY2021 to deliver a record performance for the second consecutive year. The year's strong performance was due to strong contributions from our International Business Solutions segment which capitalised on the rise in freight and shipping rates as well as pent-up demand in various customer segments following the easing of pandemic restrictions. Our Domestic Business Solutions segment too turned in a commendable performance as we continued to benefit from the steadfast returns generated by our strategic investments into the Cold Supply Chain business as well as our investments into logistics hubs at strategic locations. All in all, FY2022 was a very fruitful year for the TASCO Group and I am pleased to present the finer details of the year's financial and operational performance.

ONGOING ECONOMIC CHALLENGES

The year 2021 marked a year of slow but steady recovery as nations began to reopen their economic sectors while grappling with the continued threat of the COVID-19 pandemic. Global real gross domestic product ("GDP") grew to 5.5 per cent from a contraction of 3.4 per cent in 2020 as more countries began to ease up on pandemic-related lockdowns and measures. While global demand growth steadily strengthened, the increase in global GDP growth remained hampered by resurgences of the COVID-19 virus. Emerging markets and developing economies in particular experienced notably slower and more fragile economic recoveries. In the second half of 2021, global activities were affected by supply bottlenecks and inflationary uncertainty as well as supply chain issues and labour shortages.

While the Malaysian economy embarked on a path of recovery in 2021, progress and recovery momentum remained volatile for a good part of the year. Malaysia underwent another two Movement Control Orders ("MCOs") in 2021 as the number of positive COVID-19 cases and deaths rose exponentially. MCO 2.0 which was imposed around mid-January, and MCO 3.0 which was imposed in June, both adversely affected the domestic economy with many economic sectors, except for essential ones, brough to an abrupt standstill.

In mid-June, the Government unveiled a four-phase National Recovery Plan ("NRP") to help an ailing Malaysian economy get back on its feet. Under Phase 1 of the NRP, restrictions were eased for those who had been fully vaccinated and more business sectors were allowed to resume operations. Following the successful rollout of the National Immunisation Programme most economic sectors began to gradually reopen in the third quarter. For 2021, the Malaysian economy registered a moderate recovery with GDP growing by 3.1 per cent in 2021 against a contraction of 5.6 per cent in 2020.

We are grateful that given our status as an "essential service provider", TASCO was able to carry on its business operations amidst the various MCO phases. Despite the year's challenges, we continued to leverage on proven business strategies and marketplace demand in a prudent and measured manner to deliver a sound performance.

OUR BUSINESS

The TASCO Group is part of Yusen Logistics Co. Ltd. ("YLK" or "Yusen"), one of Japan's leading logistics companies and a subsidiary of the Nippon Yusen Kabushiki Kaisha ("NYK") group of companies. As a subsidiary of Yusen, we have access to Yusen's global logistics network which boasts over 24,000 employees in more than 630 locations worldwide.

Since our incorporation in 1974, the TASCO Group has grown over the years and today comprises 28 logistics centres in Malaysia and a strong workforce of approximately 2,200 employees. As one of Malaysia's leading total logistics solutions providers, TASCO provides end-to-end solutions to our customers. Our services range from warehouse and storage solutions to air, sea, and land transportation solutions. Comprising domestic and international shipment solutions, our services are readily accessible via our one-stop logistics hubs.

Over the last few years, we have actively rolled out various strategies to secure our competitive edge as a holistic logistics provider within the industry. Our strategy of diversifying our services has seen us venture into trading and convenience retail logistics services as well as the cold supply chain business.

TASCO's diverse businesses come under the ambit of the Group's two main business segments, namely the International Business Solutions ("IBS") segment and Domestic Business Solutions ("DBS") segment.

The IBS segment mainly comprises our Air Freight Forwarding division (offering air freight services), and our Ocean Freight Forwarding division (covering sea freight and buyer consolidation services).

The Group's DBS segment encompasses our Cold Supply Chain division, the Contract Logistics division (customs clearance, haulage transportation, warehousing and factory in-plant services), as well as the Trucking division (domestic trucking and cross-border trucking services). In 2018, we also ventured into the Convenience Retail Logistics business.

OUR STRATEGIES FOR GROWTH

The TASCO Group remains committed to leveraging proven strategies and exploring new ones to ensure the delivery of sustainable value to our stakeholders. By tapping effective strategies, we are futureproofing and strengthening our various businesses so that they achieve and maintain their full capacity for sustainable growth and long-term value creation.

In anchoring our position as a trusted provider of innovative logistics solutions in the markets that we operate in, we continue to optimise the length and breadth of our solutions offerings, equip and upskill our workforce, as well as tap technology and digitalisation to bolster and upscale our operations. We also continue to prudently manage our existing resources through cost-cutting and operational efficiency measures.

Business diversification continues to be one of our key strategies to ensure sustainable, long-term growth. To date, our ventures into the Cold Supply Chain and Convenience Retail Logistics businesses have produced positive, steadfast growth. Moving forward, we will continue to strengthen our market position in these segments, while prudently exploring new areas of opportunity. Given the current uncertain economic climate, we will approach all new ventures cautiously and focus primarily on those that will complement our existing businesses.

Developments on the Cold Supply Chain Logistics Front

TASCO's efforts on the Cold Supply Chain ("CSC") logistics front come under the purview of our subsidiary, TASCO Yusen Gold Cold Sdn Bhd ("TYGC"). TYGC is a 70:30 joint venture between TASCO and the Japan Overseas Infrastructure Investment Corporation or JOIN, a government-private sector-sponsored fund in Japan that specialises in overseas infrastructure investment. Since its establishment and through strategic acquisitions, TYGC has grown to become one of the largest cold chain providers in Malaysia with approximately 400 employees, 150 trucks, as well as an over 400,000-sq. ft. retail distribution capacity with more than 56,000 pallets and extensive cold storage capabilities. TYGC's capacity growth continues to be mirrored by the increase in the uptake of tenancy at its cold storage facilities.

TYGC caters mainly to customers within the food and beverage industry. Our customers include manufacturers of foods and ice cream, quick service restaurants, as well chilled fresh foods vendors involved in producing ready-to-eat and ready-to-cook foods. To date, TYGC commands an 80 per cent market share in ice-cream sector logistics. We also offer customised designs for warehousing systems to major convenience food retailers and a tobacco retail distributor. All in all, we cater to more than 40,000 retail outlets nationwide. On top of this, TYGC has been endorsed by the Department of Islamic Development Malaysia or JAKIM for the company's halal-certified storage and transportation capabilities. Via our own facility at Westport, which serves as a Free Commercial Zone trans-shipment consolidation hub, we facilitate the onward distribution of halal-certified foods to their final destinations.

In FY2021, the Group expanded its CSC footprint into the East Malaysian market via its joint 50:50 acquisition of Hypercold Logistics Sdn Bhd ("Hypercold") together with Swift Haulage Berhad. Not only has this acquisition accorded the Group the largest cold chain warehouse facilities and capabilities in Sabah, it also bodes well for our subsequent expansion into this region. Today, the Hypercold operations are running at near-capacity and we are currently in the process of expanding the warehouse capacity from 3,000 pallets to 5,700 pallets. This is expected to be operational by April 2023.

Moving forward, we intend to grow our CSC business through the expansion of our customer base. To this end, TYGC underwent auditing by the Japanese Standards Association ("JSA") for the JSA-S1004 by Japan NK Class certification and attained this certification on 28 July 2022. We are proud that TYGC is the first company within ASEAN to receive this certification. Even as this enables TYGC to be the preferred cold chain logistics provider regionally, our partnership with JOIN too will help facilitate TYGC's entry into new markets. Moreover, our CSC business is expected to benefit from the Yusen Group's plans to further expand its activities globally.

In addition, we have been exploring opportunities with pharmaceutical companies to see how we can play a more active role in the pharmaceutical logistics space. Given that TYGC's subsidiary, Gold Cold Transport Sdn Bhd, has attained Good Distribution Practice or GDP certification in the areas of handling, storage, warehousing and transportation of prescription drugs, medicines and healthcare products, we are now in a position to undertake such activities.

While the majority of operations in the cold chain sector have relied mainly on manual processes, we aim to change this by incorporating more IT and automated processes in our cold chain operations. We are currently exploring the feasibility of incorporating more semi-automated processes and robotic services into our operations. We also remain open to exploring merger and acquisition opportunities with regional players to expand our cold chain facilities and warehouse space.

Capitalising on Growth in the Convenience Retail Logistics Segment

TASCO first ventured into the Convenience Retail Logistics ("CRL") business in 2018 as a means to capitalise on the shift by urban consumers towards convenience food retail store networks. Serving as one-stop logistics provider, TASCO specialises in restocking convenience retail outlets. We liaise with suppliers on behalf of their customers and provide inventory management, warehousing and logistics solutions. Being part of the Yusen Group, our customers are also accorded access to our international network, regional coverage and end-to-end solutions.

From our initial customer base of retail and chain outlets encompassing petrol kiosks, convenience stores, hypermarkets, local independent supermarkets and pharmacies, we went on to expand our customer base by catering to smaller traders or mom-and-pop stores. In FY2021, we began providing our services to tobacco companies. Today, we are looking to offer our services to the wellness sector among other business sectors.

While our CRL business lost some momentum in FY2021 under the operational and interstate travel restrictions brought on by the first MCO, we eventually completed our planned expansion into the Southern and Northern regions. Today our extended premises in Johor and Penang feature state-of-the-art conveyance and sorter systems. This strategic move bodes well for both our CRL and CSC businesses as it completes our food retail logistics storage and state-of-the-art sorting capabilities throughout Peninsular Malaysia. This expansion not only strengthens our competitive edge, but it also helps us fulfil our ambition of serving all of the Peninsula. This strategy underscores our aim to establish TASCO as the service provider of choice within the domestic food retail logistics industry.

As per our CSC business, we will also be implementing more automated processes in all our CRL warehouses. By incorporating automation, we aim to ensure greater efficiency in the running of our operations. This in turn will enable us to focus on reaching smaller retail businesses in a more effective manner.

Making the Most of Other Opportunities

During the height of the pandemic circa 2020-2021 the e-commerce market saw unprecedented growth amid the various economic lockdowns. Even with many countries declaring their transition to the endemic phase with reduced restrictions and fully open economic sectors, the e-commerce market still continues to grow rapidly.

In 2021, Malaysia was ranked the 35th largest market for e-commerce with a revenue of US$6.3 billion. Registering a growth rate of 30 per cent in 2021 alone, the Malaysian e-commerce market is expected to register a minimum yearly growth rate of 15 per cent between 2021 and 2025. The Malaysian market has also been forecast to outperform the global average of 6 per cent.

To support this projected growth and the nation's drive towards digital transformation, the Malaysian Government has implemented several digital initiatives. These include the comprehensive five-year national digital infrastructure plan Jalinan Digital Negara or JENDELA; the Micro, Small and Medium Enterprises E-Commerce Campaign; the launch of the MyDIGITAL initiative to anchor Malaysia's digital economy by 2030; and the establishment of the National eCommerce Council.

On the international front, the ASEAN Digital Free Zone ("DFTZ") initiative is set to expedite cross-border logistics and e-commerce transactions in an unprecedented manner throughout the region.

As part of TASCO's response towards the growing demand for e-commerce, we continue to develop our logistical proficiencies in the e-commerce market. Today, we continue to leverage Yusen's extensive e-commerce platform to help our Business-to-Business-to-Consumer ("B2B2C") customers introduce their products to market. This initiative is part of our aim to serve our B2B2C customers by facilitating mutually beneficial relationships between suppliers of goods and services and online retailers.

Furthermore, TASCO's collaborative venture with GD Express Carrier Berhad ("GDEX") positions us to offer last-mile logistics services to our e-commerce and retail business customers market as a package when they engage us to provide e-fulfilment services. TASCO's mutually beneficial collaboration with GDEX provides GDEX with our numerous logistical resources while giving us priority access to their last-mile fulfilment capabilities. There is also potential to integrate TASCO's fulfilment solutions e-Tower offering with the myGDEX online shipping platform. As all these developments play out, we expect our e-commerce business to enjoy steady growth over the next few years. Having firmly established our e-commerce capability, we are now ready to take on more customers.

As part of our aim to increase our capacity as a total logistics service provider, the Group has also embarked on a large-scale expansion project involving various warehouses and our headquarters at our Shah Alam Logistics Centre ("SALC"). Our expansion plans call for us to invest approximately RM520 million between August 2021 and August 2026 to expand our logistics infrastructure, implement automated systems, as well as strengthen our capabilities in terms of IT logistics and logistics handling assets.

The first phase of construction (620,000 sq. ft.) of our main warehouse at the SALC is expected to be completed by January 2024, while the third phase (400,000 sq. ft) will be completed in the year 2025. Once completed, TASCO's new, modern four-storey warehouse will be the tallest warehouse in Malaysia, boasting over one million sq. ft. of space. Under the second phase of construction, the main offices of the Group's current headquarters will be moved to another area on the same property and will incorporate a more contemporary design. The construction of the new headquarters is expected to be completed by the second half of 2023. All in all, our expansion measures are expected to create more than 100 employment opportunities once they are rolled out.

Our Westport facility is also undergoing expansion and the new facility (to be completed by October 2023) will be fitted out with solar panels that will garner estimated energy savings of some 15 per cent. This initiative will complement our efforts on the Environmental, Social and Governance ("ESG") front.

The Group's expansion plans have been sanctioned under the Malaysian Investment Development Authority's ("MIDA") Integrated Logistics Services ("ILS") incentive programme. Under the ILS incentive programme, logistics companies are entitled to tap substantial income tax exemption and other incentives over a five-year period via the investment tax allowance offered under the scheme. This initiative also aims to get more Malaysian logistics companies to make long-term capital expenditure investments and establish themselves as regional logistics hubs. Under the ILS, we will be able to fully implement TASCO's strategic roadmap for diversification, while stepping out into our next phase of growth and ensuring that we retain a strong cash position.

Continual Alignment with Yusen's "Transform 2025" Roadmap

Being a subsidiary of the Yusen Group, TASCO is committed to ensuring that our long-term strategies are aligned with the Yusen Group's shared vision and roadmap for the future – "Transform 2025". Transform 2025 also spells out the Group's code of business conduct that all members of the Yusen family are expected to adhere to for long-term value creation.

To create sustainable business value for our customers, we continue to offer them a spread of offerings that combine Yusen's unique technology and innovation. The advanced global supply chain solutions from Yusen include advanced tracking for every stage of the logistics supply chain, from procurement to delivery. Whether it is lead logistics or fourth-party logistics solutions, order management and control tower solutions, or IT solutions, our customers can take advantage of solutions at any stage of the logistics supply chain as well as track all connection points, from the start of the journey, to the last mile.

As part of a collaborative effort to develop a cold chain capability and network in the South Asian Ocean Region ("SAOR"), Yusen is combining its operations in Japan, Thailand and Malaysia. TASCO is playing its part in upholding Yusen's regional ambitions by augmenting TYGC's capabilities as a cold chain logistics provider. Being the only Malaysian company that is able to provide cold chain services at the international level by virtue of being able to tap its own international network, TYGC is well positioned to spearhead Yusen's strategic ambitions within SAOR as well as help TASCO expand its international footprint.

OUR FINANCIAL PERFORMANCE

Group and Segmental Revenue

I am pleased to report that despite the year's challenging operating environment, our respective businesses leveraged their resources resiliently and effectively to deliver the Group's strongest performance to date.

For the financial year ended 31 March 2022 or FY2022, the Group turned in record revenue of RM1.48 billion reflecting an increase of RM534.8 million (56.5 per cent) year-on-year ("y-o-y") from the RM946.6 million garnered in FY2021. The International Business Solutions or IBS segment recorded a stellar RM426.0 million (104.8 per cent) y-o-y jump in revenue from RM406.4 million to RM832.4 million, while the Domestic Business Solutions or DBS segment recorded a commendable RM108.8 million (20.1 per cent) y-o-y rise in revenue from RM540.2 million to RM649.0 million.

The broad-based recovery of business activities and reopening of the economy in stages pursuant to the NRP, coupled with global supply chain disruptions, prompted customers to source for more shipment modes for their cargoes. At the same time, they sought out better supply chain solutions and warehouse space offerings to store their inventory so as to mitigate supply chain disruptions to their businesses. All these developments led to much improved revenue and profits for both TASCO's IBS and DBS segments in FY2022.

Within the IBS segment, the Air Freight Forwarding ("AFF") division posted an impressive RM224.0 million (77.6 per cent) y-o-y increase in revenue from RM288.6 million to RM512.6 million. This was largely attributable to a hike in the volume of customers and business transactions in areas relating to automotive parts, aerospace components, electronic components, semiconductors, capacitors, healthcare, business equipment, car rubber mat manufacturing, as well as synthetic resin and polymer manufacturing.

Meanwhile, revenue for the Ocean Freight Forwarding ("OFF") division soared by RM201.9 million (171.5 per cent) from RM117.8 million in FY2021 to RM319.7 million in FY2022. This was primarily due to elevated sea freight rates and newly secured customers, coupled with an increase in business volume from existing customers.

Within the DBS segment, the Contract Logistics ("CL") division posted a robust RM86.1 million (25.1 per cent) y-o-y increase in revenue from RM342.5 million to RM428.6 million. The CL division's record surge in revenue came on the back of a newly-secured food manufacturing customer coupled with increased cargo and shipments volume from existing electronic and electrical ("E&E"), solar panel, musical instrument, semiconductor, flooring/timber products and consumer retail customers.

Revenue from the CL division's Customs Clearance business rose by RM48.8 million (34.2 per cent) y-o-y from RM142.6 million to RM191.4 million, while revenue from the Haulage business went up by RM4.8 million (7.7 per cent) y-o-y from RM61.8 million to RM66.6 million. Meanwhile, revenue from the Warehouse business hiked up by RM27.4 million (23.9 per cent) y-o-y from RM114.8 million to RM142.2 million. The increase in Warehouse revenue was also attributable to increased demand for warehouse space as the COVID-19 pandemic and supply chain disruptions prompted many manufacturers to source additional storage space for their inventories. At the same time, revenue from the In-plant business rose by RM5.1 million (22.0 per cent) y-o-y from RM23.3 million to RM28.4 million.

The Cold Supply Chain or CSC division continued to contribute consistent revenue to the DBS segment, posting an increase of RM9.8 million (7.8 per cent) y-o-y from RM126.0 million to RM135.8 million. The increase in CSC revenue came mainly from the ice-cream, poultry and meat businesses as well as newly-secured retail customers.

As for DBS' Trucking division, its revenue rose by RM12.8 million (17.9 per cent) y-o-y from RM71.8 million to RM84.6 million. This was primarily due to the increase in new healthcare, food manufacturing, E&E and fast-food chain customers, coupled with increased deliveries for existing E&E, consumer retail, automotive as well as cross-border Thailand and Singapore trucking activities.

Group and Segmental Profits

In FY2022, the Group's profit from operations rose to RM100.2 million from RM74.8 million, marking a RM25.4 million (33.9 per cent) y-o-y improvement. TASCO's profit before taxation ("PBT") for FY2022 increased y-o-y by RM27.4 million (45.2 per cent) from RM60.7 million to RM88.1 million, while our profit after tax ("PAT") increased y-o-y by RM24.0 million (55.1 per cent) from RM43.7 million to RM67.7 million.

Following the increase in revenue and better profit margins in the IBS segment, PBT for the IBS segment surged by 142.8 per cent (RM36.6 million) y-o-y from RM25.6 million to RM62.2 million. The financial year saw the IBS segment's AFF division doubling its PBT from RM22.6 million to RM47.6 million, an increase of RM25.0 million (110.7 per cent) y-o-y. Meanwhile, PBT for IBS' OFF division soared by RM11.6 million (381.3 per cent) y-o-y from RM3.0 million to RM14.6 million.

Within the DBS segment, PBT was uplifted by RM10.1 million (24.0 per cent) y-o-y from RM42.3 million to RM52.4 million. The increase in PBT was contributed by both the CL and Trucking divisions. FY2022, saw the PBT of the CL division rising from RM34.4 million to RM43.3 million, reflecting a RM8.9 million (25.7 per cent) improvement. The higher PBT for the CL division mainly came on the back of contributions from the Warehouse and Haulage businesses which contributed PBT increases of RM8.9 million (46.5 per cent) and RM0.5 million (6.6 per cent) respectively. Meanwhile, the Custom Clearance business posted a marginal increase of RM0.03 million (0.7 per cent). The increase in PBT was partially offset by a PBT drop of RM0.6 million (17.3 per cent) from the In-Plant business – from RM3.3 million to RM2.7 million – due to rising labour costs. For FY2022, PBT for the Trucking division improved from a loss before tax ("LBT") of RM2.0 million to PBT of RM0.6 million, an increase of RM2.7 million (130.4 per cent) y-o-y on the back of increased sales and improvements in truck fleet utilisation.

On the other hand, the CSC division registered a decrease in PBT of RM1.4 million (13.7 per cent) despite higher sales. This was mainly attributable to start-up operating expenses incurred for a consumer retail business, increased non-operating expenses related to a loss on the write-off of a block of warehouse building located at our SALC, as well as a reduction in other income and interest received from short-term placement with banks.

However, PBT for the above business segments was significantly offset even as the Group registered an exceptional one-time expense which amounted to RM15.9 million under the Support segment. This expense related primarily to the write-off of the balance of the net book value of a warehouse block located at our SALC. The warehouse block comprising a 180,000 sq. ft. single-storey building was demolished to make way for reconstruction of a new four-storey modern warehouse which will expand the Group's future logistics capacity.

In terms of PAT, the Group registered a RM24.0 million (55.0 per cent) increase from RM43.7 million to RM67.7 million. In FY2022, the Group also began utilising its the investment tax allowance under the ILS incentive programme, resulting in a lower effective corporate tax rate (i.e., 23.2% in FY2021 vs. 28% in FY2022).

Gearing and Liquidity

As at 31 March 2022, with total borrowings amounting to RM252.9 million, TASCO's gross gearing remained flat at 0.43 times in comparison to 0.51 times as at 31 March 2021. The Group's financial position remains secure given our strong balance sheet. As at 31 March 2022, we had in hand cash and cash equivalents amounting to some RM87.5 million (31 March 2021: RM110.9 million).

While we are in a position to further increase our gearing and capitalise further on investment opportunities, we will continue to adopt a prudent and cautious approach towards further bank borrowings. Ideally, we want to stabilise and grow the Group's cold chain and contract logistics businesses before we embark on any new ventures.

BUSINESS RISKS AND MITIGATION MEASURES

As TASCO makes strong strides forward amidst an uncertain operating environment, we acknowledge the various risks that may have a material effect on the Group's operations, performance, financial condition and liquidity. In line with efforts to mitigate these anticipated and known risks, we have established several risk mitigation strategies.

In the area of Operational Risk, the Group's risk management efforts are focused mostly on the various hazards that logistics players typically face. To mitigate the potential loss of assets or customer cargoes as a result of fire, all our warehouses are required to follow a rigorous fire safety inspection schedule. On top of this, smoking is strictly prohibited at our facilities and we have allocated specific storage spaces for highly flammable cargo and materials. At our warehouses, the various warehouse and safety teams have oversight for fire safety management and all team members are trained in firefighting. They are also responsible for ensuring all firefighting systems and equipment are properly maintained, and that fire extinguishers are situated in the proper designated areas. To protect our business, we get our customers to agree to our standard trading terms which state that TASCO will not be held liable for any loss or damage to our customers' cargoes in the event of a fire.

When it comes to Market/Business Risks, one of the biggest risks is the potential loss of major customers and key accounts. To mitigate these risks, we remain committed to nurturing strong partnerships with our customers as well as are focused on delivering above and beyond their expectations to cultivate customer loyalty. Our efforts are guided by customer progress reports which are provided by the director in charge of customer development. In tandem with the Group's overall business plan, we have applied our strategy for diversification to our customer base – this ensures that we are not over-reliant on a sole customer, industry or sector. To mitigate the risk of an account producing losses, we work closely with our customers to manage their costs, as well as review the terms, conditions, validity and rates so that they are mutually beneficial. In addition, accounts considered as being at risk, are monitored closely by our division head who is tasked with investigating them and providing progress updates.

To ensure the sustainable growth of our business, financial stability is of paramount importance. To reduce Financial Risks involving liquidity and cash flow risk (i.e., not having sufficient cash funding and credit facilities to operate our business and fulfil our financial commitments), we continue to implement several proactive measures. For instance, our Head Office, which has oversight for centralised cash management activities, ensures that stringent monitoring and control methods are in place. As part of efforts to preserve our operating, investing and financing activities, all TASCO's business units are monitored to ensure that they constantly exhibit optimum levels of liquidity (i.e., each business unit is required to be in possession of cash-convertible assets which are reserved for emergency payments). We achieve this by ensuring efficient working capital management (i.e., accounts receivable and accounts payable management). In line with the nature of the Group's businesses, we remain committed to exercising effective working capital management measures while ensuring that sufficient credit lines have been established and reserved for our liquidity requirements.

On the Information/System Risk front, we have undertaken diverse measures to secure the Group's IT infrastructure. These measures aim to mitigate the risk of data loss due to improper data backup management or from server crashes due to viruses or potential cyber-attacks. To reduce the potential of business data loss, we continue to utilise RAID 5 hard disks and undertake daily backup of our data to tapes which are stored offsite. As added protection, all the Group's production servers have been insured with next-business-day warranties. We are also continuously assessing the security of the operating systems within our network to ensure they are kept updated and safe from external threats including viruses and hackers. Moreover, we proactively ensure that up-to-date anti-virus solutions, high grade firewalls and secure network configurations are in place.

Topmost on our list of priorities is the safety and wellbeing of our people. Right from the onset of the COVID-19 pandemic, we have been fully committed to mitigating the risk of potential infections at all our workspaces and warehouses. Our rigorous COVID-19 standard operating procedures ("SOP's") are overseen by our MCO Committee and COVID-19 Committee who help to ensure that our operations are compliant with the Ministry of Health's regulations. As the nation moves towards the endemic phase and the once-stringent SOPs have become more relaxed, our workforce continues to observe the necessary SOPs. Our committees continue to uphold the Group's business continuity plan and oversee all risks related to business disruption caused by the pandemic. Over the course of the pandemic, while we did proactively implement various measures to control and reduce pandemic-related costs, we did not have to retrench any employees or implement any employee pay cuts.

OUTLOOK AND PROSPECTS

Given that the health of the logistics industry is closely aligned with economic activity and international trade, the prospects for the TASCO Group are closely tied to the performance of the global and Malaysian economy.

As per the World Bank's *Global Economic Prospects* flagship report published in June 2022, the global economy continues to suffer from a series of destabilising shocks. This was evident in the first half of 2022 as global growth slowed markedly due to COVID-19 resurgences at the turn of the year; prolonged supply disruptions; subdued macroeconomic support; and substantial negative spillovers from the war in Ukraine. The Ukraine conflict, which has sparked the largest commodity price shock in 50 years, has aggravated the increasingly difficult policy trade-offs between supporting growth and managing price pressures. It has played a part in the tightening of global financial conditions, increased financial market volatility and higher borrowing costs, particularly in emerging markets and developing economies.

All these have steepened the slowdown in global growth, with the World Bank predicting that global economic activity will decelerate to 2.9 per cent in 2022 from 5.7 per cent in 2021. For 2023, global growth is forecast to edge up only slightly to a still-subdued 3.0 per cent as many headwinds – in particular, high commodity prices, and continued monetary tightening – are expected to persist. The outlook is also subject to various downside risks, including intensifying geopolitical tensions, growing stagflationary headwinds (when slow economic growth and joblessness coincide with rising inflation), rising financial instability, continuing supply strains, and worsening food insecurity.

In its Malaysia *Economic Monitor (June 2022)* publication, the World Bank has highlighted that Malaysia's economy is on an upward track to recovery from the pandemic following a successful vaccination drive and the full withdrawal of movement restrictions. The economy is projected to expand 5.5 per cent in 2022, driven mainly by a strong rebound in consumption. Malaysia's labour market is improving, with the unemployment rate decreasing from 4.3 percent in Q4 2021 to 4.1 percent in Q1 2022. To further sustain recovery, a key priority for Malaysia is to address the economic impact of COVID-19 by gradually rebuilding fiscal buffers through increased revenue collection and greater spending efficiency. While there is a surge in growth, external headwinds and global uncertainties pose a challenge and add to the country's downside risks.

Bank Negara Malaysia ("BNM") too is maintaining its previous positive forecasts for growth in the range 5.3% to 6.3% as per its *Economic and Monetary Review 2021* published at end March 20212. BNM expects the recovery in the Malaysian economy to gain momentum in 2022, underpinned by continued expansion in external demand, full upliftment of COVID-19 containment measures, reopening of international borders and further improvements in labour market conditions, amongst other factors.

BNM also believes that the external sector will continue to be supported by strong global demand for E&E products amid the continued technology up-cycle. Gross exports are projected to grow by a more moderate 10.9% in comparison to growth of 26% in 2021, while gross imports are expected to rise by just 8.1% in comparison to more robust growth of 23.3% in 2021. While Malaysia is expected to feel the impact from the Ukraine conflict, however, the corresponding rise in global commodity prices is expected to provide support to commodity exports and some lift to nominal incomes.

MANAGEMENT DISCUSSION AND ANALYSIS

Nevertheless, risks to domestic growth remain tilted to the downside. These risks are expected to include spillovers from the war in Ukraine, renewed outbreaks of COVID-19 in China and subsequent lockdowns as well as a further escalation of the property sector crisis, the slower-than-expected rollout of domestic public infrastructure projects, a domestic resurgence of COVID-19, more persistent labour shortages, supply chain disruptions, higher inflation, increased vulnerability among affected Malaysian households and businesses, relatively high levels of household and corporate debt, increased fiscal risks, and the risk of an uneven recovery across states in Malaysia.

Amidst this challenging economic backdrop, the TASCO Group remains confident that the Group's business model will continue to prove its resilience. Not only did we manage to surpass RM1 billion in sales for the first time in our history in FY2022, we also registered our highest-ever profit to date. The better all-round broad-based performance of our IBS and DBS segments signifies the depth and strength of our businesses.

Going forward into the new financial year, many countries, including Malaysia, have started to embark on a policy of living with the virus in order to continue economic activity. We are optimistic that post-pandemic recovery and reopening up of the economy augur well for us as the logistics business thrives on economic activity and international trade. While things were undoubtedly in our favour over the course of the pandemic and we managed to capitalise on market trends, we also believe that our strong business fundamentals, insightful strategies and prudent management will continue to see us through.

We have begun to leverage the tax incentives under the ILS incentive programme since August 2021 which will effectively give us a lower payable corporate tax rate for a five-year period. Looking into the prospects of the Group for the next financial year, barring any unforeseen circumstances, we are positive but cautious of our performance. Downside risks for the Group will be the inflationary pressures on operating costs (including the effect of the forthcoming minimum wage increase), labour shortages and the potential appearance of new COVID-19 variants which may cause a rollback in the reopening of the economy. While the Group does not have any significant exposure to the economic activity in Russia and Ukraine, nevertheless the wider economic ramifications caused by the Ukraine conflict may be felt by us in the form of higher energy expenses and other costs.

As the TASCO Group strides forward amidst an uncertain economic climate, we will continue to carefully monitor and adapt to the conditions of the markets that we operate in. We will continue to maintain our strategy of offering our customers excellent service and innovative logistics solutions while expanding our logistics capacity where it makes good business sense to do so. We intend to focus our efforts on building up our capabilities in existing areas of opportunity that will prove most beneficial to our progress. We will also move forward in a measured manner and adopt a cautious stance when it comes to considering ventures into new areas of opportunity.

TASCO is committed to remaining agile and adaptable to the fast-evolving global landscape and new market realities. To ensure our competitive edge, we will strengthen our gameplan so that we remain relevant to our markets and target audiences. To ascertain that our customers have access to all our services, we will keep a laser-focus on our strategy of offering one seamless window to our customers.

In closing, I want to reiterate that TASCO will work hard to understand our customers' expectations and meet their needs for timely and safe delivery. As we delight our customers in innovative ways, we are confident that we will reinforce our position as a leading total logistics player and deliver good shareholder value in a responsible and sustainable manner.

Thank you for your kind support. Stay safe everyone.

Andy Lee Wan Kai
Group Chief Executive Officer
28 July 2022

ABOUT TASCO BERHAD

TASCO was incorporated on 10 September 1974 and listed on the Main Market of Bursa Malaysia Securities Berhad on 28 December 2007. TASCO is a subsidiary of Yusen Logistics Co. Ltd., which in turn is a subsidiary of Nippon Yusen Kabushiki Kaisha. TASCO has 28 logistics centres and 2,200 employees in Malaysia. It is a part of the global network of Yusen Logistics Co. Ltd having 631 locations and 24,967 employees worldwide as at 31 March 2022.

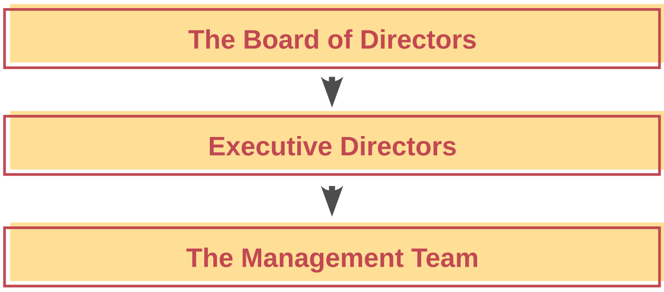
TASCO offers total logistics solutions covering air, sea and land transportation. It serves as a one-stop logistics centre to handle domestic and international shipments for the customers.

TASCO has categorised its services into International Logistics Solutions and Domestic Logistics Solutions

OUR ESG STRATEGY

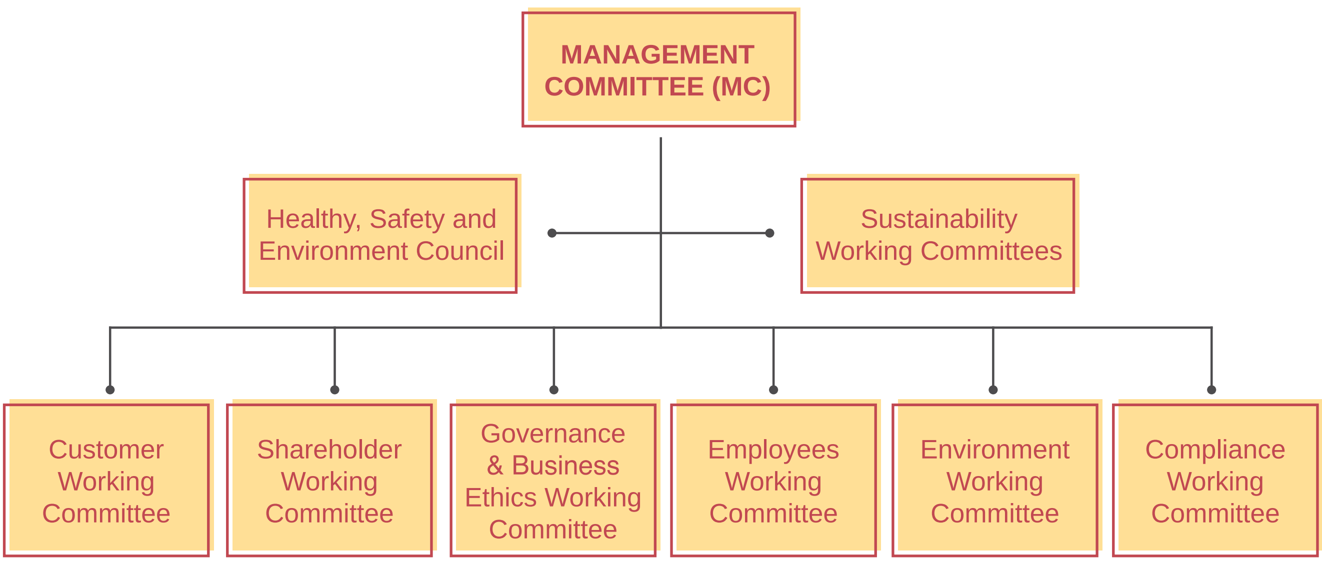
Our ESG strategy is centered around three core commitments, which encompass the areas that our Executive Leadership Team, in dialogue with our key stakeholders, has determined as priorities within the three (3) pillars; environment, social and governance dimensions.

These commitments provide a framework for taking targeted action within seven (7) ESG theme categories that represent areas where we believe TASCO can create the greatest positive impact for the world



Our governance of sustainability comes from the top of our organisation. The Board has the ultimate responsibility to ensure sustainability is taken into account when setting the strategic direction of the company.

SUSTAINABILITY GOVERNANCE STRUCTURE



MATERIALITY AND STAKEHOLDER ENGAGEMENT

The Company has identified key stakeholders who are impacted by or have the ability to influence the Company's operations and business. Engagement with the stakeholders will assist in better understanding on the sustainability expectations that allows the Company to make business decisions that promote a sustainability society in the future.

The Stakeholder Engagement Matrix below highlights the stakeholder engagement activities that we implemented during the financial year:

Stakeholders	Area of Focus	Platforms and Tools Utilised
Shareholders / Investors Bankers / Media and Analyst	• Business directions • Business performance • Corporate development • Prospect and Strategies • Business risks • Return on Investment	• Bursa announcements • Corporate website • Press conferences and media releases • Annual General Meeting / Extraordinary General Meeting • Quarterly Results • Periodic engagements with equity analysts and fund managers
Government / Regulators	• Regulation and compliance • Accuracy, transparency and disclosure	• Reports and policies • Corporate website • Site visits
Business Partners	• Business direction • Knowledge sharing • Safety procedures	• Meetings, briefings and workshops • Participation in exhibitions
Customers	• Business direction • Knowledge sharing • Service culture	• Meetings • Customer support centre • Customers surveys
Employees	• Career development • Welfare and benefits • Working environment • Training • Job performance evaluation • Employment equality	• Regular communications via email blasts, newsletter and memo • Performance management system • Training programme and briefings • Employee activities and events • Internal surveys • Written policies and procedures
Local Communities	• Business opportunity • Employment support • Education and social assistance • Social responsibility	• Engagement events and activities • Education and development programmes

The Company values the feedback from stakeholders, and thus all the departments continuously empowered to actively engage with stakeholders and take the necessary steps to address issues raised by stakeholders. The Company believe that through active engagement with stakeholders, the Company would be able to stay updated with the issues and concerns of stakeholders.

MATERIAL MATTERS

The objective of the Group is to provide the facility of advanced and high-quality logistics services to maximize our corporate value through winning the trust of our clients and, ultimately, contributing to the advancement of the economy as a world-class global corporation.

To achieve our objective, our business activities must comply faithfully with the by-laws and regulations of both local and international regulations, and to be fair in-practice in conformity with social norms. At the same time, our business activities are built based on our human resources, the greatest asset of the Group. We believe that the betterment and enrichment of the capabilities of our manpower will lead to our growth as a truly global company. The Group also puts attention to the quality, environment, occupational safety & health and society.

ENVIRONMENT

As part of the Group initiatives to protect the environment, we are moving towards increasing the usage of alternative fuel such as biodiesel. Fleet replacement plans had been implemented since 2012 for better fuel savings. Whereas, in the warehouse, we are gradually moving towards the usage of electrical based material handling equipment since 2021. On the other hand, our cold chain segment has been certified with ISO 14001:2015 Environmental Management System (EMS) and ISO 9001:2015 Quality Management System (QMS). We strictly adhered to the requirements of the ISO standards, there was no environmental compound and penalty imposed by the authority during the financial year under review. Our environmental and compliance officer, who is certified by Department of Environment (DOE) and CEPSWAM had been monitoring strictly on the environment aspect. All the petroleum and lubricant waste is stored in the disposal shed and is systematically disposed according to the scheduled waste disposal programme. During the financial year, the petroleum and lubricant waste disposal increased to 46.01mt3 compared to 29.2 mt3 in 2020 compared to 38.02 mt3 in 2019 and 64.09 mt3 in 2018. These was due to increase in number of fleet and increase in fleet movement. However, our company still show commitment to reduce the impact of waste on the environment and accordance to Environmental Quality Act 1974.

To contribute to the global environment and the creation of sustainable societies by managing environmental risks and arriving at an optimal balance between environment and economy:

OUR THREE STRATEGIES:

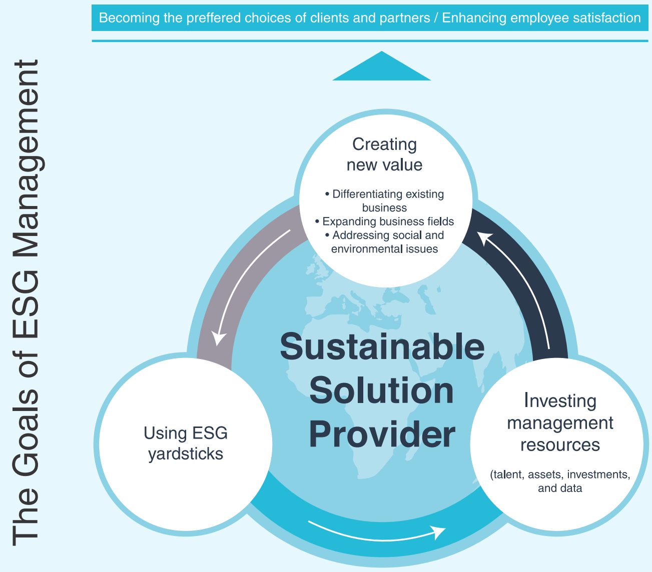
Strategy 1. Reducing greenhouse gas emissions
Strategy 2. Promoting social contribution through activities to conserve the global environment
Strategy 3. Strengthening group environmental management

OUR ENVIRONMENTAL GREEN POLICY

1. We adopt responsible practices with due regard to the environmental impacts of our corporate activities. We set and continually review objectives and targets for achieving our goal to protect our entire global environment and biodiversity.
2. We seek not only to comply with safety and environmental regulations but also to implement in-house standards to improve our environmental performance and prevent pollution.
3. We commit ourselves to the safe operation of all our services via sea, land, and air, as well as operations at sea, terminals, and warehouses.
4. We seek to reduce environmental loads by efficiently using resources, saving energy, reducing waste, encouraging material recycling, and particularly by minimizing emissions of greenhouse gases, ozone-depleting substances, and toxic matter.
5. We endeavor to minimize environmental loads and adopt environmentally friendly technologies when ordering and purchasing necessary resources, such as vessels and aircraft, for transportation services and cargo operations.
6. We endeavor to use education programs to raise environmental awareness among our employees and to ensure that they recognize the essence of this Green Policy by actively addressing environmental concerns.
7. We make wide-ranging social contributions in close partnership with local communities by disclosing environmental information and supporting environmental conservation initiatives

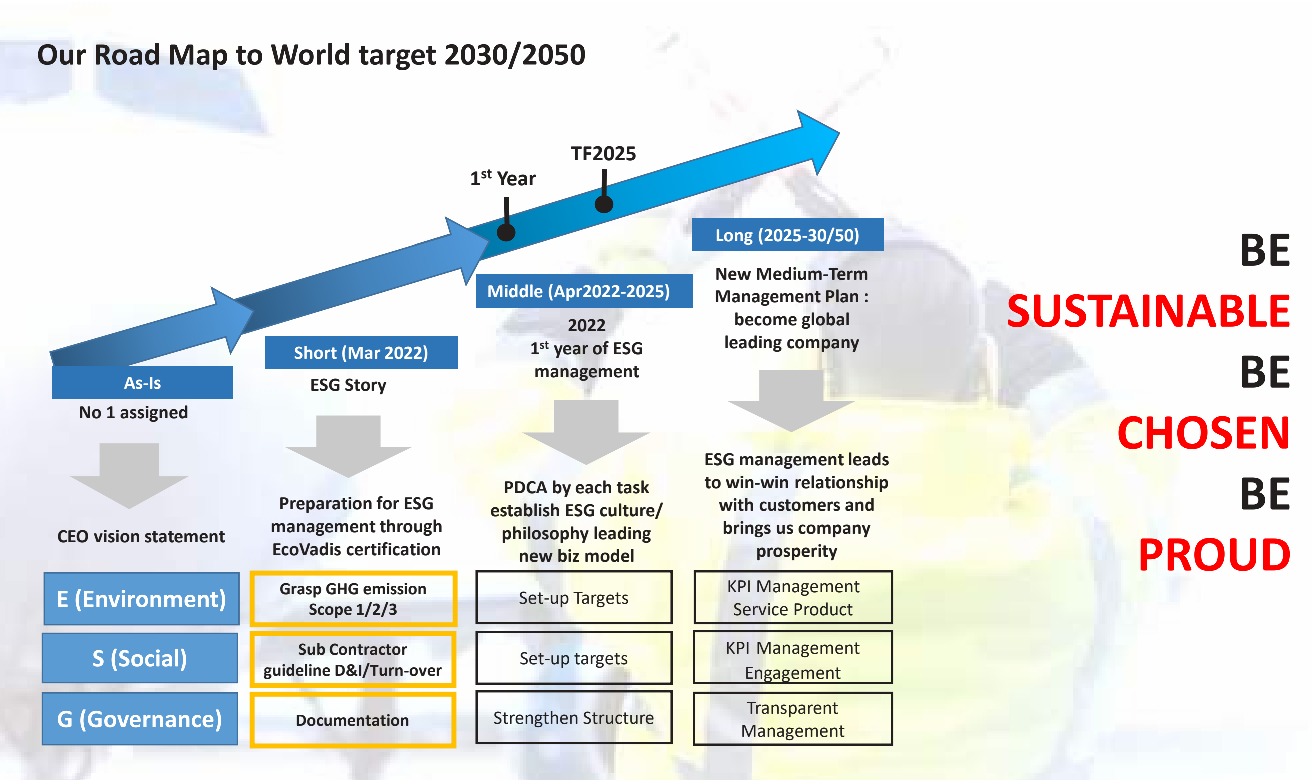
OUR COMMITMENT ON ENVIRONMENT

We are committed to implement an environment management system in compliance to ISO 14001:2015. We recognize and accept the responsibility of prevention of pollution, preservation of natural resources and protection of our environment. Through integrating ISO 14001:2015 into our services and operations, these objectives will then be achieved through adherence to the following principles:-



AIMING AT NET-ZERO GHG EMISSIONS BY 2050

Our immediate holding company Yusen Logistics Co., Ltd. (President: Toru Kamiyama) aims to achieve net-zero GHG emissions (*) for all services by 2050 as the Group's environmental target. As an interim target, we have decided to start providing net-zero GHG emission services by 2030.



As the entire world works together towards net-zero GHG emissions by 2050, we recognize that addressing climate change as one of our company's most urgent and critical challenges. We have created a brand promise "Create Better Connections" to summarize our management ambition. It explains that we want to connect to a better future by building closer relationships and ties across the world with all stakeholders. Under "Create Better Connections," we will act as a bridge between all stakeholders, including customers and business partners, and contribute to the realization of a sustainable society by working together to solve global environment and social issues.

We define "Our Mission" to become the world's preferred supply chain logistics company – applying insight, service quality and innovation to create sustainable growth for business and society. As a strategic partner to generate sustainable growth with our customers, and as a core company of the NYK Group whose growth strategy is ESG management, we will continue to promote initiatives based on a long-term sustainable perspective.

OUR ACTIVITIES ON ENVIRONMENT

The Group is also committed to environmental protection and stewardship. The Group recognizes that pollution prevention, biodiversity and resource conservation are keys to a sustainable environment and will effectively integrate these concepts into our business decision-making.

The following are being carried out:-
1. Recycling of waste is conducted at all major warehouses and offices.
2. Reduce emissions by our vehicle fleet maintenance program and through the purchase of new
3. Trucks that have EURO engine specifications to lower smoke emission levels.
4. Use of battery operated handling equipment and gas powered forklifts to reduce noise and pollution.
5. Use of LED lightings thereby reducing heat and chemical emission.
6. Use or purchase of office equipment with energy saving features.
7. Maintaining only minimum lightings and air conditionings during lunch hour.
8. Plan journeys effectively and encourage drivers to drive safely and efficiently to reduce fuel costs and improve the environmental and safety performance.
9. New warehouses designs to take maximum advantage of natural lighting.
10. Existing warehouses gradually switching from halogen high bay lights to LED high bay lights.
11. Assess the water effluent discharged that flows from the premises directly into the main sewer network.
12. Assess the noise levels around the logistics center as a requirement of an ISO 14001 Environmental Management System.
13. Rainwater harvesting and intelligent condenser water treatment.
14. Use of anhydrous ammonia refrigeration system plant room.
15. Use R-404A HFC blend truck refrigeration system

ENVIRONMENTAL MONITORING

a) The objective of environmental monitoring is to manage and minimize the impact of an organization's activities have on the environment, either to ensure compliance with laws and regulations or to mitigate risks of harmful effects on the natural environment and protect the health of human beings.

b) The Group has conducted two types of monitoring which are Environmental Noise Monitoring and Waste Water Quality Monitoring. The monitoring has been set to be conducted every three years or if there is any changes on the environment requirement or guidelines.

c) This monitoring has been performed by the accredited laboratory with 'Skim Akreditasi Makmal Malaysia (SAMM)' number registered.


Schedule

Issue date: 17 March 2020
Valid until: 26 January 2023

NO: SAMM 062

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LABORATORY LOCATION (PERMANENT LABORATORY): SPECTRUM LABORATORIES SDN. BHD. SHAH ALAM, SELANGOR MALAYSIA SPECTRUM LABORATORIES SDN. BHD. SHAH ALAM, SELANGOR MALAYSIA

FIELDS OF TESTING: CHEMICAL, MECHANICAL & MICROBIOLOGY

This laboratory has demonstrated its technical competence to operate in accordance with MS ISO/IEC 17025:2017 (ISO/IEC 17025:2017).

This laboratory's fulfilment of the requirements of ISO/IEC 17025 means the laboratory meets both the technical competence requirements and management system requirements that are necessary for it to consistently deliver technically valid test results and calibrations. The management system requirements in ISO/IEC 17025 are written in language relevant to laboratory operations and operate generally in accordance with the principles of ISO 9001 (see Joint ISO-ILAC-IAF Communiqué dated April 2017).

SCOPE OF TESTING: CHEMICAL

Materials/ Products Tested	Type of Test/ Properties Measured/ Range of Measurement	Standard Test Methods/ Equipment/Techniques
Environmental Monitoring		
Effluent and Water	Arsenic as As	APHA 3114 C. 2005
	Biochemical Oxygen Demand (BOD_5) 5 days @ 20 °C	APHA 5210 B & APHA 4500-O G. 2005
	Chemical Oxygen Demand (COD)	APHA 5220 B. 2005 APHA 5220 C. 2005 APHA 5220 D. 2005
	Boron as B	APHA 4500-B C. 2005
	Calcium as Ca	APHA 3111 B. 2005
	Chromium, Hexavalent	APHA 3500-Cr B. 2005
	Chromium Trivalent	In-house method No. 1 based on APHA 3500 Cr B
	Chromium Total	APHA 3111 B. 2005
	Cadmium as Cd	APHA 3111 B. 2005

SKIM AKREDITASI MAKMAL MALAYSIA (SAMM)
LABORATORY ACCREDITATION SCHEME OF MALAYSIA

ENVIRONMENTAL NOISE MONITORING

a) Environmental noise pollution is define as any unwanted sound and it embraces noise from industrial sources, transportation as well as from domestic premises. Environmental noise pollution can cause public annoyance and hearing impairment may result from high noise levels.

b) The noise cannot exceed the limit of 75.0 dB as per stated on the guidelines by Receiving Land Use for Existing Built-Up Areas, 2nd Schedule; Schedule of Permissible Sound Levels; Guidelines for Environmental Noise Limit & Control, 3rd Edition, 2019, Department of Environment.

c) The sample of noise level were taken from several location in our Cold Chain facilities as below:

Point	Picture	Result dB(A)	Guideline dB(A)	Compliance (Yes/No)
N1 (Front of warehouse)		63.8 55.9	75.0	Yes
N2 (Rear of warehouse)		67.4 66.3	75.0	Yes
N3 (Middle of warehouse)		70.7 67.3	75.0	Yes
N4 (Rear of warehouse)		68.7 63.1	75.0	Yes
N5 (Middle of warehouse)		70.2 66.6	75.0	Yes
N6 (Front of warehouse)		70.5 66.5	75.0	Yes
N7 (Near Guard House)		65.0 63.2	75.0	Yes

d) Our Group has been complied with the regulation as the result is less than 75.0 dB.

1.1 WASTE WATER QUALITY MONITORING

a) The objective of water quality monitoring is to obtain quantitative information on the Physical Characteristics (e.g., temperature, colour, light, sediment suspended in the water); Chemical Characteristics (e.g., dissolved oxygen, acidity (pH), salinity, nutrients and other contaminants); and Biological Characteristics (e.g., bacteria and algae).

b) The result has to comply with standard or guideline by Environmental Quality (Industrial Effluents) Regulations 2009 Fifth Schedule, Parameter Limits of Effluents (Standard B).

c) The sample of water monitoring were taken from several location in our Cold Chain facilities as below:


Location
Plant room


Location
Gate 1


Location
Gate 3


Location
Gate 4


Location
Truck washing area


Location
Gate 2 (Additional Point)


Location
Canteen Drain (Additional Point)

d) Since the result showed non-detection on any physical, chemical and biological that affected to our Cold Chain facilities water compound, Our Group has deemed complied with the regulation.

ENVIRONMENTAL PRACTICE

Electricity and Water Consumption Monitoring

a) Our Group has been practicing energy saving by creating awareness to all employees to save electricity and water consumption.

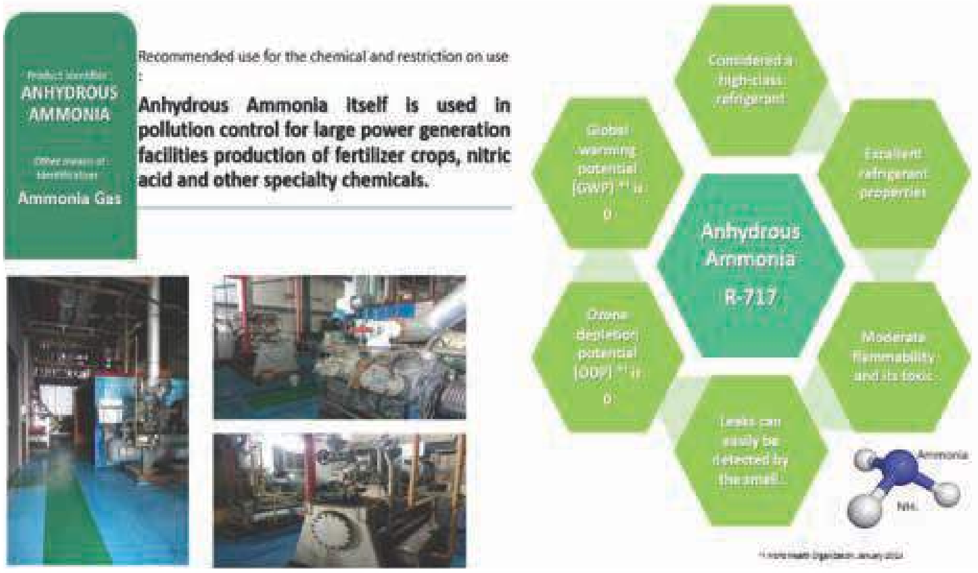
b) We also practice rainwater harvesting for our cooling system and chiller system, which is reused for air conditioning system to the offices.

Refrigeration System

a) For refrigeration system, the resources or gaseous that reduces the impact to the environment were used, taking into account potential of ozone depletion and global warming concern.

b) Due to that, the comparison of gas component of each refrigerant were carried out as a guideline to use the better refrigeration system in future to ensure the environmental protection is in order.

c) For plant room, the Anhydrous Ammonia or Ammonia gas has been used to operate the cooling system for warehouse as the characteristics below:-



Plant Room Refrigeration System

Carbon Dioxide (CO2)
- A colorless, odorless gas produced by burning carbon and organic compounds and by respiration. It is naturally present in air (about 0.03 per cent) and is absorbed by plants in photosynthesis.
- Example: R-744
- Non-flammable, very low toxicity.
- Low efficiency & high operating pressure.
- Ozone depletion potential (ODP) *1 is 1
- Global warming potential (GWP) *1 is 0

Hydrofluorocarbons (HFC)
- The toxicity of the refrigerant is not identified at concentrations below 400 ppm by volume.
- Lower flammability but the toxicity is the largest hazard.
- Example : R32, R125, R134a, R245ca, R245fa,R404A, R407C, R410A, R507A, R508B

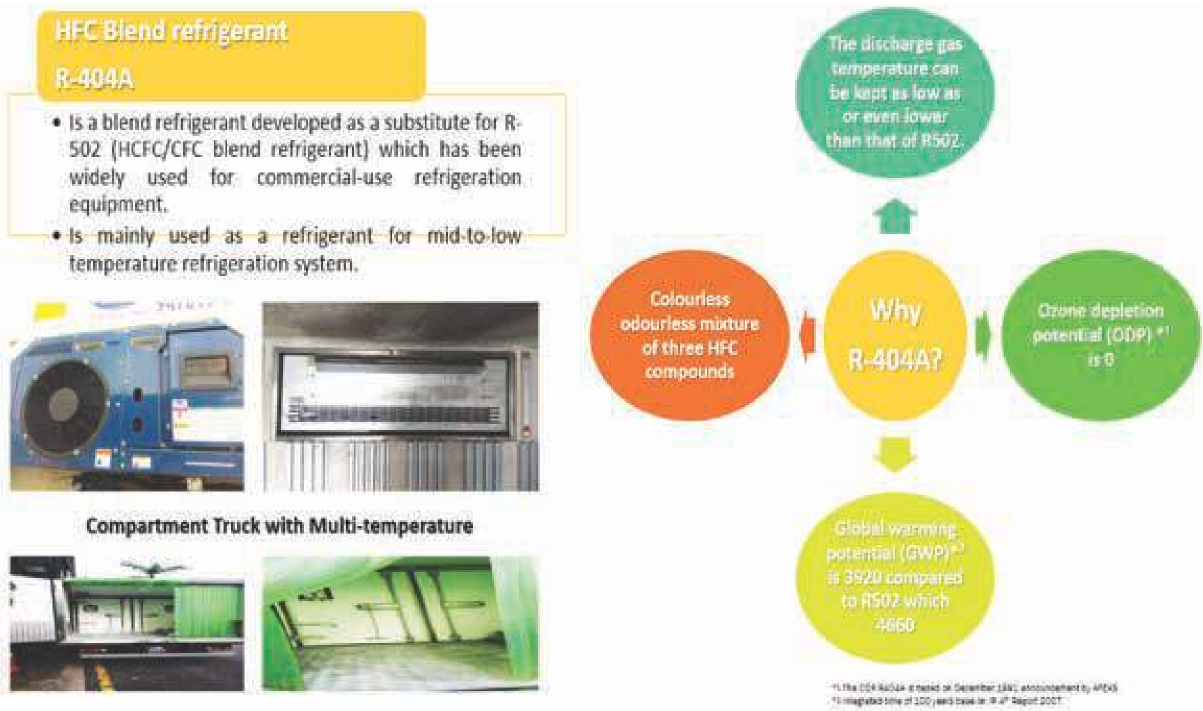
Hydrocarbon (HC)
- An organic compound consisting entirely of hydrogen and carbon.
- Example : R600a
- Substitutes for CFCs.
- Less chlorine than CFCs.
- European banned HCFCs 2004 at the latest.

Hydrochlorofluorocarbons (HCFC)
- Substitutes for CFCs.
- Less chlorine than CFCs.
- European banned HCFCs 2004 at the latest.

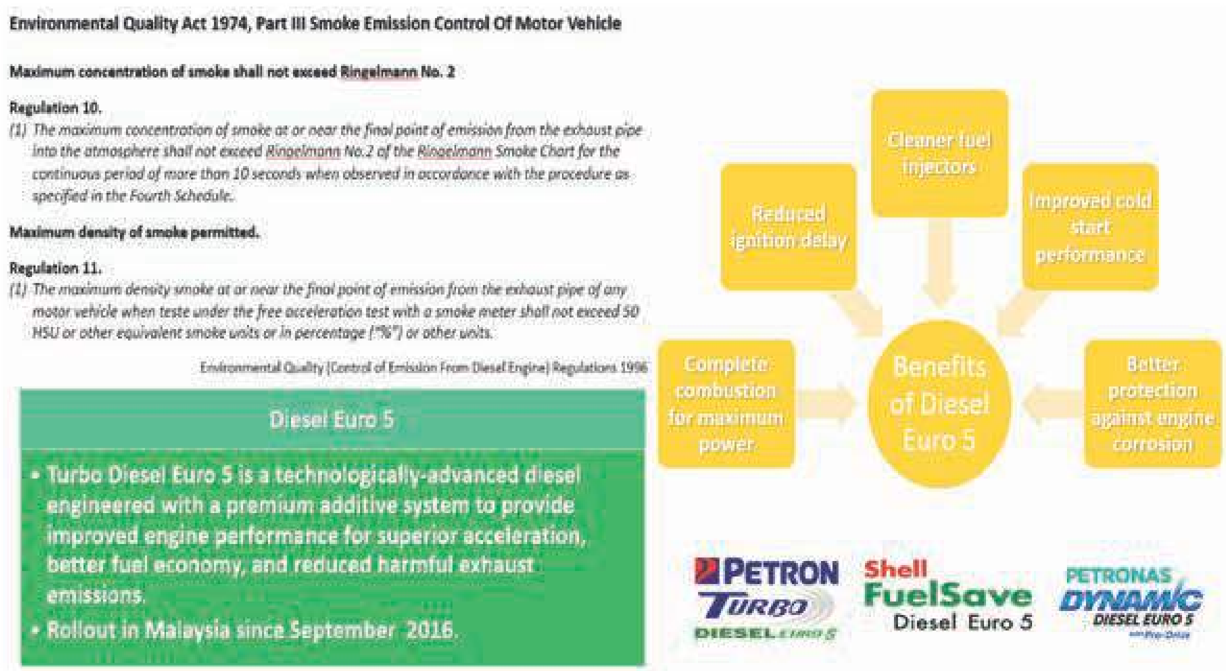
Chlorofluorocarbon (CFC)
- Contain chlorine.
- Banned since the beginning of the 90's because their negative environmental impacts.
- Environmental Quality Act 1974 (Prohibition on the use of CFC and other gases as propellant and blowing agent) order 1993

Comparison of gas component

Truck Refrigeration System

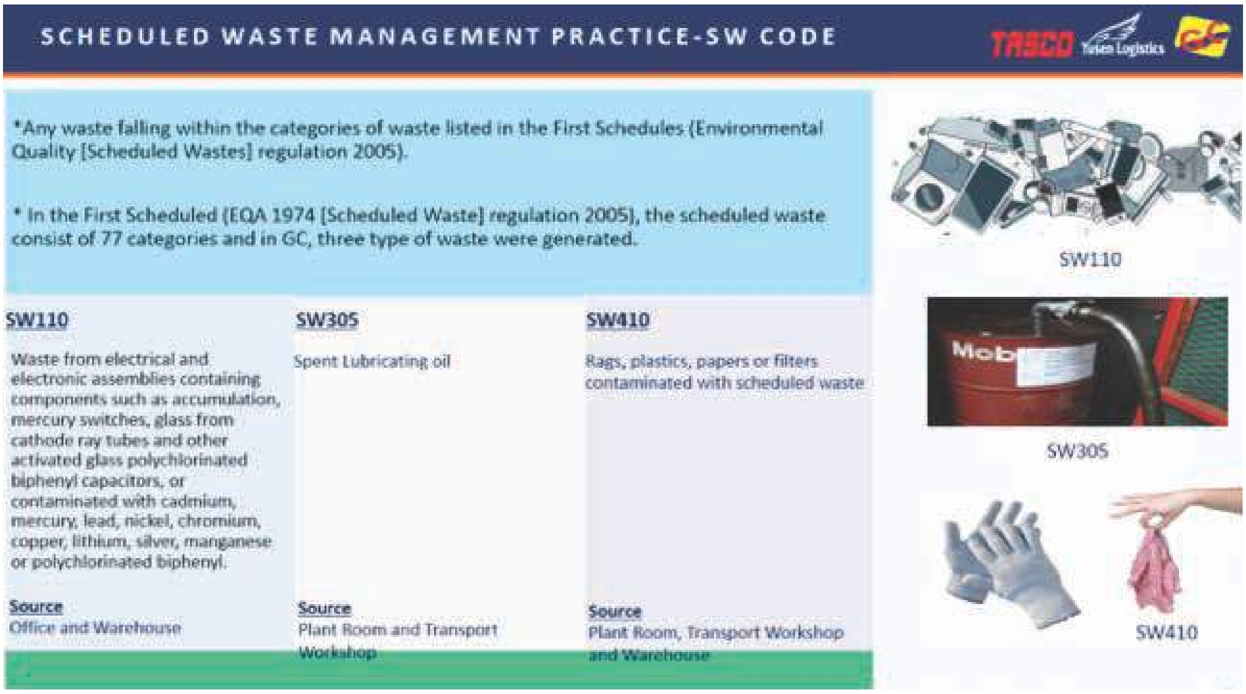


Truck Diesel



Our transition into waste and pollution management

A waste quality survey has been conducted on 16th and 18th November 2020 at five selected locations for our Cold Chain facilities located No.3 Jalan Sungai Kayu Ara 32/40, Seksyen 32, Taman Berjaya Park, 40460 Shah Alam Selangor .



SCHEDULED WASTE MANAGEMENT PRACTICE-SW INVENTORY RECORD

Gold Cold Transport Sdn Bhd (464664-M)

Doc No: GC/EP06/F01-00
Effective Date: 1st December 2018

FIFTH SCHEDULE
(Regulation 11)
ENVIRONMENTAL QUALITY ACT 1974
ENVIRONMENTAL QUALITY (SCHEDULED WASTES)
REGULATIONS 2005

INVENTORY OF SCHEDULED WASTES

AS AT: ....

Date	Waste Category Code	Name of Waste	Quantity Generated (Metric Tonnes)	Authorized Person (Maintenance)	Source (Received from)	Waste Handling		
						Method	Quantity in Metric Tonnes	Place
23/11/2018	SW305	Used Oil	0.02	Azmi	Plant Room 1	Stored	0.02	Gold Cold Transport Sdn BHd
24/11/2018	SW305	Used Oil	0.02	Azmi	Plant Room 2	Stored	0.04	
25/11/2018	SW305	Used Oil	0.02	Azmi	Plant Room 1	Stored	0.06	
25/11/2018	SW305	Used Oil	0.04	Ah Fong	Workshop (Transport)	Stored	0.1	

Solar System

The decision to install solar system at our Cold Chain facilities has been made in year 2020 to reduce the electricity consumption in our Cold Chain facilities. The Group has invested in a solar system with capacity of 1,800 KWp in a Cold Chain facilities located at Berjaya Industries Logistics Centre. The installation of this solar system is expected to complete by Septembar 2022.

Expected return from solar energy.

	Per Year	Energy Consumption
Total kwh usage	16 million	RM 7.7 million
Guarantee Period Year 1	2.5 million	RM 1.2 million
Guarantee Period Year 2	2.4 million	RM 1.15 million
Guarantee Period Year 3	2.35 million	RM 1.14 million

Quality

The Group committed in delivering high quality and effective services that contributes to a better future for diversified needs and demands of our customers and society. This commitment driven by our corporate mission to become the world's preferred supply chain logistics company, and by our values and behaviors under management initiatives.

Certification and Appreciation Awards

In order to provide and maintain quality of service to our customers, the Group is fully committed in maintaining the following certified standards:-

i. Major branches:- Shah Alam Logistics Centre, KLIA Air Logistics Centre, Port Klang Logistics Centre I, Penang Air Logistics Centre, Penang Prai Logistics Centre and Berjaya Industrial Logistics Centre were accredited ISO 9001:2015.
ii. Berjaya Industrial Logistics Centre was accredited ISO 14001:2015 and Food Safety System Certification ISO 22000.
iii. West Port Logistics Centre was accredited Food Safety Management System ISO 22000.
iv. KLIA Air Logistics Centre is certified TAPA FSR (Facility Security Requirements) by the Transported Asset Protection Association ("TAPA").
v. Batu Maung Warehouse is certified TAPA FSR (Facility Security Requirements) by the Transported Asset Protection Association ("TAPA").
vi. Transportation & Warehousing for Penang Prai Logistics Centre, Berjaya Industrial Logistics Centre and West Port Logistics Centre was certified HALAL by Department of Islamic Development Malaysia (JAKIM) – has complied with Islamic Law & Malaysia Halal Standard for.
vii. Shah Alam Logistics Centre and Port Klang Logistics Centre I were awarded with Good Distribution Practice in Medical Device (GDPMD) by TUV Nord Malaysia for two warehouses.
viii. Berjaya Industrial Logistics Centre was awarded with Good Distribution Practice by AGM Certification Sdn Bhd.

SOCIAL

TASCO's ambition is to ensure that we provide an engaging, safe and inclusive place to work, where we take action to secure that all workers have decent working conditions and that we continue to improve the working environment for all our employees.

Health, Safety and Security

Keeping our employees safe from harm means that we must work to eliminate fatalities and life-altering injuries and strive for as few lost time injuries as possible associated with our operations.

Maintenance of a safe and healthy working environment is one of the priorities for the Group. Our Group is engaged in keeping the working environment comfortable for workers by actively conducting measures that maintain and promote the sound physical and mental health of workers.

The Group had established a Health & Safety Committee to formulate policies, action plans, and budgets for the implementation of road and work place safety program. The Group is committed to Safety, Health and Environment excellence to all employees, customers, contractors and public in all its business activities wherever it operates.

Leading the drive to improve safety

Reaching these targets requires us to invest and commit resources to building leadership capabilities and improving our safety culture.

Gone through comprehensive training in the TASCO Safety and Security Principles that form the core of our approach to safety and security, enabling leaders to champion and effectively take on the critical responsibility to ensure that we are doing everything we can to make safe work easier.

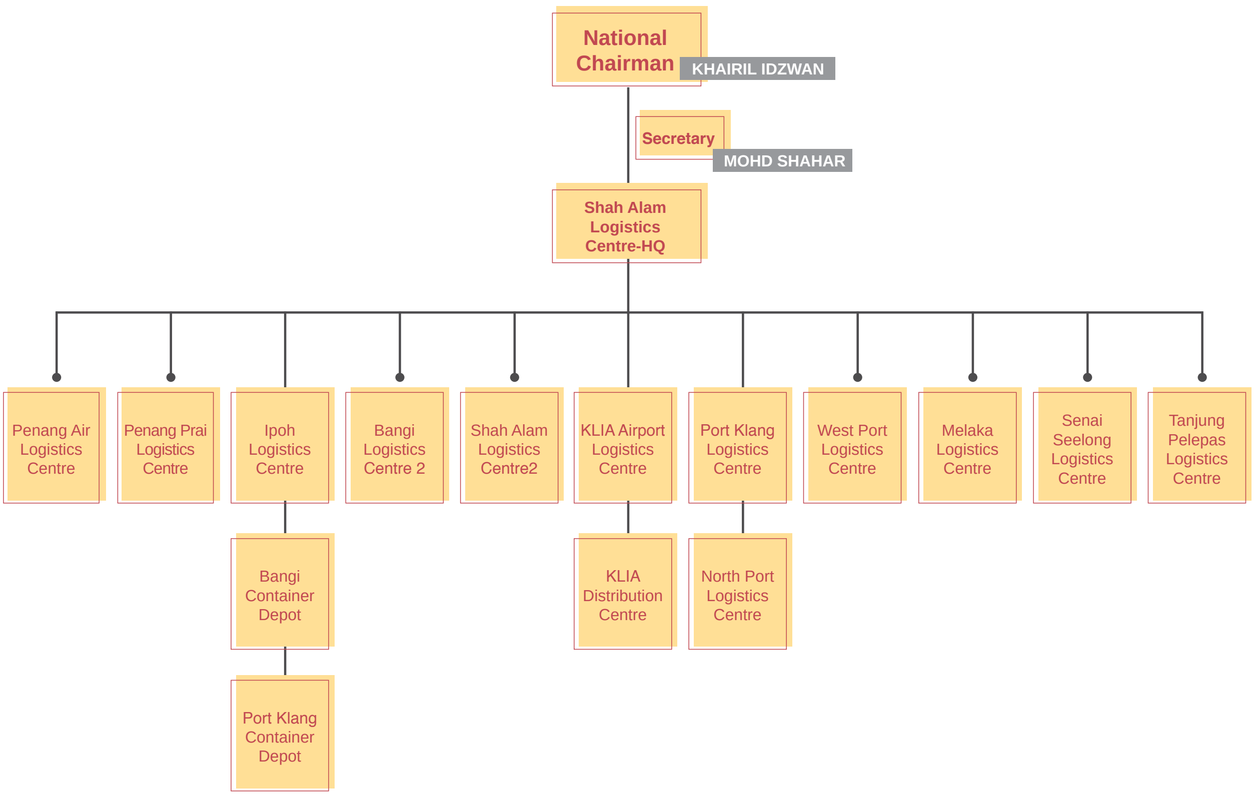
Safety & Health Policies

- Take appropriate practicable measures to prevent and eliminate the risk of injuries, occupational illness and damage to properties.
- Take proactive steps towards conservation of the environment.
- Ensure commitments from all employees and all levels of management.
- Provide the necessary resources and organization, and where appropriate, engage with key stakeholders on relevant Safety, Health and Environment matters.
- Ensure that appropriate contingency measures are in place to deal with emergencies.
- Furnish necessary information, training and support and provide a healthy and safe working environment.
- Comply with relevant Safety, Health and Environment legislations and others requirements.

During the financial year under review, regular safety meetings was held by the Safety Committee to tackle material safety issues at work place and audits were conducted to ensure that safety policies and guidelines were being followed. On 27 September 2021, our Head Quarter launched a Safety Champaign with the title – "Safety First; Utamakan Keselamatan". A series of safety trainings program were conducted at branches and warehouses aimed to create awareness and to promote safety among the employees and the customers. For the financial year under review, our Company had put on additional focus on safety in warehouse and transport operations.

Health and Safety Committee

TASCO Safety & Health Committee Chart 2022



The following includes some of the activities that have been carried out during the financial year:

a) Occupational Safety and Health

During the financial year, safety and health trainings were attended by our staffs to update their knowledge and improve their skills. The trainings attended are as follows:-

Type of Training	Month & Year	No. of Employee	Training Hours
Dangerous Goods Regulations – Refresher	June 2021 August 2021 October 2021	1 1 1	16 16 16
IATA Dangerous Goods Regulations Course - Initial	December 2021 January 2022	2 1	40 40

The firefighting systems and back-up generators of our major warehouses were inspected periodically by external fire contractors to ensure that they are in good operational condition. The hazardous areas in our major warehouses and offices were identified, updated, mapped and displayed in the buildings.

b) Driver Defensive & Safety Training

Defensive driving is essentially driving in a manner that utilises safe driving strategies to enables drivers to address identified hazards in a predictable manner. Trainings assist in improving drivers' driving skills by reducing their driving risks by anticipating situations, making safe well-informed decisions and also gained knowledge on fuel efficient driving techniques. Attendance of our drivers for the defensive driving and other related trainings are as follows:-

Type of Training	Month & Year	No. of Employee	Training Hours
Hamzat Transport Driver Permit (HTDP) Course	July 2021	1	8
Lorry Driver Defensive & Safety Training - Bangi - Shah Alam - Northern - Ipoh	 October 2021 November 2021 November 2021 December 2021	 18 16 22 12	 8 8 8 8
Driver Defensive, Safety & Eco Training	January 2022 March 2022	15 22	8 8
HINO Driver Familiarization Training	February 2022 March 2022	11 10	16 16
Actross Mercedez Training (Northern)	March 2022	21	8

c) Certification of Forklift Operators

A forklift is a powerful tool that allows the movement and storage of product and materials efficiently and safely, provided if the employer provides the correct equipment and properly trains its operators. Each year forklift accidents result in the loss of life, significant personal injuries and damages to products and property. Most forklift accidents are the result of driver error. Therefore management has emphasized that all forklift driver must be trained and certified. During the financial year under review, the trainings attended are as follows:

Type of Training	Month & Year	No. of Employee	Training Hours
Forklift Training and New Certification Licensing - Northern - Shah Alam	 November 2021 November 2021	 10 12	 8 8
Latihan Pengendalian dan Keselamatan Jenangkut (Forklift)	January 2022 February 2022	26 12	8 8

Report of Hazard Identification, Risk Assessment and Risk control (HIRARC) Road Traffic Management in TASCO Berhad

Safety hazards are unsafe working conditions that leads to injury, illness, and the possibility of death. Safety hazards are the most common workplace risks. Because of that, our country has self-regulations towards regulating the Occupational Safety and Health (OSH) in the workplace namely Occupational Safety and Health Act 1994. According to Occupational Safety and Health Act 1994 section 15(1), it is the duty of the employer to ensure the workers are safe from any risk at the workplace. According to Occupational Safety and Health Act 1994 section 24(1), it is also the duty of the employee to take reasonable care for their own safety and strictly adhere with the safety guidelines set out by the employer. Accidents, ill health and incidents are seldom and random inevitable events. These generally can happened from failures in control of safety and often have multiple causes. All activities involve a measurable risk. Therefore, the application of an effective management system can lead to safer working environment and reduce the incidence of injury and work-related diseases. Identifying hazard and assessing risks are important to reduce the probability of accidents. It is important to identify the possibilities of potential hazards at the work place, and to take precautionary measurements to reduce the chances of accidents. Many hazards in the workplace require immediate attention. Hazard Identification, Risk Assessment and Risk control (HIRARC) is a compound word that made up of three consecutive activities running one after the other.

Hazard identification is the recognition of things that may cause injury or harm to a person. Risk assessment is looking at the possibility of injury or harm occurring to a person if exposed to a hazard. The introduction of measures that will eliminate or reduce the risk of a person being exposed to a hazard is known as Risk control. Hazard Identification, Risk Assessment and Risk control (HIRARC) are important to protect the workers.

Its purpose is to identify all the factors that may cause harm to employees and others, to consider what the chances are of that harm actually be falling anyone in the circumstances of a particular case and the possible severity that could come from it and to enable employers to plan, introduce and monitor preventive measures to ensure that the risks are adequately controlled at all times (DOSH,2008, p.6).

Objectives

General Objective
- To identify safety hazard at the workplace and provide a measure to control the risks.

Specific Objective
- To identify types of a safety hazard that may cause harm to people around the area at the workplace.
- To conduct risk assessments by calculating or estimating likelihood of occurrence and severity of the hazard.
- To suggest, implement and review the risk control in order to control the potential risk in the workplace.

Method of Risk Assessment

Risk assessment is a concept used to identify hazards and risk factors that can cause danger, to evaluate and determine the risk associated with the hazard and identify effective ways to remove the hazard or monitor the hazard when the hazard cannot be removed. Risk can be calculated by the equation Risk = Likelihood x Severity (DOSH, 2008, p. 5). There are two methods of risk assessment, which are risk estimation and risk evaluation.

Risk Estimation

Risk estimation is the process used to produce a measure of the level of risk being analyzed. The table below shows the likelihood of the risk by referring to the value.

The table below shows the likelihood of the risk by referring to the value.

Likelihood of the risk (L)	Example	Value
Very high	Hazard or accident that are most likely to happen	5
High	The accident can happen	4
Can be predicted	The accident might happen in the future	3
Low	There is no accident happen	2
Very low	There is no accident happen and it is impossible for accident to occur	1

Table 1: Examples and rating for likelihood

Risk Evaluation

Risk Evaluation is the process used to compare the estimated risk against the given risk criteria to determine the significance of the risk. Risk evaluation use to assist in the decision to risk treatment. Risk Evaluation as part of the ISO31000 Risk Management Framework. The table below shows the severity of hazard by referring to the value.

Severity of the hazard (S)	Example	Value
Severity	Many deaths, damage to property, damage cannot be fixed	5
Catastrophic	Approximately one death, damage to property If hazard occur.	4
Critical	Accident is not fatal, losing ability to move like normal human	3
Marginal	Accident cause loss of ability but not a permanent injury.	2
Negligible	A bit of blistered, bruises cuts, and injury that need first aid	1

Table 2: Examples and rating for severity

The risk rated by using the risk matrix table

	Severity				
Likelihood	1	2	3	4	5
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5

Table 3: Risk matrix table

Indicators	Actions
HIGH (15-25)	Requires immediate action to control the hazard using hierarchy of control. Actions taken must be documented (risk assessment form), including date for completion
MEDIUM (5-14)	Requires a proper risk control plan to control the hazard and to apply temporary measures if required. Actions taken must be documented (risk assessment form), including date for completion
LOW (1-4)	Further reduction may not be necessary. However, if the risk can be resolved quickly and efficiently, control measures should be implemented and recorded

Table 4: Risk assessment indicator and suggested actions

Result

Table 5: Summary of Hazard, Risk Rating and Risk control

No	Activity/ Process/ Facilities/ Equipment	Hazards	Effects	Current Risk Control	Risk Rating			Risk Control
					S	L	R	
1.	Workers/Visitor	Overtake vehicle to avoid the speed bump	Can lead to traffic accidents result in injury, death, vehicle damage and possession damage.	Put the hump to slow down the vehicle	4	4	16	Put the speed bump full at the place
2.	Workers/visitor	Drive vehicle at the high speed Infront the lobby	Can lead to traffic accidents result in injury, death, vehicle damage and possession damage.	Enforcing rules that prohibit speeding	3	4	12	Put the speed breaker which is speed bump at the front lobby
3.	Workers/visitor	Drive vehicle does not see clearly of speed bump on the road	Can cause accident result in injury and vehicle damage.		3	3	9	Put signage of speed bump to inform the worker/visitors
4.	Workers/visitor	Difficult road condition (Road damage and potholes lane road)	Can cause accident result in injury and vehicle damage.	Enforcing rules that prohibit speeding	3	3	9	Repair the road by pave the road
5.	Workers/visitor	Blindspot area which the convex mirror is not clearly seen	Can cause accident result in injury and vehicle damage.	Install convex mirror	3	3	9	Repair or install new convex mirror
6.	Workers/visitor	At night the wall metal cladding construction is not clearly seen	Can cause accident result in injury and vehicle damage.	Reflector light	3	2	6	Put reflector light or reflector stripe on all wall metal cladding construction

DISCUSSION AND RECOMMENDATION

1. Overtake vehicle to avoid the speed bump

2. Drive vehicle at high speed in front of the lobby

In accordance to Table 5, the risk rating for this hazard is high, which is 16. To maintain the vehicle in motion, motorist tends to avoid the speed bum. This can be dangerous if they try overtaking the vehicle in front by avoiding this speed bump. Further to that, as vehicles are parked by the side, it can be more dangerous when attempt to overtake the car in front. Accident can happen when the vehicle in motion hits the car parked by the side and can cause damage to both vehicles. From the observation, to avoid this hazard from happening, the speed bump needs to extend to cover that area in full. This can prevent worker or visitor to overtake the vehicle in front.

According to table 5, the risk rating for this hazard is 12, which is considerably high. From the observation, worker or visitor tends to drive pass the lobby at high speed. This is dangerous as it is also the walking area for visitor or worker to enter the office. If the driver tends to accelerate at this area, the possibility of a collusion with the worker/visitor is high. To avoid this hazard, the team suggests adding a speed bump in front of the lobby as it can reduce the speed of the vehicle passing through the lobby.

3. The speed bump on the road is not visible on the road

In accordance to the result in table 5, the risk rating for this hazard is 9 which is alarming. From the observation, the speed bump is not too visible, especially at low light situation. The worker or visitor who drive along this road hardly notice the speed bump. Motorist tends to drive faster on this straight road when they did not notice the speed bump. Due to this, suggestion from the team is to put up a signage before the speed bump to alert the driver.

4. Difficult road condition (Road damage and potholes lane road)

Based on table 5, the risk rating for this hazard is 9 which it is alarming. Accidents or vehicle damage can happen. This can be explained more as when worker or visitor, especially motorcycle, drive onto the pothole, resulting in injury or damage to their vehicle. The risk increases at night or when the pothole is covered with water/flooded. Because of that, the team suggests to repair the road damage and the pothole by paving this road. This can ensure the safety of the worker/visitor who drive along this road

5. Blindspot area whereby the convex mirror is not clearly seen

Other than that, from the table 5 above, the risk rating for this hazard is 9 which is alarming. This is because in this area, the convex mirror is not visible. Accident can happen as this is a blind spot area. This causes misjudgment when motorist exiting the parking lot. To avoid this hazard from happening, suggestion from the team is to repair or install a new convex mirror so that the worker/visitor can see clearly.

6. The wall metal cladding construction is not visible at night

Lastly, according to table 5, the risk rating for this hazard is 6 which is normal. This is because, under low light situation, the vision of the worker is limited. Worker driving at night around this construction site might not see the metal wall cladding clearly. To avoid this hazard, the team suggests to put lighting or reflector stripe at all metal wall cladding so that worker driving around that area is safe from hitting the metal wall cladding.

Labor Standard

All policies and practices within the Group aligned with the Employment Act 1955 and regulatory guidelines. Work-life balance improved via comprehensive schedules that enable the operational department to obviate excessive working hours that might affect the employee's health, family time, and productivity.

Employment Policy (Children and Young People)

There is no children and young people hiring in the Group. We adopt a policy that complies with the Children and Young Persons (Employment) Act 1966 and any other relevant laws. The minimum age for employment in our Group is 18 years of age.

Grievance Procedure

Grievance procedures is in place whereby any dissatisfaction or complaint can brought to the attention of the immediate superior. The grievance procedures enable grievances to be resolved on a timely manner and ensure that a harmonious work environment is maintain. Alternatively, employees are also encouraged to raise concerns or make a complaint directly to the Human Resource department.

Incidents of Human Rights Violations

There were no reported human rights violation or incident happened in the Group. We strictly adhere to our human rights policy and act in accordance to the UN International Covenants and local human rights law.

Participation on Human Rights Initiative

The Group has been actively engaging with the government authorities, such as Jabatan Tenaga Kerja (JTK) and Jabatan Kesihatan dan Keselamatan Pekerja. We strictly comply with the rules and regulation of local authorities on human rights including foreign workers issues, accommodations and welfare.

Employee Engagement on Charitable Activities

Contribution to the community
As part of our contribution to the community, the Group encouraged the participation of our employees from various path in life without prejudice and we oppose to any discriminatory hiring policy.

We are committed to employ locally which would contribute to the economy sustainability and foster talent development within the country.

Donation
As part of the corporate social responsibility, we have an annual collection among our staff to donate to homes or centers in need during the fasting month. Our Company also contributed to the collection fund. For the financial year, RM3,000 has been donated to Hospital Tunku Azizah.

In December 2021, several states in Malaysia were badly affected by the flash flood after a downpours throughout the peninsula. The Group has donated RM120,000 to employees who were suffered from the flood.

Human Capital

A key priority in our ESG strategy is to create an engaging environment for the employees. People are the foundation of company's success. We are committed to foster talent development via capitalising on the strengths and abilities of employees, help them to become stronger and grow within the group.

Training and Development

Recognising that human resources is an important asset and in line with our quality policy which include development of all our employees and maximise their potential to the greatest extend so that they may benefit by growing with the Group yearly training needs analysis covering all levels of employee has been carried out and appropriate training programme provided on a continuous basis to increase their skills and knowledge.

During the financial year, the following training courses were attended by our employees:

Type of Training	Month & Year	No. of Employee	Training Hours
Compliance Awareness Briefing (Anti-Trust & Anti Bribery) Session A Session B Session C	 April 2021 April 2021 April 2021	 109 60 32	 2 2 2
Email Etiquette Training - Northern - Shah Alam	 May 2021 January 2022	 13 13	 8 8
Customer Service Training	August 2021	10	12
Project D : Development Training	August 2021 August 2021 September 2021 September 2021	12 18 12 25	8 2 2 2
Power BI Desktop Training (Intermediate)	October 2021	10	8
Power BI Desktop Training (Advance)	November 2021	10	16
Webinar Series : ESG and Sustainability Reporting	December 2021	2	4
Seminar on Custom Procedure	December 2021	4	8
Refreshment on Custom Declaration Form	January 2022	14	8
Food Handler Training	January 2022	5	4
Basic Cargo Skills Course First Session Second Session	 January 2022 January 2022	 22 19	 24 24
Do It Right First Time (DRIFT) Training	January 2022	9	8
Effective Leadership Communication Training	January 2022	10	16
Time Management Training	March 2022	11	8

Human Rights Policies

The Group respects international norms on human rights and will not engage in acts that violate human rights and the dignity of the private individual in any of our business activities and we also respect the rights of all persons and will not engage in discrimination action or make discriminatory remarks based on gender, age, nationality, ethnicity, creed, religion, occupation, social status, appearance, illness or disability which accordance to the United Nation

Conventions of Human Rights and Child Protection

We will not engage in libelous or slanderous acts that violate human dignity, abusive acts that may be regarded as harassment or any other act that may be misinterpreted as harassment, without any exception.

We will pay due attention to the social responsibility of business corporations and will not allow forced labor or child labor nor conduct trade with other business enterprises engaged in such acts.

We will observe labor contracts and other agreements with attention to the protection of the rights of workers established in international treaties and in laws and regulations of each country or region.

Right to Freedom of Association

We encourage right of freedom of association as long it is in accordance to Malaysian by-law.

Diversity, Equity and Inclusion

TASCO remains driven by our Core Values and the need to attract and retain talented employees. For these reasons, we have made the DEI a special priority in our ESG strategy. In addition, employees increasingly hold us accountable for our actions and policies to protect and further the rights of vulnerable groups that experience discrimination in society. More recently, customers, investors and benchmarking agencies have also turned their attention to how we implement DEI.

LISTENING TO EMPLOYEES

Grievance Procedure

We have grievance procedures in place whereby any dissatisfaction or complaint by an employee can be brought to the attention of the immediate superior. The grievance procedures enable grievances to be resolved on a timely manner and ensure that a harmonious work environment is maintained. Alternatively, all employees have the right to raise concerns or make a complaint directly to the Human Resource department of our Group.

Whistle-Blowing Procedure

We have whistle-blowing procedures in place whereby any dissatisfaction or complaint by an employee can be brought to the attention of the our Compliance Officer.

Staffs are encouraged to report any non-compliance issues, business fraud or business irregularities to the Management, either by sending an e-mail or directly contact the Compliance Hotline. The company established the whistle blowing process, that acts as deterrent to malpractice, encourages openness, promotes transparency, underpins the risks management systems of the company and helps protect the reputation of the company and senior managements.

All employees are encourage to speak out should they have concerns or complaints regarding company accounting, internal accounting controls, including those that could harm the reputation and/ or financial standing of the company, any serious unethical, illegal action, violation of rules and regulations or other concerns relating to the company.

All channels of whistle blowing will be in charged by Compliance Office and all acknowledgement of receipt of the report will be made to the complainant within 48 hours (with the exception of the anonymous complaints). The investigations of most complaints will be handled internally and will typically be carried out by Compliance Officer or his designated body. On case by case basis, it may be determined that outside resources are required to assist in such investigation.

Confidentiality

It is essential that you feel secure when participating in the Company's compliance system. Therefore, confidentiality is a priority and every effort will be made to protect your identity whenever you interact with any element of the compliance system. In some instances, however, it may be impossible to keep your identity confidential because of the demands of conducting a thorough investigation or because of certain legal requirements. If you are concerned about confidentiality, you may consider placing an anonymous call to the TASCO Compliance Hotline.

Compliance Hotline

The Compliance Hotline is available within office working hours (Monday to Friday, excluding public holiday, 8.30am to 6.00pm)

Fair and Equal Wage

Our values and commitments to international labour standards obligate us to pay fair and equal wages to all employees as we remunerate our employees in accordance with the provisions of the Malaysian Employment Act 1955 ("Employment Act"), including complying with the statutory minimum wage.

Employees will be paid higher than the minimum wage in accordance with their experience, skills and performance and working attitude.

Involvement in Labor Standard Initiatives

We initiated a discussion with Ministry of Transport (Malaysia) on shortage of foreign man-power due to Covid-19.

Incidents of Labor Standard Violations

There is no reported instance on any labor standard violations or incident happened in our group. We take these matters seriously as stated in our labor rights policy and according the UN International Covenants and local human rights law

COMMUNITY

Internship Program

The Group continuously accepts students from higher institutes of education into our internship training programme as part of our commitment to the community. The objective of our internship programme is to provide students with exposure to real work experiences that will provide them with opportunities to explore their interests and develop professional skills and competencies.

During the financial year, the Group has taken in students into its internship programme from Tunku Abdul Rahman University College, Universiti Teknologi Mara, Universiti Utara Malaysia, Malaysia University of Science and Technology, Politeknik Metro, Politeknik Merlimau, Politeknik Seberang Prai, Universiti Malaysia Kelantan, Taylor's University, Universiti Tenaga Nasional, Unitar International University, Kolej Komunity Sepang, and PICOMS.

The Group accepted 38 students from various institutes of higher education into its internship programme in previous financial year. Whereas for the financial year under review, the group accepted 26 students into its internship programme.

TALENT RECRUITMENT AND RETENTION

Human Resource Status

TASCO adheres to the principles of fairness and diversified employment. In terms of recruitment, employment, evaluation, and promotion, employees of different age, gender, race, religion, political views, marital status,and backgrounds are treated fairly and equally, where the only considerations are finding the appropriate candidate for the appropriate position, and creating fair and diverse employment opportunities for all operation sites to promote local economic growth. In 2019, the total number of employees of TASCO 1,462, while in 2020 the total number of employees 1,436 and followed by 2021 our total number of employees 1,527. As Total Logistics and Warehouse Company is semi-automated, some processes still rely on manual and labor-intensive work, and workers in some operations exposed to chemicals. Addition it also due to the nature of the job description such as truck drivers and MHE operator. Therefore, the proportion of male employees is higher than that of female employees. As part of our value in fairness in employment, TASCO also have one (1) disabled employee. Additionally, sub-contractor employees divided into local and foreign employees. Inside TASCO facilities, the foreign workers mostly are from Nepal.

Staff Turnover

Yearly Percentage of Resignation By Own Accord

April 2020 - March 2021

Employment Status	Count of EmpNo	
RESIGNED	139	%
Grand Total	**139**	9.7

April 2021 - March 2022

Employment Status	Count of EmpNo	
RESIGNED	190	%
Grand Total	**190**	12.4

Staff by gender

April 2019 - March 2020

Count of Employee	Employee Type			
Gender	CONTRACT	PERMANENT	Grand Total	%
FEMALE	34	416	450	30.8
MALE	487	525	1012	69.2
Grand Total	**521**	**941**	**1462**	**100**

April 2020 - March 2021

Count of Employee	Employee Type			
Gender	CONTRACT	PERMANENT	Grand Total	%
FEMALE	25	424	449	31.3
MALE	461	526	987	68.7
Grand Total	**486**	**950**	**1436**	**100**

April 2021 - March 2022

Count of Employee	Employee Type			
Gender	CONTRACT	PERMANENT	Grand Total	%
FEMALE	6	453	459	30.1
MALE	465	603	1068	69.9
Grand Total	**471**	**1056**	**1527**	**100**

Sub-Contractor Worker

Yearly Percentage of Sub-Contractor Workers

April 2019 - March 2021

Employment Status	Count of EmpNo	%
SUBCON-FOREIGN	532	
SUBCON-LOCAL	179	32.7
Grand Total	**711**	

April 2020 - March 2021

Employment Status	Count of EmpNo	%
SUBCON-FOREIGN	482	
SUBCON-LOCAL	171	31.3
Grand Total	**653**	

April 2021 - March 2022

Employment Status	Count of EmpNo	%
SUBCON-FOREIGN	454	
SUBCON-LOCAL	213	30.2
Grand Total	**667**	

Summary of staff those absorb after completion internship (2016 - 2021)

Row Labels	Count of NAME
HQ (SHAH ALAM)	10
PA (PAPAMY INPLANT)	1
PK (PORT KLANG)	1
PN (PENANG PRAI)	6
S2 (SHAH ALAM 2)	1
SA (SHAH ALAM WAREHOUSE)	16
TP (TANJUNG PELEPAS)	2
WP (WEST PORT)	1
YK (KLIA)	2
YP (BAYAN LEPAS)	2
Grand Total	**42**

Amount of time spent on employee development training to enhance knowledge or individual skills:

Below is the general trainings that have added in training hours.

Type of Training	Month & Year	No. of Employee	Training Hours
Compliance Awareness Briefing (Anti-Trust & Anti Bribery) Session A Session B Session C	 April 2021 April 2021 April 2021	 109 60 32	 2 2 2
Email Etiquette Training - Northern - Shah Alam	 May 2021 January 2022	 13 13	 8 8
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Do It Right First Time (DRIFT) Training	January 2022	9	8
Effective Leadership Communication Training	January 2022	10	16
Time Management Training	March 2022	11	8

Training for warehouse employee

Type of Training	Month & Year	No. of Employee	Training Hours
Dangerous Goods Regulations – Refresher	June 2021 August 2021 October 2021	1 1 1	16 16 16
IATA Dangerous Goods Regulations Course - Initial	December 2021 January 2022	2 1	40 40

Training for drivers

Type of Training	Month & Year	No. of Employee	Training Hours
Hamzat Transport Driver Permit (HTDP) Course	July 2021	1	8
Lorry Driver Defensive & Safety Training - Bangi - Shah Alam - Northern - Ipoh	 October 2021 November 2021 November 2021 December 2021	 18 16 22 12	 8 8 8 8
Driver Defensive, Safety & Eco Training	January 2022 March 2022	15 22	8 8
HINO Driver Familiarization Training	February 2022 March 2022	11 10	16 16
Actross Mercedez Training (Northern)	March 2022	21	8

Training for warehouse general workers

Type of Training	Month & Year	No. of Employee	Training Hours
Forklift Training and New Certification Licensing - Northern - Shah Alam	 November 2021 November 2021	 10 12	 8 8
Latihan Pengendalian dan Keselamatan Jenangkut (Forklift)	January 2022 February 2022	26 12	8 8

634 employee involved in our training for the financial year under review and total number of training hours were 432 hours. Each employee manage to have at least 0.68 hours training.

Our Response to Covid-19 Epidemic Phase

The wellbeing of the employees, business partners and communities remained the top priority to us. The Committees work tirelessly in ensuring all the employees adapt to the new normal and follows strictly to the SOP implemented by the authorities from time to time and all other safety and precautionary measures undertaken by the Group.

The Management reviews the business continuity plans regularly to ensure it adapts to the endemic and also requesting the operation teams and branches to response rapidly to meet the recommendations of government authorities and at the same time support those affected as much as possible. The Management has also expanded information sharing and collaboration across teams and branches to mitigate operations disruption.

As a responsible corporate citizen and in order to protect workplace safety and business continuity, our Company has determined that it is mandatory for all employees (except those with valid reasons) to be vaccinated against COVID-19. This is important as our company takes all necessary steps to ensure all employees' health and well-being. Vaccination is the primary way to put the pandemic behind us and to ensure our business continuity.

Governance

TASCO as a public listed company listed at the Main Market of Bursa Malaysia Securities Berhad, apart from the Listing Requirements of Bursa Malaysia, Malaysian Code on Corporate Governance 2017, the Companies Act 2016 and other rules and regulations from Malaysia regulatory bodies, the Group has set forth the Code of Conduct for all directors and employees belonging to the Group to observe and refer to for proper and ethical behaviour.

Our employee Code of Conduct clearly mandates compliance with various international laws governing our business and also mandates that we do not use corrupt or prohibited methods, such as entertainment and gifts to public officials domestically or internationally, and the Group's strong practice is to vigorously enforce that policy. To ensure our employees are aware of the Code of Conduct, our Group organises trainings on a periodic basis

Full Compliance with the Antitrust Law

We commit to comply with the Competition Act 2010 of Malaysia, and any other laws and regulations to maintain fair trade and competition in all countries where the Group operates. We will not engage in cartel behaviour, acts that impede free and fair competition nor any other act that may invite suspicious of such behaviour. We assure that we do not promote nor participate in any meetings to discuss matters that could lead to the restriction of fair competition in the market.

Upon dealing with business partners, we assure that we will not use our dominant bargaining position to delay or refuse payments, unjustly return or refuse acceptance of products or services of subcontractors.

Training for employee on the anti-corruption policy conducted on 150 employees. It covers the elements of corruption which include bribery. The training was conducted based on yearly basis by TASCO covers all aspect of corruption from individual into responsibility towards company and obeying the prohibition of corruption. Inside the training, TASCO provide the material notes and quiz test through e-learning which relates to the training material. It involves all level of employees of TASCO.

There is no reported instance on any anti-trust law violations or incident happened in our group.

Business Ethics

We blend the principles on business and human rights; to protect, to respect and access to remedy as fundamental in our business ethics which in line with the United Nations guidelines. A broad perspective on business ethics, looking at both responsibility, opportunity and risk related to our goal of promoting sustainable trade and a better society.

To mitigate key risks, we focus on all compliance topics including anti-corruption and sanctions as well as data ethics

Prohibition of Bribery

The Group requires that our employees and our authorised agents who carry out our operations and our business partners observe the Malaysian Anti-Corruption Commission Act, the US Foreign Corrupt Practice Act, the UK Bribery Act, the Chinese Criminal Law and Anti-Injustice Law, Japan Unfair Competition Prevention Law and any other law which prohibits corrupt practices and bribery.

Domestically or internationally, against any public or private individuals, direct or indirectly, we will not provide, offer or promise to pay, nor will we accept, request or agree to receive any sort of bribe or similar transaction in order to gain unlawful benefit.

There is no reported instance on any anti-corruption law violations or incident happened in our group.

Gift-Giving and Entertainment

The Group will not engage in gift-giving and business entertainment exceeding the norms of social etiquette in our relationship with our customers and business partners. Also, we shall not accept gifts, entertainment and etc, that may lead to personal gain.

Prohibiting Conflict of Interest

Except with the approval of the Company, individuals belonging to the Group will not serve as director, advisor, employee, agent, etc., for other business enterprises or organisations. We engage vendors in trade with fairness and impartiality and will not compromise the interests of the Company by promoting the interests of one individual,relatives, friends or acquaintances or designated organisations.

Focus on Third-Party Labour

Supplier Code of Conduct
In recent years, with the global issues such as violation of human rights, bribery, and acts of environmental destruction having emerged with the globalization of supply chains, it is required to address compliance activities for not only individual companies but also all associated entities in the supply chains.

For this reason, we expect our suppliers, who is assigned to provide service for our customers on our behalf, to have a common understanding of business ethics standard. In line with this concept, we would like to request all suppliers to be committed to practicing the code as set forth below.

1. Services of Outstanding Quality and Safety

   Supplier ensures the services of outstanding quality and safety with careful attention to fairness and integrity.

2. Compliance with Laws and International Rules

   Supplier is committed to complying with all laws and regulations, both domestically and internationally. With respect to the business operations, Supplier engages in ethical business practices such as obtaining permits and approvals required by regulatory requirements.

3. Full Compliance with the Antitrust Law

   Supplier is committed to complying with antitrust / anti-competition laws and regulations to maintain fair trade and competition.

4. Prohibition of Bribery

   Supplier is committed to complying with all applicable laws and regulations that prohibit corrupt practices and bribery. Domestically or internationally, directly or indirectly, against any public or private individual, Supplier will not give, offer , promise to pay anything of value for the purpose of improperly obtaining or maintaining business advantage.

5. Prohibiting Conflict of Interest

   In order to avoid conflict of interest in the business transaction, if supplier employee has a personal relationship with any YL Group employee (such as family member, relative, or friend), the supplier must not take any action that effects YL Group's purchasing judgement.

6. Respect for Human Rights

   (1) Supplier respects international norms on human rights and will not engage in acts that violate human rights and the dignity of the private individual in any of its business activities.

   (2) Supplier respects the rights of all persons and will not engage in discriminatory action based on gender, age, nationality, ethnicity, creed, religion, occupation, social status, appearance, illness or disability.

   (3) Supplier is strongly opposed to all kinds of modern slavery and human trafficking, and shall not engage in inhumane acts such as forced labor, and child labor. Furthermore, Supplier will not conduct business with any organization that engages in such inhumane acts.

7. Assuring a Safe and Healthy Work Environment

    (1) Supplier is requested to maintain a safe and healthy work environment and will also engage in the prevention of accidents and occupational injury.

    (2) Supplier will strive to keep the work environment comfortable for the workers by actively conducting measures that maintain and promote the sound physical and mental health of workers.

8. Rejecting Transactions with Antisocial Forces

    Supplier will not be involved in terrorism, money laundering or any other form of organized crime and will furthermore conduct careful study into the processes for transactions to ensure they are not used in such crimes.

9. Environmental Protection and Compliance

    Supplier observe and comply with treaties, laws, regulations, and rules related to environmental protection and make efforts for environmental preservation.

10. Information Management and Administration

    (1) Supplier shall comply with all laws and regulations concerning information security, and implement strict information management.

    (2) Supplier shall pay attention to the handling of personal information and confidential information, and establish appropriate organizational system to prevent from information leakage. If a confidentiality agreement is concluded, Supplier will comply with the terms of the agreement.

11. Supply Chain

    Supplier encourages its suppliers and subcontractors comply with this Supplier Code of Conduct.

Data Ethics

We recognizes the need for the proper management of personal information as we aim for high ethical standards in their use, and we handle such information in our possession in accordance with the following principles:

1. Collection of Personal Information
   We will collect and process your personal information (regardless of electronic or non-electronic information) lawfully, fairly and in a transparent manner only to the extent necessary for providing our services or performing our contractual obligations.

2. Data minimization
   We will keep personal information adequate, relevant and limited to what is necessary in relation to the purpose for which it was provided. We will not collect personal information in advance or store personal information for future purposes, unless required or permitted by laws or regulations.

3. Intended Use of Personal Information
   We will only use the personal information for one or more specified and legitimate purposes. Personal information will not be used or processed in any manner incompatible with those purposes. When we need to use your personal information beyond the scope of such purposes, we shall obtain your consent, except when extended use would be permitted by laws or regulations.

4. Accuracy
   We will keep personal information accurate and up-to-date and shall take all reasonable steps to ensure that personal information that is inaccurate will be removed or rectified without delay.

5. Limited retention
   We will keep personal information no longer than is necessary for the purposes for which the personal information was provided. Unless otherwise permitted by laws and regulations, personal information that is no longer needed or relevant will be purged or deleted.

6. Management of Personal Information
   Your personal information is subject to data secrecy. In managing personal information, we assign an officer in charge of handling personal information, and take appropriate and adequate protective measures on a technical and organizational level against unauthorized or unlawful use and processing.

7. Provision to Third Parties
   Unless otherwise permitted by laws and regulations, we will not provide your personal information to any third party without your consent. In addition, your personal information will not be transferred to another country or territory unless that country or territory will ensure an adequate level of data protection.

MOVING FORWARD

As a conscientious corporate citizen, the group genuinely committed to balancing out our good economic performance with responsible Environment and Social consideration. Even as we focus our efforts on delivering a sustainable performance on the Economic, Environmental and Social fronts, we will work hard to ensure that the notion of sustainability becomes embedded within our working culture in a more prominent manner.

THE SECRETS TO OUR SUCCESS

"...are to focus on the 10 Basic Core Fundamentals that we have built and developed throughout the years. We realised the importance of these fundamentals and we will continue to leverage on these core fundamentals to strengthen our market position and to enhance our shareholders' values..."

10 BASIC CORE FUNDAMENTALS

BUSINESS AT A GLANCE

REVENUE RATIO FYE 31.03.2022 | REVENUE FYE 31.03.2022

AIR FREIGHT FORWARDING
- √ Air Freight Services

RM512.7 million

OCEAN FREIGHT FORWARDING DIVISION
- √ Sea Freight Services
- √ Buyer Consolidation/ Origin Cargo Management Services

RM319.7 million

CONTRACT LOGISTICS DIVISION
- √ Customs Clearance
- √ Haulage Transportation
- √ Warehousing Services
- √ Warehouse In-plant Services

RM428.6 million

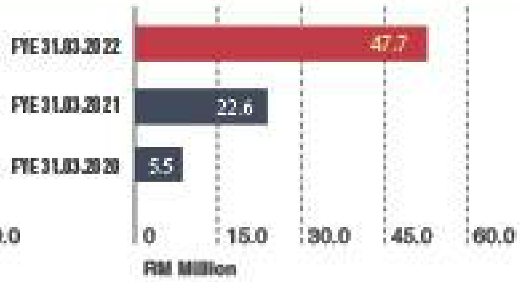
TRUCKING DIVISION
- √ Domestic Trucking
- √ Cross Border Trucking

RM84.6 million

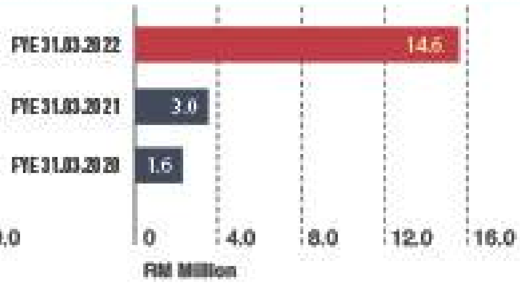
COLD SUPPLY CHAIN DIVISION
- √ Cold Supply Chain
- √ Convenience Retail

RM135.8 million

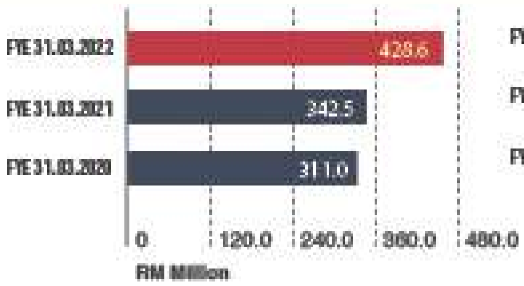
REVENUE (MILLION RM)	PROFITS FROM OPERATIONS (MILLION RM)

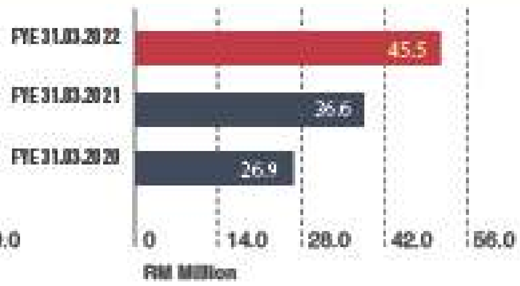


>500 Units
Prime Movers & Trucks

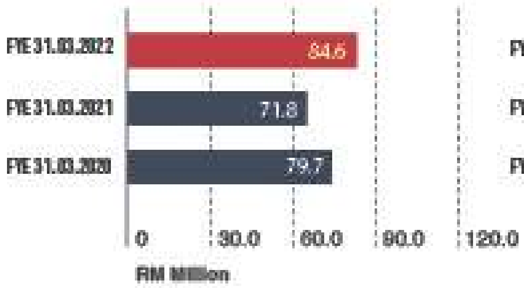


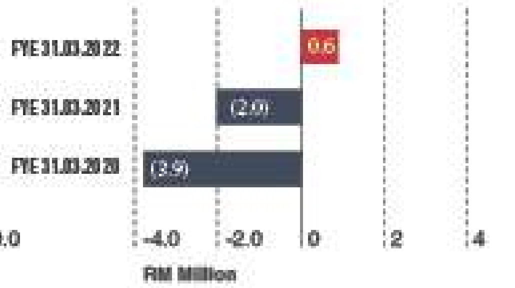
>300,000 m²
Warehouse Space



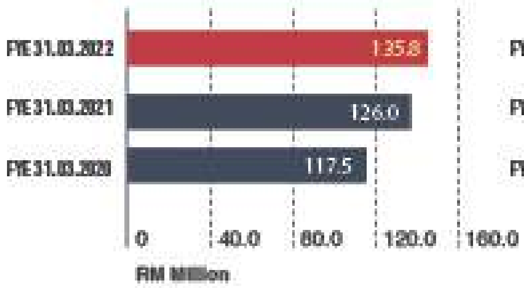


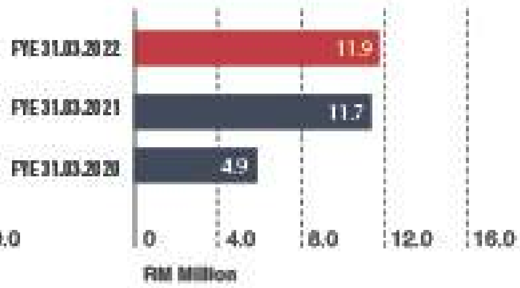
Domestic: >2,200
Worldwide: >60,000*
Employees





28 Logistics Centres
Domestic Network





631 Locations
under the
Global Network of YLK

* Under the global
network of NYK Group

TRANSFORM 2025

Create Better Connections

BOARD OF DIRECTORS

LEE CHECK POH
Non–Independent Executive Chairman

ANDY LEE WAN KAI
Non-Independent Group Chief Executive Officer

TAN KIM YONG
Non-Independent Deputy Group Chief Executive Officer

FREDDIE LIM JEW KIAT
Non-Independent Executive Director

NORIHIKO YAMADA
Non-Independent Executive Director

KWONG HOI MENG
Independent Non-Executive Director

RAYMOND CHA KAR SIANG
Independent Non-Executive Director

RAIPPAN S/O YAGAPPAN @ RAIAPPAN PETER
Independent Non-Executive Director

DATUK DR WONG LAI SUM
Independent Non-Executive Director

COMPANY SECRETARIES

KANG SHEW MENG
MAICSA 0778565
CCM Practising Certificate
201908002065

SEOW FEI SAN
MAICSA 7009732
CCM Practising Certificate
201908002299

REGISTERED OFFICE

802, 8th Floor, Block C
Kelana Square
17 Jalan SS7/26
47301 Petaling Jaya
Selangor Darul Ehsan
Tel : 03-78031126
Fax : 03-78061387

REGISTRARS

SECURITIES SERVICES (HOLDINGS) SDN BHD
Level 7, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur
Tel : 03-20849000
Fax : 03-20949940

AUDITORS

MAZARS PLT
Chartered Accountants
Wisma Golden Eagle Realty
11th Floor, South Block
142-A Jalan Ampang
50450 Kuala Lumpur
Tel : 03-27025222

PRINCIPAL BANKERS

MALAYAN BANKING BERHAD

MUFG BANK (MALAYSIA) BERHAD

MIZUHO BANK (MALAYSIA) BERHAD

STOCK EXCHANGE

MAIN MARKET
BURSA MALAYSIA SECURITIES BERHAD
Sector : Transportation & Logistics
Stock Name : TASCO
Stock Code : 5140

WEBSITE

www.tasco.com.my

AUDIT COMMITTEE

KWONG HOI MENG
Independent Non-Executive Director
Chairman

RAYMOND CHA KAR SIANG
Independent Non-Executive Director
Member

RAIPPAN S/O YAGAPPAN @ RAIAPPAN PETER
Independent Non-Executive Director
Member

NOMINATING COMMITTEE

RAYMOND CHA KAR SIANG
Independent Non-Executive Director
Chairman

KWONG HOI MENG
Independent Non-Executive Director
Member

RAIPPAN S/O YAGAPPAN @ RAIAPPAN PETER
Independent Non-Executive Director
Member

REMUNERATION COMMITTEE

RAIPPAN S/O YAGAPPAN @ RAIAPPAN PETER
Independent Non-Executive Director
Chairman

RAYMOND CHA KAR SIANG
Independent Non-Executive Director
Member

KWONG HOI MENG
Independent Non-Executive Director
Member

1. Lee Check Poh	Non-Independent Executive Chairman
2. Andy Lee Wan Kai	Non-Independent Group Chief Executive Officer
3. Tan Kim Yong	Non-Independent Deputy Group Chief Executive Officer
4. Norihiko Yamada	Non-Independent Executive Director
5. Freddie Lim Jew Kiat	Non-Independent Executive Director
6. Kwong Hoi Meng	Independent Non-Executive Director
7. Datuk Dr Wong Lai Sum	Independent Non-Executive Director
8. Raippan s/o Yagappan @ Raiappan Peter	Independent Non-Executive Director
9. Raymond Cha Kar Siang	Independent Non-Executive Director

Note:
1. No Director has any family relationships with any other Directors and/or major shareholders of the Company except Mr. Lee Wan Kai who is the son of Mr. Lee Check Poh.
2. Other than the related party transactions disclosed in the Annual Report, no Director has any conflict of interest with the Company.
3. No Director has been convicted of any offences within the past 5 years other than traffic offences, if any.

PROFILE OF BOARD OF DIRECTORS

LEE CHECK POH
Non-Independent Executive Chairman

AGE
73

Qualification
- Bachelor of Arts in Economics (Hosei University, Japan)
- Master of Arts in Economics (Lakehead University, Canada)

Other Directorship in Public Company
None

Date of Appointment
24 April 1989

Experience
- Currently appointed as the Executive Chairman.
- Joined the Group in year 1977 and appointed as a Director and the Managing Director in year 1989 and 1998 respectively. Re-designated as Executive Chairman in 2013
- Was appointed as an Executive Director and later as the Managing Director of Sony Logistics (M) Sdn Bhd between 1989 and 2004
- Was appointed as the Chairman of Yusen Logistics (Singapore) Pte Ltd and Chief Regional Officer of Yusen Logistics South Asia Oceania Region from April 2015 to June 2018
- Was appointed as the Director / Executive Officer of Yusen Logistics Co., Ltd from April 2015 to March 2018
- Was appointed as Corporate Officer of Nippon Yusen Kabushiki Kaisha from April 2018 to March 2020

Training
Effective Leadership Communication Training

ANDY LEE WAN KAI
Non-Independent Group Chief Executive Officer

Date of Appointment: 1 April 2020
Other Directorship in Public Company: None

Qualification
- Bachelor of Commerce (Queen's University, Canada)

Experience
- Currently appointed as Group Chief Executive Officer
- Appointed as the Chief Business Development Officer from April 2019 to March 2020
- Appointed as Managing Director of TASCO Yusen Gold Cold Sdn Bhd (a subsidiary of TASCO) from September 2017 to March 2020
- Appointed as Operation Director in charge of Supply Chain Solutions Function from June 2014 to December 2017
- Joined the Group in 2005 and appointed as Corporate Executive Director in 2010
- Prior to his joining the Group, he was practising as a Certified Public Accountant in the audit firms involved in audit engagement, taxation, initial public offering, merger and acquisition projects

Training
- Focus Group Session on Bursa Malaysia's Sustainability Reporting Framework Review

TAN KIM YONG
Non-Independent Deputy Group Chief Executive Officer

Date of Appointment: 17 February 2011
Other Directorship in Public Company: None

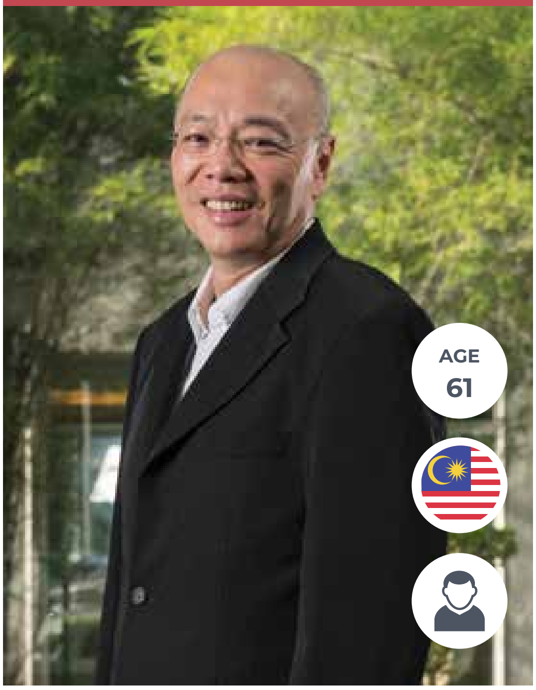
Qualification
- Chartered Accountant of the Malaysian Institute of Accountants (MIA)

Experience
- Currently appointed as the Deputy Group Chief Executive Officer in charge of Corporate Development Function Group
- Re-designated as Deputy Group Chief Executive Officer in June 2019
- Joined the Group in 1996 and appointed as Deputy Managing Director in 2011
- Prior to his joining the Group, he was in the auditing line, handled project accounting for a construction company and held the post of Financial Controller in an engineering company and in a German multinational company

Training
- Webinar : Post-Budget 2022 : Unpacking the Tax Implications
- MIRA Sustainability Programme – Sustainability Accelerator – Workshop A, B, C and D

PROFILE OF BOARD OF DIRECTORS

FREDDIE LIM JEW KIAT
Non-Independent Executive Director



Date of Appointment: 19 August 2013
Other Directorship in Public Company: None

Qualification
- Malaysia Certificate of Education

Experience
- Currently appointed as the Group Chief Executive Officer ("CEO") of TASCO Yusen Gold Cold Sdn Bhd (a subsidiary of TASCO)
- Resigned as Group CEO of TASCO Berhad in April 2020
- Re-designated as Group CEO of TASCO Group in June 2019
- Joined the Group in 1991 and appointed as the Managing Director from 2013 to 2019
- During his employment in the Company, he was assigned to various business divisions of the Group
- Prior to his joining the Group, he was involved in sales, dealing in courier services, chemicals and computers

Training
- Effective Leadership Communication Training

NORIHIKO YAMADA
Non-Independent Executive Director

Date of Appointment: 1 April 2019
Other Directorship in Public Company: None

Qualification
- Bachelor of Humanities and Social Sciences (Shizuoka University, Japan)

Experience
- Currently appointed as the Director in charge of the Business Development Function and a representative of YLK
- Appointed as Chief Business Development Officer on 1 April 2020
- Joined Yusen Air & Sea Service Co. Ltd, Nagoya Cargo Branch in 1992 as Customs Clearance staff, transferred to Nagoya Export Branch from 1993 to 1996 gaining invaluable experience in import and export procedures. Assigned to Sales Promotion Section of Okaya from 1996 to 1998
- Assigned to Miami Branch for a year (1998 – 1999) and thereafter recalled back to Japan to work in Central Japan Sales Division from 1999 to 2005
- Seconded to San Diego Sales Office from 2005 to 2008, thereafter transferred to Los Angeles Branch to in-charge of Sales Promotion of Los Angeles and San Diego and Sales Department Management until 2010
- Recalled to Japan in 2010 and was promoted as Manager in 2012 to in-charge of Development Sales Strategy of Business Planning Section at Global Headquarters thereafter transferred to Kansai Import Branch and work until his appointment to Malaysia as an Executive Director in April 2019

Training
- Webinar Series : ESG and Sustainability Reporting

KWONG HOI MENG
Independent Non-Executive Director

Date of Appointment: 30 October 2007
Other Directorship in Public Company: None

Qualification
- Ordinary member of Malaysian Institute of Certified Public Accountants (MICPA)
- Chartered Accountant of Malaysian Institute of Accountants (MIA)
- Approved Company Auditor

Experience
- Appointed as an Independent Director in year 2007 and also the Chairman of the Audit Committee and a member of the Nominating Committee and Remuneration Committee
- Became an ordinary member of the MICPA and a Chartered Accountant of the MIA in 1994 and an Approved Auditor in 2006
- Currently an Audit Partner of Messrs Kwong & Wong.

Training
- 2022 Budget Seminar
- Securities Commission's Audit Oversight Board Conversation with Audit Committee
- MIA Webinar Series : A Technical Booster on the Three Critical Standards MFRS/IFRS 9, 15 and 16

RAYMOND CHA KAR SIANG
Independent Non-Executive Director

Date of Appointment: 30 October 2007
Other Directorship in Public Company: None

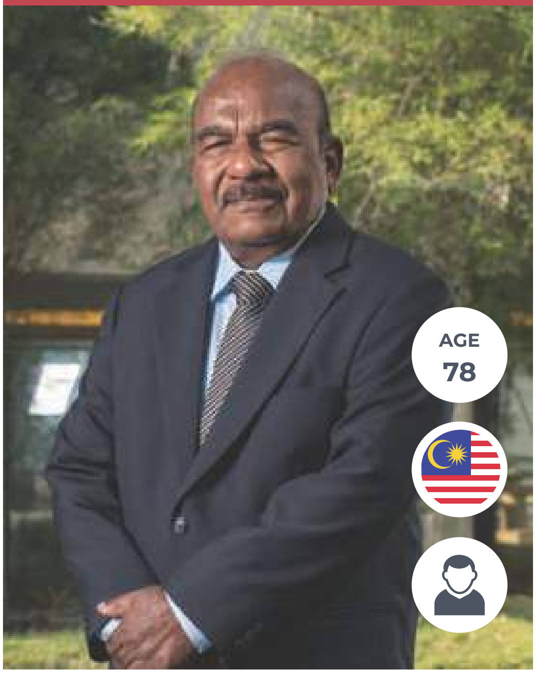
Qualification
- LLB (Hons) Malaya (University of Malaya)

Experience
- Appointed as an Independent Director in year 2007. He is also the Chairman of the Nominating Committee, a member of the Audit Committee and Remuneration Committee
- Admitted to the Malaysian Bar as an Advocate and Solicitor of the High Court of Malaya in 1996 and currently appointed as the Managing Partner of Putra Ray & Partners

Training
- Webinar Series – Corporate Liability under S17A of the MACC Act 2009 and its Mitigation

PROFILE OF BOARD OF DIRECTORS

RAIPPAN S/O YAGAPPAN @ RAIAPPAN PETER
Independent Non-Executive Director



Date of Appointment: 30 October 2007
Other Directorship in Public Company: None

Qualification
- Bachelor of Arts in History and Economics (University of Malaya)

Experience
- Appointed as an Independent Director in year 2007. He is also the Chairman of the Remuneration Committee, a member of the Nominating Committee and Audit Committee
- Served in the Ministry of Labour (now known as the Ministry of Human Resource) between 1967 and 1994. Retired as the Deputy Director General of the Industrial Relations Department. Currently, the Managing Consultant of Inforite IR Consultancy

Training
- Securities Commission's Audit Oversight Board Conversation with Audit Committee
- Fraud Risk Management Workshop

DATUK DR WONG LAI SUM
Independent Non-Executive Director

Date of Appointment: 1 March 2019
Other Directorship in Public Company:
- SAM Engineering & Equipment (M) Berhad
- Milux Corporation Berhad

Qualification
- PhD Business, University Malaya
- Master in Public Administration, University Malaya
- Bachelor of Science (Hons) Biochemistry, University Malaya

Experience
- Appointed as an Independent Director in year 2019
- Adviser of Faculty of Business and Accountancy in University of Malaya since 2016 to 2021
- Conjoint Professor (Practice) of Faculty of Business in University of Newcastle, Australia from 2016 to 2018
- Associate Professor of Faculty of Business and Research Fellow of TAR University College from 2016 to 2018 and 2018 to 2019 respectively
- Singapore Business Advisory Group of University of Newcastle from 2016 to 2018
- Director of Port Klang Authority from 2016 to 2017
- Economic Adviser to the Minister of Transport, Ministry of Transport Malaysia from 2016 to 2018
- Advisor to the National Export Council and CEO of the Malaysia External Trade Development Corporation from 2015 to 2016 and 2012 to 2015 respectively
- Director of Malaysia Petroleum Resources Council from 2013 to 2015
- Director and Trustee of the Malaysia Furniture Promotion Council from 2012 to 2015
- Director of MyCEB Tourism from 2012 to 2014
- Co-Chairman of Professional Services Development Council, Malaysia from 2012 to 2014

Training
- Malaysia National E&E Forum 2021
- Sustainability and Circular Economy
- Reimagining the Modern Workplace
- Securities Commission's Audit Oversight Board Conversation with Audit Committee
- The Future State : Escalating Sustainable Growth

PROFILE OF KEY MANAGEMENT

CHE WUI CHING

Corporate Director
Finance Group

AGE 48

Qualification
Bachelor of Commerce in Accounting (University of Otago, New Zealand)

Working Experience
- Joined the Company in 1999 as an Assistant Supervisor
- Appointed as the Corporate Director in 2016
- In charge of the Finance Group
- 25 years of working experience in accounts and finance

HARIS FAZAIL BIN HAROON

Corporate Director
Quality & Performance Improvement Group

AGE 57

Qualification
Advanced Diploma in Business Administration (Transport) (Institute Teknologi MARA Shah Alam)

Working Experience
- Joined the Company in 1995 as an Executive
- Appointed as Corporate Director of TASCO in 2011
- In charge of Quality & Performance Improvement Group, Haulage & Trucking Group
- 27 years of working experience in the trucking business

MOHD SUFFIAN BIN MOHD SAID

Corporate Director
Customs Forwarding Group and Compliance Group

AGE 54

Qualification
Bachelor in Business Administration (University of North Texas, USA)

Working Experience
- Joined the Company in 2008 as Deputy General Manager
- Appointed as Corporate Director in 2016
- In charge of Customs Forwarding Group and Compliance Group
- 31 years of logistics and supply chain experience

KONG PUI KIN

Senior General Manager
Business Development, Japanese Account Management Group

AGE 52

Qualification
Bachelor of Arts in Business Management (Reitaku University, Japan)

Working Experience
- Joined the Company in 2012 as Deputy General Manager
- Promoted to Senior General Manager in 2020
- In charge of Japanese Account Management Group
- 16 years of air freight forwarding experience, in-charge of International Freight Forwarding since year 2017 to March 2022.

DORAIRAJ A/L SENGARAM

Corporate Director
Operations

AGE 56

Qualification
Bachelor in Business Administration (University Utara Malaysia)

Working Experience
- Joined the company in 2011 as General Manager
- Appointed as Chief Operating Officer in December 2017
- Appointed as Corporate Director in 2016
- In charge of Operations
- 32 years of logistics experience

LIM CHIN LEE

Senior General Manager
Business Development, Non-Japanese Account Management Group

AGE 50

Qualification
Bachelor of Commerce in Marketing and Management (Curtin University, Perth, Western Australia)

Working Experience
- Joined the Company in 2000 as an Executive
- Promoted to Senior General Manager in 2021
- In charge of Business Development, Accounts Management Group
- 24 years working experience in total logistics sales

PROFILE OF KEY MANAGEMENT

SUNG BOON LEONG

Corporate Director
Northern Region Head

AGE 64

Qualification
Bachelor of Social Science in Economics and Psychology (Universiti Kebangsaan Malaysia)

Working Experience
- Joined the Company in 1989 as an Officer
- Appointed as Corporate Director in 2016
- In charge of Northern Region branches
- 33 years of logistics experience working in the Company

LAWRENCE QUEK HWAI CHOO

General Manager
Southern Region Head

AGE 54

Qualification
Diploma in Business Management (SBTC College, Johor, Malaysia)

Working Experience
- Joined the company in 2010 as Manager
- Promoted to General Manager in 2021
- In charge of Southern Region branches
- 34 years of logistics working experience

LIOW WEI KUNG

Corporate Director
IT Development Group

AGE 62

Qualification
Bachelor of Science (Hons) Computing
(University of Bolton, UK)
Higher Diploma in Accounting

Working Experience
- Joined the Company in 1991 as Head of Accounts Department in Penang Prai Logistics Centre
- Appointed as Head of Planning and Control in Head Quarter in 1999
- Appointed as Head of IT Division in 2002
- Appointed as the Corporate Director in 2021
- In charge of IT Software Development Group
- 20 years of experience in Software Engineering and Project Management. 12 years of experience in Accounting and Finance

CHOY WENG HOE

Corporate Director
Finance, Legal &
Human Resource Group
TASCO Yusen Gold
Cold Sdn Bhd ("TYGC") Group

AGE 50

Qualification
Master of Business Administration
(Charles Sturt University, Australia)
Chartered Accountant of the Malaysian Institute of Accountants (MIA)

Working Experience
- Joined Gold Cold Transport Sdn Bhd as Head of Finance since year 2015
- Appointed as Corporate Director of TYGC in 2019
- In charge of Finance, Legal and Human Resource of TYGC Group
- 30 years of experience in accounts and finance

TAN NEE PHING

Corporate Director
Business Development
Cold Chain Division of TYGC Group

AGE 52

Qualification

Bachelor Degree in Marketing
(University of Mississippi, USA)

Working Experience

- Joined Gold Cold Integrated Logistics Sdn Bhd as Senior Manager, Logistics Hub-Business & Solutions Development since 2006
- Appointed as Corporate Director in TYGC in 2019
- In charge of Cold Chain Division of TYGC Group
- 29 years of experience in logistics industry focusing in cold chain warehousing and transportation

TAN JUI HOW

Corporate Director
Convenience Retail Division and
IT Development Group of TYGC Group

AGE 57

Qualification

Master of Business Administration
(University of Hull, UK)
Bachelor in Computer Science
(Universiti Kebangsaan Malaysia)

Working Experience

- Joined TYGC in 2018 as Corporate Director
- In charge of Convenience Retail Division and IT Development Group of TYGC Group
- 16 years of experience in information technology, business process, supply chain & logistics in convenience retail chain
- Prior to the above, he gained experience as Internal Auditor in Bank Negara and Head of Operations in several stockbroking firms

TAI KAIN FATT

Corporate Director
Contract Logistics and Trucking Group
of TYGC Group

AGE 42

Qualification

Fellow Member of the Association of Chartered Certified Accountants (FCCA)

Working Experience

- Joined the Company in 2010 as a Manager in Supply Chain Support
- Appointed as Corporate Director of TYGC in 2021
- In charge of Contract Logistics and Trucking Group
- 12 years of experience in logistics industry
- Prior to the above, he practiced as a Chartered Accountant.

Note :
1. No Key Senior Management has any family relationships with any directors and/or major shareholders of the Company.
2. No Key Senior Management has any conflict of interest with the Company.
3. No Key Senior Management has been convicted of any offences within the past 5 years other than traffic offences, if any.

To earn the trust of stakeholders – not only shareholders but also customers, business partners and the regional communities in which TASCO maintains a presence – and meet their expectations, the Group strives to build and further enhance a management structure optimised for management transparency and efficiency.

Guidelines

The Board of Directors ("Board") is committed in ensuring that the principles and best practices on corporate governance are observed and practised throughout the Group as the fundamental part of discharging its responsibilities to protect, enhance shareholders' value and to continue delivering sustainable performance.

The Malaysian Code on Corporate Governance ("Code") sets out the principles and best practices on structures and processes that the Group may use towards achieving their optimal governance framework. The Board has also provided specific disclosures on the application of each practice in its Corporate Governance Report ("CG Report"). The CG Report was announced to Bursa Securities together with the Annual Report of the Company. A copy of the CG Report can be obtained from the Company's website at **www.tasco.com.my.** Shareholders are advised to read this Overview Statement together with the CG Report.

Set out below is the manner in which the Group has applied the principles of corporate governance and the extent to which it has complied with the best practices set out in the Code.

BOARD LEADERSHIP AND EFFECTIVENESS

I Board Responsibility

Internal Organisation Structure

The Board comprises nine (9) members, including four (4) Independent Non-Executive Directors. The Board had also established the following three (3) Board Committees and at management level a Risk Management Committee to assist the Board in carrying out its fiduciary duties. The Board Committees are:

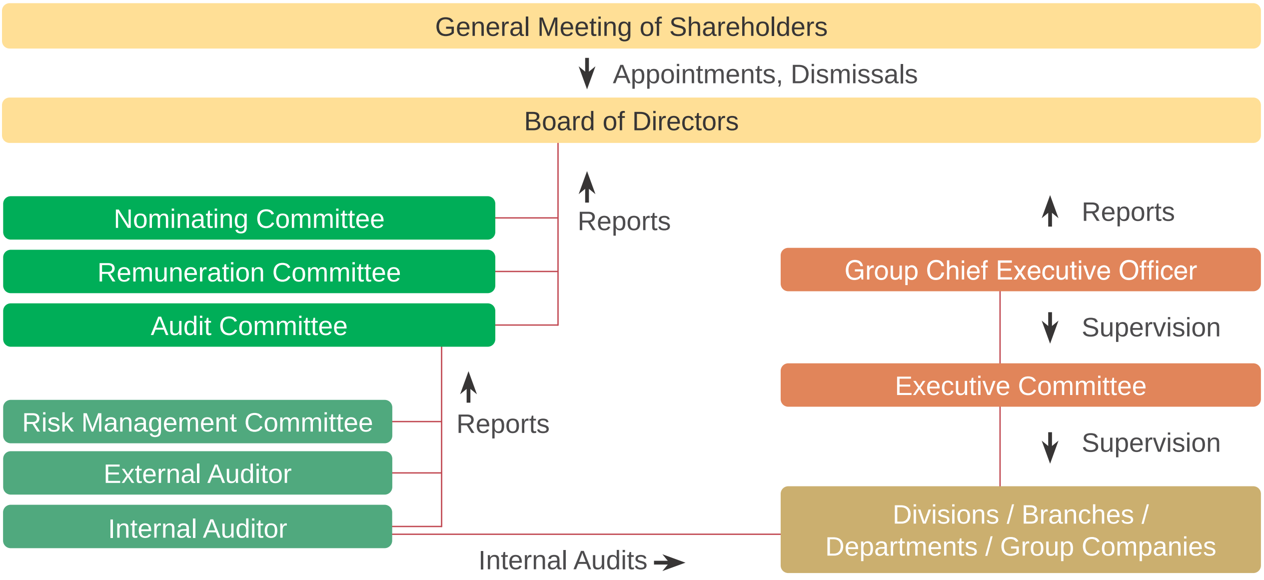
(a) Nominating Committee
(b) Remuneration Committee
(c) Audit Committee

These Board Committees deliberate on particular issues and report their findings and recommendations to the Board. However, the ultimate responsibility for all decisions lies with the entire Board.

The Executive Committee headed by the Group Chief Executive Officer comprises fifteen (15) members including Executive Directors from the Board and senior level staff. The Executive Committee is responsible to discuss matters of particularly critical importance from the prospective of day to day management and operation strategies.

The positions of the Chairman and the Group Chief Executive Officer are held by two (2) individuals to promote accountability and facilitates the division of responsibilities between them. There is a clear division of responsibilities between the Chairman and the Group Chief Executive Officer, which will ensure a balance of power and authority. The Chairman is primarily responsible for the orderly conduct and workings of the Board, which includes leading the board in its collective oversight of management. While the Group Chief Executive Officer focuses on the business and day-to-day operations as well as coordinating the development and implementation of business and corporate strategies. The division of responsibilities have clearly defined in the Board Charter.

Overall, our internal organisation structure is designed to clarify lines of authority and responsibility for the business and operation strategies, promote fast and accurate decisions, and enhance management transparency and efficiency.



Board Charter and Directors' Code of Conduct and Ethics

The Board has formally adopted a Board Charter, which provides guidance to the Board in the fulfilment of its roles, duties and responsibilities which are in line with the principles of good corporate governance. The Board Charter provides guidance for Directors and Management on the responsibilities of the Board, its Committees and requirements of Directors and it is subject to periodical review to ensure consistency with the Board's strategic intent as well as relevant standards of corporate governance. The Board reviewed the Board Charter on 28 April 2022.

The Board is also committed to conducting business in accordance with the highest standards of business ethics and complying with applicable laws, rules and regulations. The Directors' Code of Conduct and Ethics provide guidance for Directors regarding ethical and behavioural considerations and/or actions as they address their duties and obligations during their appointment.

The Board Charter and Directors' Code of Conduct and Ethics are made available for reference in the Company's website at **www.tasco.com.my.** The Board Charter would be reviewed periodically and updated in accordance with the needs of the Company and any new regulation that may have an impact on the discharge of the Board's responsibility.

Corporate Compliance Policy and Whistleblowing Policy and Procedure

The Company has established a Corporate Compliance Policy to steer acceptable employment practices, ethical values and conduct for behaviour of employees. The Board also encourages employees within the Group to report suspected and/or known misconduct, wrongdoings, corruption, fraud, waste and/or abuse involving resources of the Company. The Whistleblowing Policy and Procedure adopted by the Company provides and facilitates a mechanism for any individual to report concerns about any suspected and/or known misconduct, wrongdoings, corruption, fraud, waste and/or abuse.

The Corporate Compliance Policy and Whistleblowing Policy and Procedure are made available for reference in the Company's website at **www.tasco.com.my.**

Succession Planning

The Board reckoned the importance of succession planning to ensure the sustainability and continuity of the Group. All candidates appointed to senior management positions are of sufficient caliber and that there are programmes to provide for the orderly succession of senior management. Succession planning also includes appointing, assessing, training, fixing the compensation of and where appropriate, replacing senior management when necessary.

The Chairman of the board should not be a member of the Audit Committee, Nominating Committee and Remuneration Committee

To avoid the impairment of the objectivity of the Chairman and the board when deliberating on the observations and recommendations put forth by the board committees, the Chairman of the board is not a member of the Audit Committee, Nomination Committee or Remuneration Committee to ensure there is check and balance as well as objective review by the board.

Qualified Company Secretaries

The Board would ensure the Company is supported by qualified, experienced and competent company secretary. The Company Secretary is capable as official liaison party to TASCO to communicate, prepare and submit statutory returns with the Companies Commission of Malaysia ("CCM") in compliance with the statutory requirements under the Malaysian Companies Act 2016 ("Act") and Bursa Malaysia Securities Berhad.

The Company Secretary plays an important role in advising the Board on issues relating to corporate compliance with the relevant laws, rules, procedures and regulations affecting the Board and the Group, as well as best practices of governance. The Directors have ready and unrestricted access to the advice and services of the Company Secretary. The Board is regularly kept up to date on and apprised of any regulations and guidelines.

The appointment and removal of the Company Secretary shall be within the purview of the Board.

Board meeting

The Board convenes at least four (4) scheduled Board meetings during each financial year. More meetings will be scheduled depending on business requirements, where appropriate. During the financial year, a total of four (4) Board meetings were held.

The Chairman has structured with a pre-set agenda for the Board meeting and adequate time was allocated for discussion of issues tabled to the board for deliberation. The agenda and the Board papers are circulated to Directors seven (7) days in advance to enable the Directors to effectively discharge their responsibilities. Any additional information requested by Directors is readily available and will be provided in a timely manner. Reports on the performance of the Group are also circulated to the Directors for their perusal and comments. The Board also has a formal schedule of matters reserved to it for deliberation and decision such as the approval of annual and interim results, major capital expenditure, budgets, major investments, strategic issues affecting the business of the Group, corporate policies and procedures and corporate plans.

In addition, on important matters that require the Board's decisions, prior briefings, if necessary, are provided or conveyed by Executive Directors to other Board members to ensure full knowledge and understanding thus enhancing the members' comprehension of Board papers before deliberations.

The Board is also notified of any corporate announcements to be released to Bursa Malaysia and is kept informed of updates issued by the various regulatory authorities.

All the deliberations and decisions of the Board meetings have been accurately reflected in the minutes including any dissenting views and if any director had abstained from voting or deliberating on a particular matter. The minutes will be circulated in a timely manner, and the Chairman signed the minutes upon confirmation by the Board of Directors and Board Committees at the next meeting.

In furtherance of their duties, the Directors have access to all information pertaining to the Group as well as to seek independent professional advice at the Company's expense, if necessary. The Directors also have access to the advice and services of the Company Secretary who must ensure that all necessary information is obtained from Directors both for the Company's own records and for the purposes of meeting statutory obligations as well as obligations arising from the Main Market Listing Requirements ("LR") of Bursa Malaysia and other regulatory requirements. The Board acknowledges the fact that the Chairman is entitled to the positive support of the Company Secretary in ensuring the effective functioning of the Board.

The underlying factors of directors' commitment to the Company are devotion of time and continuous improvement of knowledge and skill sets. Besides Datuk Dr Wong Lai Sum, who is currently holding two (2) directorships in other public listed companies, none of the other Directors held directorship in other listed company.

The annual schedule of meetings of the Board, its Committees and shareholders meeting are usually set at the end of each year to enable the Directors to plan ahead and to facilitate their commitment to these meetings for the following year. Additional meetings are planned as and when necessary. Details of the attendance at Board and Board Committee meetings are set out in the relevant sections of this Statement.

Sustainability

The Board together with the management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets. The Board recognised that an effective board leadership and oversight require the integration of sustainability considerations in corporate strategy, governance and decision-making, as sustainability and its underlying environment, social as well as governance ("ESG") issues have become increasingly material to the ability of companies to create durable and sustainable value and maintain confidence of our stakeholder. The Company has formally adopted a Sustainability Policy to provide a series of guidance to take proactive actions and effectively measures to anticipate and address material ESG risks and opportunities. The Sustainability Policy is available in the Company's website at www.tasco.com.my.

The Board together with the management have set out the long-term strategy, and a clear plan on sustainability including supporting the global transition to a net-zero economy. Please refer to our Sustainability Statement from pages 25 to 54.

The Board have identified a designated person within the management, to provide dedicated focus to manage sustainability strategically, including the integrated of sustainability considerations in the operations of the company.

II. Composition of the Board

The Board comprises the following members and the details of attendance of each member at the Board meetings held during the financial year ended 31 March 2022 are as follows:

Name	Status of Directorship	Independent	Meeting Attended
Lee Check Poh (Chairman)	Executive	No	4/4
Lee Wan Kai (Group Chief Executive Officer)	Executive	No	4/4
Tan Kim Yong (Group Deputy Chief Executive Officer)	Executive	No	4/4
Lim Jew Kiat	Executive	No	4/4
Norihiko Yamada	Executive	No	4/4
Raymond Cha Kar Siang	Non-Executive	Yes	4/4
Kwong Hoi Meng	Non-Executive	Yes	4/4
Raippan s/o Yagappan @ Raiappan Peter	Non-Executive	Yes	4/4
Datuk Dr Wong Lai Sum	Non-Executive	Yes	4/4

The Group is headed by an experienced and dynamic Board comprising professionals, ex-civil servants, long serving staff and entrepreneurs with diverse skills from a wide range of business, financial, economic and legal backgrounds. The Board effectively controls the direction and provides leadership for the Group by setting appropriate objectives and strategic directions and is responsible for the overall operations and management of the Group.

The Board reviews and adopts a strategic plan, which covers the core business of the Group. The various strategies and objectives identified in the plan are monitored and evaluated during the implementation. In addition, the Board implements a risk management system which identifies the principal risks and ensures the implementation of the management of those risks to mitigate the impact of any such risks. Its other responsibilities include reviewing the adequacy and integrity of the Group's internal control systems and management information systems for compliance with applicable laws, regulations, rules, directives and guidelines as well as development and implementation of the succession planning for senior management and investor relations programme for the Group.

The Board considers that the current size of the Board is adequate and facilitates effective decision making. The Board also reviews on an annual basis the appropriateness of its size.

The Board's composition complies with the LR that requires at least 1/3 of the Board to comprise Independent Non-Executive Directors. However, it is not in line with Practice 5.2 of the Code where it requires at least half of the Board members comprises independent directors. Necessary steps will be taken to meet the requirements of the Code as mentioned above. The appointment of Datuk Dr Wong Lai Sum as our Independent Non-Executive Director in March 2019 has brought us one step closer to the observance of Practice 5.9 of the Code.

There is a balance in the Board because of the presence of Independent Non-Executive Directors who bring strong independent judgment, knowledge, skills and experience to the Board's deliberations during the decision making process. The Independent Non-Executive Directors ensure that the interest of the minority shareholders and other stakeholders are given due consideration in the deliberations of the various issues and matters affecting the Group.

Tenure of Independent Directors

The Board does not have term limit for its Independent Directors and is of the view that the independence of the Independent Directors should not be determined solely or arbitrary by their tenure of service as there are significant advantages to be gained from long-serving directors who possess tremendous insight and in-depth knowledge of the Group's business and affairs. The Board believes that continued contribution will provide stability and benefits to the Board and the Company as a whole, especially their invaluable knowledge of the Group and its operations gained through the years. The caliber, qualification, experience and personal qualities, particularly of the Director's integrity and objectivity in discharging his responsibilities in the best interest of the Company predominantly determines the ability of a Director to serve effectively as an Independent Director.

The Board is also confident that the Independent Directors themselves, after having provided all the relevant confirmations on their independence, will be able to determine if they can continue to bring independent and objective judgement on Board deliberations and decision making.

The Independent Directors of the Company who have served for a cumulative term of more than twelve (12) years are Mr. Kwong Hoi Meng, Mr. Raymond Cha Kar Siang and Mr. Raippan s/o Yagappan @ Raiappan Peter.

The Board has decided to retain them as Independent Directors notwithstanding their services for a cumulative term of more than twelve (12) years as Independent Directors after assessment of their performance, experience, expertise and recommendation by the Nominating Committee.

Nevertheless, as the independent directors mentioned above have served as Independent Directors of TASCO for more than twelve (12) years, the Board will seek approval from the shareholders of the Company at the forthcoming AGM to support the Board's decision to retain them as Independent Director without going through the two-tier voting process based on the following justifications:-

- They have fulfilled the criteria under the definition of Independent Director as stated in the LR and thus they would be able to bring an element of objectivity to the Board;
- They have vast and diverse range of experiences in various industries and therefore would be able to provide constructive opinion, independent judgment and to act in the best interest of the Company and shareholders;
- They have continued to exercise their independence and due care during their tenure of service; and
- They have shown great integrity and independence, and had not entered into any related party transactions with the Group.

Appointment and Re-election of Directors

The Company has in place a nomination process to appoint new directors but it does not have a set of specific criteria for assessment and selection of director candidate. However, consideration would be taken on the need to meet the regulatory requirements such as the Act, the LR and other criteria discussed in the following paragraphs.

The Nominating Committee is empowered to identify and recommend new appointments to the Board. The potential candidates may be proposed by independent sources, existing directors, senior management staff, shareholders or third party referral. Under normal circumstances, the Nominating Committee would review new board candidates to fill vacancy arises from resignation, retirement or any other reasons and make the recommendation to the Board thereon for decision. Based on the recommendation of the Nominating Committee, the Board would evaluate and decide on the appointment of the proposed candidate.

Upon receipt of the proposal, the Nominating Committee is responsible to conduct an assessment and evaluation on the proposed candidate. The assessment/evaluation process may include, at the Nominating Committee's discretion, reviewing the candidate's resume, curriculum vitae, candidate's qualifications as well as formal or informal interview at the Nominating Committee's discretion.

In discharging its duty, the Nominating Committee will assess the suitability of an individual to be appointed to the Board by taking into consideration the individual's skills, knowledge, expertise, experience, age, cultural background, gender, strength of qualities and competency and understanding of the business environment. The Nominating Committee will also further consider on the time that the candidate able to devote to serve the Board effectively.

The Company has a gender diversity policy in place, whereas the gender diversity policy required that in any list of proposed candidates to the Board and/or Senior Management shall consist of at least one (1) woman candidate, wherever reasonably possible during the selection process. The Nominating Committee and the Board are responsible in ensuring that gender diversity objectives are adopted in board and senior management recruitment, board and senior management performance evaluation and succession planning processes respectively. The Company shall provide a suitable working environment that is free from harassment and discrimination in order to attract and retain women participation in the Board and Senior Management. A female director has been appointed since 1 March 2019. There are two (2) female members in the Executive Committee of the Board, which is equivalent to 14.3%.

For appointment of Independent Directors, the Nominating Committee would also assess whether the candidate meets the requirements for independence based on criteria prescribed in the LR.

In accordance with the Company's Constitution, all newly appointed Directors are subject to retirement and are entitled for re-election at the first annual general meeting ("AGM") after their appointment. At every subsequent AGM, 1/3 of the existing Directors including the Managing Director, or if their number is not three (3) or a multiple of three (3), then the number nearest to one third shall retire from office provided always that all Directors shall retire from office once at least in each three (3) years, but shall be eligible for re-election. An election of Directors shall take place every year. The election of each Director is voted separately. Any person appointed by the Board either to fill casual vacancy or as an addition to the existing Directors, shall hold office only until the next AGM and shall be eligible for re-election.

For the appointment of Senior Management, the Director that take-charge of the recruitment of the respective position will take into consideration the objective criteria, merit and with due regard for diversity in skills, experience, expertise, age, cultural background, gender, strength of qualities and competency and understanding of the business environment.

Nominating Committee

The Nominating Committee was set up on 6 December 2007 and the terms of reference of the Nominating Committee and the nomination and election process of directors are made available for reference in the Company's website at **www.tasco.com.my.** The Board reviewed the terms of reference of Nominating Committee on 28 April 2022. The terms of reference can be obtained from the Company's website at **www.tasco.com.my.**

The Nominating Committee comprises the following members and the details of attendance of each member at the Nominating Committee meetings held during the financial year ended 31 March 2022 are as follows:

Name	Status of Directorship	Independent	Meeting Attended
Raymond Cha Kar Siang (Chairman)	Non-Executive	Yes	1/1
Kwong Hoi Meng	Non-Executive	Yes	1/1
Raippan s/o Yagappan @ Raiappan Peter	Non-Executive	Yes	1/1

The Nominating Committee was set up by the Board to ensure that it has an appropriate balance, size and the required mix of skills, experience and core competencies to govern the organisation towards achieving its intended goals and objectives. The Nominating Committee shall propose new candidates for the Board and assess Directors on an ongoing basis.

a) Annual Assessment of Existing Directors

The director who is subject to re-election and/ or re-appointment at next AGM shall be assessed by the Nominating Committee before recommendation is made to the Board and shareholders for the re-election and/ or re-appointment. Appropriate assessment and recommendation by the Nominating Committee would be based on the yearly assessment conducted.

The Nominating Committee will review and assess the mix of skills, expertise, composition, size and experience of the Board of Directors. The Nominating Committee will also review and assess the performance of each individual director, the effectiveness of the Board and the Board Committees. The Nominating Committee will also assess the directors based on the fit & proper criteria as per the Fit & Proper Policy recently adopted by the Company

The Nominating Committee had met to review the mix of skills, experience and qualities of the Board committees and Board members as well as the appropriateness of the size of the Board and concluded that the Board composition was adequately balanced in ensuring continued effectiveness and efficiency.

b) Assessment on Independence of Directors

In line with the Code, the Board, with the assistance of the Nominating Committee, is required to review the independence of the Company's Independent Non-Executive Directors on an annual basis. The Board adopts the definition of an 'Independent Non-Executive Director' as provided by the LR, and such definition is used as criteria for Directors' independence assessment whereby Directors are required to provide written confirmation on their independence on yearly basis. In addition, a consideration would be given to assess whether the independent directors are able to act independently of management and free from any businesses or other relationship.

Any director who considers that he/she has or may have a conflict of interest or a material personal interest or a director or indirect interest or relationship that could reasonably be considered to influence in a material way the Directors' decisions in any matter concerning to the Company is required to immediately disclose to the Board. The director concerned is to abstain from participating in any discussion or voting on the respective matter.

Upon the assessment carried out, Nominating Committee satisfied that the Independent Non-Executive Directors comply with the definition of Independent Non-Executive Directors as defined in the LR.

c) Assessment on AC as a whole and the performance of the individual AC member

The Nominating Committee have reviewed the term of office of the AC members and assessed the performance of the AC and its members during the financial year and was satisfied with the assessment results.

During the financial year under review, the Nominating Committee also reviewed and recommended to the Board the re-election of Directors who retire in accordance with the Company's Constitution.

Directors' Training

The Board recognises the needs to attend training to enable them to discharge their duties effectively.

The Board has empowered the Directors of the Company to determine their own training requirements as they consider necessary or deem fit and expedient to keep themselves updated on the various issues facing the changing business environment, regulatory and corporate governance developments to enhance their professionalism and knowledge to effectively discharge their duties and obligations. During the financial year, all the Directors have attended training listed under their respective individual director profile. This is in compliance with paragraph 15.08(2) of the LR. A brief description of the trainings attended by the Directors is as follows: -

No.	Programme
1.	Effective Leadership Communication Training
2.	Webinar - Post-Budget 2022: Unpacking the Tax Implications
3.	MIRA Sustainability Programme - Sustainability Accelerator - Workshop A to D
4.	Webinar Series : ESG and Sustainability Reporting
5.	Focus Group Session on Bursa Malaysia's Sustainability Reporting Framework Review
6.	Webinar Series : Corporate Liability under S17A of The MACC Act 2009 and its Mitigation
7.	2022 Budget Seminar
8.	MIA Webinar Series : A Technical Booster on the Three Critical Standards MFRS/IFRS 9, 15 and 16
9.	Securities Commission's Audit Oversight Board ("AOB") Conversation with Audit Committee
10.	Fraud Risk Management Workshop
11.	Malaysia National E&E Forum 2021
12.	Sustainability and Circular Economy
13.	Reimagining the Modern Workplace
14.	The Future State : Escalating Sustainable Growth

For new Directors, a familiarisation programme will be conducted for them. This includes a presentation of the Group's operations, meetings with senior management and site visits, where appropriate, to facilitate their understanding of the Group.

The Board is regularly updated by the Company Secretary on the latest updates and major amendments made to the LR and other regulatory requirements relating to the discharge of the Directors' duties and responsibilities. The External Auditors also highlighted changes to the Malaysian Financial Reporting Standards and legislation that affect the Company's financial statements during the financial year.

III Remuneration Committee

The Remuneration Committee comprises the following members and the details of attendance of each member at the Remuneration Committee meetings held during the financial year ended 31 March 2022 are as follows:

Name	Status of Directorship	Independent	Meeting Attended
Raippan s/o Yagappan @ Raiappan Peter (Chairman)	Non-Executive	Yes	1/1
Raymond Cha Kar Siang	Non-Executive	Yes	1/1
Kwong Hoi Meng	Non-Executive	Yes	1/1

The Remuneration Committee, set up on 6 December 2007, is responsible for recommending to the Board the remuneration of the Executive Directors, in all forms. The determination of the remuneration of the Non-Executive Directors as well as the Executive Directors will be a matter to be determined by the Board as a whole with the Director concerned abstaining from deliberations and voting on the decisions regarding his own remuneration.

The terms of reference of the Remuneration Committee has been reviewed by the Board on 28 April 2022 and it complies with the recommendations of the Code. The terms of reference can be obtained from the Company's website at **www.tasco.com.my.**

The levels of remuneration of the Directors should reflect the rate to attract and retain their services taking into consideration the prevailing market pay and employment conditions within the industry. The remuneration should comprise components to cover rewards linking corporate performance and individual contribution towards the overall results, in the case of Executive Directors. Reasonable allowances and fees are paid to the Non-Executive Directors to commensurate with their experience and skills.

The Board has a Remuneration Policy to establish a formal and transparent procedure for developing the structure for the remuneration package of Directors and Key Senior Management. The Company aims to maintain a competitive remuneration package that will attract, retain and motivate a high quality Board and Key Senior Management to achieve Company's business objectives and at the same time aligned with shareholders' interests. The Remuneration Policy is made available for reference in the Company's website at **www.tasco.com.my.**

Pursuant to Section 230(1) of the Act, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.

The amount of Directors' fee proposed for the shareholders' approval at the forthcoming AGM is RM400,000 for the period from 8 September 2022 until the next AGM. In addition, shareholders' approval will also be sought at the forthcoming AGM for the payment of Directors' benefit (excluding Directors' fees) to the Non-Executive Directors up to an amount of RM25,000 from 8 September 2022 until the next AGM of the Company.

The details of the remuneration of Directors of the Company and Group for the financial year ended 31 March 2022 by category and in the band of RM50,000 are as follows:

Received from the Company

Range of Remuneration	Executive Directors	Non-Executive Directors
Below RM50,000	-	3
RM50,001 to RM100,000	-	1
RM250,001 to RM300,000	1	-
RM1,100,001 to RM1,150,000	2	-
RM1,200,001 to RM1,250,000	1	
RM1,800,001 to RM1,850,000	1	-

The remuneration is further analysed by fees and salaries and other emoluments:

	Fees RM	Salaries and other emoluments RM	Total RM
Executive Directors	-	5,581,497	5,581,497
Non-Executive Directors	204,000	-	204,000

Received from the Group

Range of Remuneration	ExecutiveDirectors	Non-Executive Directors
Below RM50,000	-	3
RM50,001 to RM100,000	-	1
RM250,001 to RM300,000	1	-
RM1,100,001 to RM1,150,000	2	-
RM1,200,001 to RM1,250,000	1	
RM1,800,001 to RM1,850,000	1	-

The remuneration is further analysed by fees and salaries and other emoluments:

	Fees RM	Salaries and other emoluments RM	Total RM
Executive Directors	-	5,581,497	5,581,497
Non-Executive Directors	204,000	-	204,000

The details of the remuneration of Key Management of the Company and Group for the financial year ended 31 March 2022 by category and in the band of RM50,000 are as follows:

Range of Remuneration	Group	Company
RM250,001 to RM300,000	1	1
RM300,001 to RM350,000	4	4
RM400,001 to RM450,000	2	1
RM450,001 to RM500,000	1	0
RM500,001 to RM550,000	1	-
RM550,001 to RM600,000	2	2
RM600,001 to RM650,000	1	0
RM650,001 to RM700,000	1	1
RM750,001 to RM800,000	1	1

Summary of activities of Remuneration Committee:

- Reviewed the remuneration packages for the Executive Directors.
- Reviewed the fees and benefits of the Non-Executive Directors and recommended to the Board to seek shareholders' approval.

EFFECTIVE AUDIT AND RISK MANAGEMENT

I Audit Committee

The Audit Committee, set up on 6 December 2007, is responsible to assist the Board to review the adequacy and integrity of the Group's internal control systems and all financial statements before their submission to the Board for approval. The terms of reference of Audit Committee has been reviewed on 28 April 2022 and is available in the Company's website.

The Chairman of the Audit Committee is not the Chairman of the Board. The Audit Committee comprises solely Independent Non-Executive Directors. The role of the Audit Committee is to support the Board in overseeing the processes for production of the financial data, review the financial reports and the internal control of the Group.

The composition of the Audit Committee together with its reports is presented in Audit Committee Report in this Annual Report. The Board has not appointed any of the Company's former key audit partners as a member of the Audit Committee. The Audit Committee will observe a minimum three (3) years cooling-off period before any former key audit partner can be appointed as a member of the Audit Committee.

The Board has maintained a professional and transparent relationship with the Group's auditors, both external and internal. The Audit Committee seeks regular assurance on the effectiveness of the internal control systems through independent appraisal by the auditors in ensuring compliance with the applicable accounting standards in Malaysia. Liaison and unrestricted communication exists between the Audit Committee and the external auditors.

The external auditors would be re-appointed annually subject to annual evaluation by the Audit Committee. As part of the evaluation process, the Audit Committee will obtain feedback from the management team on the quality of the audit service of the external auditors. Audit partner in-charge of a public listed company should be rotated (within the audit firm) every seven (7) years to ensure independence of audit.

The Audit Committee has conducted the annual evaluation on the suitability and performance of the auditors based on the relevant criteria set out in the policy and procedures of the Company, which included adequacy of resources of the firm, quality of service and competency of the staff assigned to the audit, the external auditors' independence and the costing. Being satisfied with Mazars PLT's performance and audit independence, the Audit Committee recommended their re-appointment as external auditors.

Also, the Audit Committee has obtained written confirmation from the external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement for the financial year in accordance with the terms of all relevant professional and regulatory requirements.

Approval by the Audit Committee is required before any non-audit services are rendered by the external auditor and its affiliates by taking into account the nature and extent of the non-audit services and the appropriateness of the level of fees.

The Board at its meeting held on 27 January 2022 accepted the Audit Committee's recommendation and was satisfied with Mazars PLT's suitability and audit independence thus agreed to put forward a resolution on their appointment to the shareholders for approval at the forthcoming AGM.

For the financial year ended 31 March 2022, statutory audit fees incurred by the Company and on Group basis is RM120,610 and RM286,736 respectively while the review of quarterly financial statements incurred by the Company on Group basis is RM86,655.

The non-audit fees incurred for services rendered for the Company and the Group by the external auditors for the financial year ended 31 March 2022 is RM94,155.

The Board, with the recommendations by the Audit Committee, will ensure that all quarterly announcements and annual reports present a balanced and understandable assessment of the Group's financial position and prospect. The Board is also required by the Act to prepare financial statements that give a true and fair view of the state of affairs, including the cash flows and results of the Group and of the Company for the financial year. A statement by the Board of its responsibilities for preparing the financial statements is set out on page 82 of this Annual Report.

In presenting its quarterly results and annual financial statements to the shareholders, the Directors aim to present a balanced and understandable assessment of the Group's position and prospects. The Company has established an appropriate and transparent relationship with its external auditors through the Audit Committee. The Audit Committee and the Board also review the information to be disclosed before the release to Bursa Malaysia.

II. Risk Management and Internal Control Framework

The Board recognises the importance of a sound system of internal control for the Group including risk assessment and acknowledges its ultimate responsibilities in maintaining the same.

The Company adopts the COSO (Committee of Sponsoring Organisations of the Treadway Commission) control framework throughout our audit implementation as a basis for assessing the adequacy and effectiveness of the Company's risk and control processes. The Company has established a Risk Management Committee at management level which comprises 14 members of senior level staff who are responsible to ensure that there is a risk management programme in place to identify and manage the major or significant operational, financial and market risks associated with the Group's businesses.

The Risk Management Committee seeks to improve the administration and operation of the Company by adopting the following Risk Tabulation Table to identify and evaluate its risk exposure, focusing on its operational processes. Appropriate measures will be taken to mitigate these risks in the future.

Risk Tabulation Table

LIKEHOOD				
	High			
	Medium			
	Low			
		Minor	Moderate	Major
		IMPACT		

The terms of reference of the Risk Management Committee have been approved by the Board.

Internal Control System

The Directors recognises their ultimate responsibility for the Group's system of internal controls and the need to review the adequacy and the integrity of the internal control systems.

The Directors also take cognisance of the importance of identifying principal risks and having an appropriate risk management system. The Group has an internal audit function, which reports to the Audit Committee and assists the Board in monitoring and managing risks and internal controls.

Internal Audit Function

The Board acknowledges its responsibility for maintaining a sound system of internal controls, which provides reasonable assessment of effective and efficient operations, internal financial controls and compliance with laws and regulations as well as with internal procedures and guidelines.

The Internal Audit Function is outsourced to an independent professional firm, Messrs. Omar Arif & Co. which reports directly to the Audit Committee. Each quarterly audit is performed by approximately 2 to 3 internal auditors depending on the area of audit. The Internal Auditor prepares and tables an Annual Internal Audit Plan for the consideration and approval of the Audit Committee. The Internal Auditor adopts a risk-based approach in preparing its audit strategy and annual plan was based on the risk profiles of the business operations. The scope of the internal audit is based on the audit plan. The Internal Auditor reports to the Audit Committee on a quarterly basis and provides the Audit Committee with independent views on the adequacy, integrity and effectiveness of the system of internal control after its reviews.

The Audit Committee has conducted an annual assessment of the Internal Audit Function to ensure adequacy of its scope, competency and resources for it to be able to effectively perform its function in accordance with the relevant professional standards. While performing the audit, the Internal Auditor is free from any relationships or conflicts of interest, which could impair their objectivity and independence.

During the financial year, the Internal Auditor conducted audit in the areas of Information Technology Management, Ocean Freight Forwarding & Origin Cargo Management, Procurement, Asset Management, Trucking, and Payment. They also conducted Follow-up Audit to ensure the relevant action plans have been carried out for operations efficiency. During which, the Internal Auditor also tabled the Audit Planning Memorandum to the Board for approval.

The Group incurred RM51,940 for internal audit costs during the financial year ended 31 March 2022.

The Statement of Risk Management and Internal Control, set out on pages 86 to 87 of this Annual Report, which has been reviewed by external auditors, provide an overview of the state of internal controls within the Group. Further information on the internal audit function and its activities are set out on page 87 of this Annual Report.

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I Communicate with Stakeholders

The Board values its dialogue with both institutional shareholders and private investors and recognises that timely and equal dissemination of relevant information be provided to them. In this regard, it adheres to the disclosure requirements of Bursa Malaysia by making announcements via the Bursa Malaysia's website at www.bursamalaysia.com. Information of the Company is also disseminated through the following channels:

a) Annual Report;
b) Circular to Shareholders; and
c) Company's website at **www.tasco.com.my**

Any enquiry regarding the Company and its group of companies may be conveyed to the following personnel:

Mr. Lee Wan Kai
(Group Chief Executive Officer)
Telephone number : 03-51018888
Fax number : 03-55488288
Email address : andy.lee@tasco.com.my

Mr. Tan Kim Yong
(Deputy Group Chief Executive Officer)
Telephone number : 03-51018888
Fax number : 03-55488288
Email address : ky.tan@tasco.com.my

The Board actively engages with the relevant stakeholders ie. employees, shareholders, potential investors, authorities as well as customers to gain a better understanding of the expectations and concerns of stakeholders and the company's impact on them. The Company holds briefing sessions for fund managers, investment analysts, potential investors and the media in conjunction with the announcement of quarterly results, yearly financial results to Bursa Malaysia and AGM.

The Company's annual report is uploaded to the Company's website and hardcopy is available upon request. By making various announcements through Bursa Malaysia in particular the timely release of the quarterly results, members of the public can also obtain the full financial results and the announcements from the Bursa Malaysia's website we well as Company's website.

II. Conduct of General Meeting

The Board encourages shareholders' active participation at the Company's general meetings, shareholders should exercise their rights to ask questions, provide views and vote at general meetings. General meetings are important platforms for directors and senior management to engage shareholders to facilitate greater understanding of the company's business, governance and performance. General meetings enable and support shareholders in exercising their ownership rights and expressing their views to the board and senior management on any areas of concerns.

The AGM remains the principal forum for dialogue with shareholders where it provides an opportunity for the shareholders to seek clarifications on the Group's operations. Given the significance of AGM, at least 28 days' notice of meeting together with the Annual Report is sent out to the shareholders. All Board members, the Chair of Audit, Nominating and Remuneration Committees attended the Forty-Sixth AGM and provided responses to questions addressed to them. The Chairman and Board members will undertake to provide the shareholder with a written answer to any significant question that cannot be readily answered. The Chairman will also ensure sufficient time has been allocated to the shareholders to raise their concerns and seeks clarification from the Board and Committees members. The external auditors will also be present to provide their professional and independent clarification on issues and concerns raised by the shareholders, if any.

Amidst the pandemic, the Company conducted the recent years' general meetings in a fully- virtual manner, which leveraging technology to facilitate greater shareholder participation, electronic voting and remote shareholder participation. The Board endeavored to ensure the virtual meetings supported meaningful engagement between the board, senior management and shareholders. The minutes of the Annual General Meetings are made available in the company's website within 30 business days after the Annual General Meetings.

All the resolutions tabled to vote in the general meetings are decided by way of poll and the detailed results are included in the announcements to Bursa Malaysia on the same day of the general meetings.

The Board also ensures that each item of special business included in the Notice of AGM must be accompanied by an explanation of the effects of the proposed resolution.

Compliance Statement

The Board strives to ensure that the Company complies with the Principles and Best Practices of the Code. The Board will endeavor to improve and enhance the procedures from time to time.

STATEMENTS OF DIRECTORS' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

The Directors are required by the Act, to prepare financial statements for each financial year which have been made out in accordance with the applicable approved accounting standards, and give a true and fair view of the state of affairs of the Group and Company at the end of the financial year and of the results and cash flows of the Group and Company for the financial year. In preparing the financial statements, the Directors have:

- Selected suitable accounting policies and applied them consistently;
- Made judgments and estimates that are reasonable and prudent;
- Ensure that all applicable accounting standards have been followed; and
- Prepared the financial statements on the going concern basis as the Directors have a reasonable expectation, having made enquiries, that the Group and Company have adequate resources to continue in operational existence for the foreseeable future.

The Directors have the responsibility of ensuring that the Company keeps accounting records which disclose with reasonable accuracy the financial position of the Group and Company and which enable them to ensure that the financial statements comply with the Act.

The Directors have overall responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group to prevent and detect fraud and other irregularities.

The Board is pleased to present the Audit Committee Report for the financial year ended 31 March 2022.

COMPOSITION AND ATTENDANCE

The present composition of the Audit Committee ("AC") is as follows:

Name	Status of Directorship	Independent	Meeting Attended
Kwong Hoi Meng (Chairman)	Non-Executive	Yes	4/4
Raymond Cha Kar Siang	Non-Executive	Yes	4/4
Raippan s/o Yagappan @ Raiappan Peter	Non-Executive	Yes	4/4

The AC has three (3) members, all of whom are Independent Directors. This meets the step-up practice of Practice 9.4 of the Code where the AC consists solely of independent directors. The AC Chairman is not the Chairman of the Board in accordance to Practice 9.1 of the Code.

The AC Chairman, Mr Kwong Hoi Meng who is elected among the AC members, is a member of the Malaysian Institute of Certified Public Accountants and Malaysian Institute of Accountants which complies with paragraph 15.09(1)(c)(i) of the LR.

AUTHORITY

The AC shall be in accordance with the procedures determined by the Board and at the cost of the Group:

a. have explicit authority to investigate any matter within its terms of reference;
b. have the resources which are required to perform its duties;
c. have full and unrestricted access to any information pertaining to the Group;
d. have unrestricted access to the Group Chief Executive Officer;
e. have direct communication channels with the external auditors and person(s) carrying out the internal audit function;
f. be able to obtain independent/external professional or other advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary; and
g. be able to convene meetings with the external auditors, the internal auditors or both excluding the attendance of other directors and employees of the Group, whenever deemed necessary.

The full terms of reference of the AC can be viewed at the Company's website at **www.tasco.com.my**.

MEETINGS

The AC met four (4) times during the financial year ended 31 March 2022 with full attendance.

Minutes of each meeting were recorded and tabled for confirmation at the next AC meeting and were subsequently noted by the Board. The Chairman also conveyed to the Board matters of significant concern as and when raised by the External Auditors or Internal Auditors.

The lead audit partner of the External Auditors responsible for the Group audit attended two (2) AC meetings during the financial year to present the Audit Progress Memorandum and Audit Planning Memorandum before commencement of the audit of the Group. The AC also met the External Auditors on two (2) occasions without the presence of the Executive Directors and the management. At these meetings the AC enquired about the management cooperation with the External Auditors, access to information in their course of audit and proficiency in financial reporting. The External Auditors were also invited to raise any matter that is of importance to the AC.

INTERNAL AUDIT

The Group Internal Audit Function that was outsourced to Messrs. Omar Arif & Co. conducted the audit activities as planned in the Internal Audit Memorandum. Their scope of audit also covers Related Party Transactions ("RPT").

On annual basis, the Internal Auditors presented their audit plan to the AC for review and approval. The audit findings and report are presented to the AC members at all the AC meetings held during the financial year ended 31 March 2022. Their reports cover the status and progress of their assignments, audit recommendations, management's response and the outcome of the procedural review on RPT, follow up audit reports were also presented to the AC.

The costs incurred in maintaining the outsourced internal audit function for the financial year ended 31 March 2022 is RM51,940.

SUMMARY OF ACTIVITIES

The AC carried out the following activities during the financial year under review:

Financial Reporting and Compliance

- Reviewed quarterly and annual financial reports for the Company and the Group prior to submission to the Board for consideration and approval, focusing particularly on the following:

  (i) significant and unusual events;
  (ii) changes in or implementation of major accounting policy; and
  (iii) compliance with accounting standards and other legal requirements.

- Reviewed the Group's quarterly results and year-end financial statements with applicable approved and new accounting standards issued by the Malaysian Accounting Standards Board and other relevant legal and regulatory requirements.

- Reviewed the Statement on Risk Management and Internal Control prior to submission to the Board for consideration and approval for insertion into the Annual Report 2021.

Internal Audit and Risk Management

- Reviewed and assessed the adequacy of the scopes and functions of the Internal Audit Plan and Risk Management for the Company and the Group and authorised resources to address risk areas that have been identified.

- Reviewed and assessed the adequacy and effectiveness of the risk management framework and the appropriateness of Management's responses to key areas and proposed recommendations for improvements to be implemented.

- Reviewed the audit report prepared by the Internal Auditors, considered their material findings and assessed the Management's responses and action.

- Considered the renewal of Internal Audit engagement.

- During the financial year, the Internal Auditors conducted audit in the areas of Information Technology Management, Ocean Freight Forwarding & Origin Cargo Management, Procurement, Asset Management Trucking and Payment.

External Audit

- Reviewed the External Audit Plan for the Company and the Group with the External Auditors to ensure the audit scope and activities are adequately covered.
- Reviewed the proposed final audit fees for the External Auditors and Internal Auditors in respect of their audit of the Company and the Group.
- Considered the re-appointment of the External Auditors.
- Met with the External Auditors twice a year without the presence of the executive Board members and the management.
- Assessed the suitability, performance and independence of the External Auditors in accordance to the criteria set out in the policy and procedures of the Company.

Related Party Transaction

- Reviewed the related party transactions and ensured that they are not more favourable to the related parties than those generally available to the public and complies with the LR.
- Reviewed the policies, procedures and processes established for related party transactions.
- Reviewed the Recurrent Related Party Transactions circular and recommended to the Board to seek shareholders' approval for renewal of shareholders' mandate.

OTHER INFORMATION

The Nominating Committee had on 27 January 2022 reviewed the term of office of the AC Members and assessed the performance of the AC and its Members through an annual Board Committee effectiveness assessment. The Nominating Committee is satisfied that the AC and its members discharged their functions, duties and responsibilities in accordance with the AC's Terms of Reference. The result of the assessment was reported to the Board and the Board is in concurrence with the Nominating Committee with regard to the performance of the AC and its Members.

The Board has overall responsibility for the Group's system of risk management and internal control and for reviewing its effectiveness whilst the role of management is to implement the Board's policies on risk and control. The system of risk management and internal control is designed to manage and minimise the risk of failure to achieve business objectives. In pursuing these objectives, internal controls can only provide reasonable and not absolute assurance against material misstatement or loss.

The adequacy and effectiveness of the Group's risk management, internal control and governance process are reviewed and monitored by the Audit Committee, which receives regular reports from the internal auditors. Formal procedures are in place for actions to be taken to remedy any significant failings or weaknesses in these reports.

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

Based on the foregoing, the Board is satisfied with the adequacy and effectiveness of the Group's risk management and internal control system.

The Group's system of risk management and internal control does not apply to its joint venture company and associated company because the Group does not have full management control over them.

The internal control system of the Group has three (3) components as described below. The system has been put in place for the financial year under review and up to the date of approval of the Annual Report and Financial Statements.

CONTINUOUS PROCESS

The Board takes cognisance of the continuous process for identifying, evaluating and managing the significant risks faced by the Group. The key elements of the Group's internal control system cover the following:

- Organisation structure are properly drawn up according to functions with clear defined delegation of responsibilities to the Board;
- Regular meetings are held at operational and management levels to identify and resolve business, financial, operational and management issues;
- 6 branches in the Group, Shah Alam Logistics Centre, Penang Prai Logistics Centre, Port Klang Logistics Centre, Penang Air Logistics Centre, KLIA Air Logistics Centre and Berjaya Industrial Logistics Centre were accredited ISO 9001:2015 certification on quality management system. Documented internal procedures and standard operating procedures have been put in place and surveillance audits are conducted by assessors of the ISO certification body to ensure that the system is adequately implemented;
- Documented guidelines on operating procedures have been put in place for relevant departments;
- Regular information are provided by the management to the Board on financial performance and key business indicators;
- Monthly monitoring of results by the management through financial reports;
- Budgeting and forecasting system governed by Group's policies;
- Regular internal audit visits and other specific assignments, if the need arises, assigned by the Audit Committee;
- The Audit Committee holds regular meetings with the management on the actions taken on internal control issues identified through reports prepared by the internal auditors, external auditors and/or management;
- Established the Code of Conduct documenting and communicating the ethical principles and expected standard of conducts for and to all the personnel within the Group; and
- Implementation of a written Whistle Blowing Policy which set out formal channels through which relevant matters may be raised by concerned parties.

There are no material losses incurred during the financial year as a result of weaknesses in internal control. The management will continue to take adequate measures to strengthen the control environment in which the Group operates.

INTERNAL AUDIT

The Group has outsourced the Internal Audit Function to an independent professional firm, Messrs Omar Arif and Co. which reports to the Audit Committee and assists the Board in the monitoring and managing of risks and internal controls. The Internal Auditor provides an independent, objective assurance and advisory services that add value and improve the operations by:

- Ensuring the existence of processes to monitor the effectiveness and efficiency of operations and the achievement of business objectives;
- Ensuring the adequacy and effectiveness of internal control systems for safeguarding of assets and providing consistent, accurate financial and operational data;
- Promoting risk awareness and the value and nature of an effective internal control system;
- Ensuring compliance with laws, regulations, corporate policies and procedures; and
- Assisting management in accomplishing its objectives by adopting a systematic and disciplined audit approach to evaluating and improving the effectiveness of risk management, control and governance processes within the Group's operations.

The Internal Audit Function focused on high priority activities determined by risk assessment and in accordance with the audit planning memorandum approved by the Audit Committee.

The Internal Audit Function is free from any relationships or conflicts of interest, which could impair their objectivity and independence.

RISK MANAGEMENT

The Group seeks to respond to the risks inherent in its business operations through supervisory departments, which address operating risks in each business division, and through the establishment of internal rules geared to each risk. The Board has set up Risk Management Committee to underpin an integrated internal control system appropriate for the entire organisation and continues to enhance risk management practices where necessary by ascertaining the status of such practices on a regular basis. Activities of Risk Management Committee include:

- Ensuring the Company implements a comprehensive system of risk identification, assessment and management;
- Forms an integral part of the Group's structure and design to identify, assess, monitor and manage risks;
- Regularly reviews the risks factors applicable to the Group; and
- Ensuring that procedures, which effectively and efficiently manage these risks within the particular context of the Group's business strategy and the environment in which the Group operates, are set in place.

ADDITIONAL COMPLIANCE INFORMATION

1. AUDIT FEES AND NON-AUDIT FEES

During the financial year ended 31 March 2022, the amount of audit fees and non-audit fees paid or payable by the Company and the Group to external auditors are as follows:

	Group RM	Company RM
Audit Fees	RM286,736	RM120,610
Non-Audit Fees	RM94,155	RM94,155

2. MATERIAL CONTRACTS INVOLVING DIRECTORS AND SUBSTANTIAL SHAREHOLDERS' INTEREST

Other than the related party transactions disclosed in the Annual Report, there were no material contracts entered into by the Group during the year which involved the interests of Directors or substantial shareholders.

3. RECURRENT RELATED PARTY TRANSACTION

The recurrent related party transactions of a revenue or trading nature of the Group conducted pursuant to the shareholders' mandate during the financial year ended 31 March 2022 are as follows:

No.	Nature of Transactions	Transacting Parties	Interested Related Parties	Aggregate Value (RM'000)
1	Various agency agreements entered into between TASCO and the respective NYK Group's subsidiaries to act as the handling agents in the respective countries and facilitate the operations of each other.	TASCO/NYK Group, NYK, YLK and YLSG	Mr. Norihiko Yamada[1], NYK Group[3], YLK and YLSG	Sales : 339,723 Purchases: 265,768
2	Various staff secondment agreements entered into between TASCO and the NYK Group's subsidiaries whereby NYK Group's subsidiaries agree to second and TASCO agrees to engage the expatriate who shall be regarded as a member of TASCO's staff and shall be subject to TASCO's rules and regulations.	TASCO/NYK Group, NYK, YLK and YLSG	Mr. Norihiko Yamada[1], NYK Group[3], YLK and YLSG	1,803
3	Software agreement entered into between TASCO and the NYK Group's subsidiaries to grant TASCO for the use of computer software for its various logistics services.	TASCO/NYK Group, NYK, YLK, YLSG	Mr. Norihiko Yamada[1], NYK Group[3], YLK and YLSG	2,620
4	Management service agreements entered into between TASCO and the NYK Group's subsidiaries for the provision of business development, sales, marketing and related activities by NYK Group to TASCO.	TASCO/NYK Group, NYK, YLK, YLSG	Mr. Norihiko Yamada[1], NYK Group[3], YLK and YLSG	11,373
5	Provision of freight services by NYK Group's subsidiaries to TASCO.	TASCO/NYK Group, NYK, YLK, YLSG	Mr. Norihiko Yamada[1], NYK Group[3], YLK and YLSG	28,556

Notes:
1. Mr. Norihiko Yamada was seconded to TASCO from YLK and was appointed as Executive Director on 1 April 2019.
2. NYK denotes Nippon Yusen Kabushiki Kaisha, the ultimate holding company of TASCO.
3. NYK Group denotes NYK's subsidiary companies and affiliates.

CALENDAR OF EVENTS 2021/22

▼ 15 SEPTEMBER 2021

Our Company convened the 46th Annual General Meeting on a fully virtual basis.

◄ 27 SEPTEMBER 2021

Launching of Safety Campaign FY 2021

◄ 8 OCTOBER 2021

TASCO received the Certificate of Authorised Economic Operator ("AEO") from Royal Malaysian Customs Department.

▲ 29 DECEMBER 2021

Closure of Warehouse A, B, C & D for handover to Kajima for demolishment to build a 4-storey warehouse.

▼ 21 FEBRUARY 2022

TASCO was invited by Royal Malaysian Customs Department to attend a ceremony held at Dewan Semarak Jati, Putrajaya to receive the AEO emblem and certificate.

▼ 30 JUNE 2022

Mr Gordon Raison, CEO and Representative Director and Mr Jun-ichi Miki, Advisor of Roland Corporation visited TASCO

FINANCIAL STATEMENTS

CORPORATE INFORMATION

DOMICILE	:	Malaysia
LEGAL FORM AND PLACE OF INCORPORATION	:	Public company limited by way of shares incorporated in Malaysia under the Companies Act 2016
REGISTERED OFFICE	:	802, 8th Floor Block C, Kelana Square 17 Jalan SS7/26 47301 Petaling Jaya Selangor Darul Ehsan
PRINCIPAL PLACE OF BUSINESS	:	Lot No.1A, Persiaran Jubli Perak Jalan 22/1, Seksyen 22 40300 Shah Alam Selangor Darul Ehsan

DIRECTORS' REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

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

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business as an integrated logistics solutions provider. The principal activities of the subsidiary companies are indicated in note 8 to the financial statements.

There have been no significant changes in the nature of these activities during the financial year.

RESULTS

	Group RM	Company RM
Profit for the financial year	67,720,961	58,859,581
Attributable to:		
Owners of the Company	65,249,760	58,859,581
Non-controlling interests	2,471,201	-
	67,720,961	58,859,581

DIVIDENDS

During the financial year, the Company paid:

- a single-tier dividend of 1.25 sen per ordinary share amounting to RM10,000,000 in respect of financial year ended 31 March 2021; and

- interim single-tier dividend of 1.00 sen per ordinary share amounting to RM8,000,000 in respect of financial year ended 31 March 2022.

On 17 May 2022, the directors declared a single-tier dividend of 1.5 sen per ordinary share amounting to RM12,000,000 in respect of the financial year ended 31 March 2022.

ISSUE OF SHARES AND DEBENTURES

There were no issuance of shares or debentures during the financial year.

SHARE OPTIONS

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

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those as disclosed in the statements of changes in equity set out on pages 106 and 107.

ULTIMATE HOLDING COMPANY

The directors regard Nippon Yusen Kabushiki Kaisha, a company incorporated in Japan and listed on Tokyo Stock Exchange and Nagoya Stock Exchange, as the ultimate holding company.

DIRECTORS

The directors in office during the year commencing from the beginning of the financial year to the date of this report are as follows:

Mr Lee Check Poh
Mr Raymond Cha Kar Siang
Mr Kwong Hoi Meng
Mr Raippan s/o Yagappan @ Raiappan Peter
Mr Tan Kim Yong
Mr Lim Jew Kiat
Mr Lee Wan Kai
Datuk Dr Wong Lai Sum
Mr Norihiko Yamada

DIRECTORS OF SUBSIDIARY COMPANIES

The following are directors of the subsidiary companies (excluding directors who are also directors of the Company) during the financial year until the date of this report:

Encik Haris Fazail Bin Haroon
Encik Shawaludin Bin Dol
Mr Tai Kain Fatt
Mr Rikiya Kanamori

DIRECTORS' INTERESTS IN SHARES

The following directors, who held office at the end of the financial year, had interests in shares in the Company and its related corporations are as follows:

	← No. of ordinary shares			→
The Company	**At 1.4.2021**	**Bought**	**Sold**	**At 31.3.2022**
Mr Lee Check Poh - deemed interest[(1)]	78,643,504	500,000	-	79,143,504
Mr Tan Kim Yong - direct interest	240,000	-	-	240,000
Mr Lim Jew Kiat - direct interest	480,000	-	-	480,000
Mr Raymond Cha Kar Siang - direct interest	88,000	-	-	88,000
Mr Kwong Hoi Meng - direct interest	88,000	-	-	88,000
Mr Raippan s/o Yagappan @ Raiappan Peter - direct interest	88,000	-	-	88,000
Mr Lee Wan Kai - direct interest	80,000	-	-	80,000
Subsidiary - Omega Saujana Sdn Bhd				
Mr Lee Check Poh - direct interest	49,000	-	-	49,000
Subsidiary - Piala Kristal (M) Sdn Bhd				
Mr Lee Check Poh - direct interest	49,000	-	-	49,000

[(1)] Deemed interest by virtue of his equity interest in *Real Fortune Portfolio Sdn Bhd*.

The other directors in office at the end of financial year, did not have any interest in shares in the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Neither during nor at the end of the financial year was the Company a party to any arrangements whose object is to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Since the end of the previous financial year, no director of the Company 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; and other benefits as set out below) by reason of a contract made by the Company or a related corporation with a 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.

Directors' remuneration and other benefits are as follows:

	Company RM
Directors' fee	204,000
Other emoluments	5,012,623
Contribution to post-employment benefits	568,874

INDEMNITY

During the financial year, the total amount of indemnity coverage and insurance premium paid for the directors and officers of the Company are RM5,000,000 and RM12,000 respectively.

OTHER INFORMATION

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

(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts, and satisfied themselves that there were no known bad debts to be written off and adequate allowance had been made for doubtful debts; and

(ii) to ensure that any current assets which were unlikely be realised in the ordinary course of business including their values of current assets as shown in the accounting records have been written down to an amount which the current assets might be expected so to realise.

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

(i) which would render it necessary to write off any bad debt or the amount of allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

(ii) which would render the values attributed to the current assets in the financial statements of the Group and of the Company misleading; or

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

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

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

(ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may affect the ability of the Group or of the Company to meet their 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 of the Group and of the Company which would render any amount stated in the financial statements misleading.

In the opinion of the directors:

(i) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

(ii) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

SIGNIFICANT EVENTS

Details of significant events are disclosed in note 43 to the financial statements.

AUDITORS

Auditors' remuneration is set out in note 29 to the financial statements.

The auditors, Mazars PLT, Chartered Accountants, have expressed their willingness to accept re-appointment.

To the extent permitted by laws, the Company has agreed to indemnify its auditors, as part of the terms of its audit engagement, against claims arising from the audit. No payment has been made to indemnify the auditors for the current financial period.

APPROVAL OF THE DIRECTORS' REPORT

This report is approved by the board of directors, and signed on behalf of the board of directors in accordance with a directors' resolution.

LEE CHECK POH Director	**LEE WAN KAI** Director

Kuala Lumpur

Date: 27 May 2022

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TASCO BERHAD
(INCOPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of TASCO Berhad, which comprise the statements of financial position as at 31 March 2022 of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 101 to 176.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2022, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial 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.

(a) Impairment of goodwill

The risk:

As at 31 March 2022, the Group had goodwill of RM81,864,054 arising from the acquisition of Gold Cold Transport Sdn Bhd ("GCT") in previous years, which represented 6% of the Group's total assets. Goodwill is allocated to the cold chain business of GCT which represents the cash generating unit ("CGU") for impairment testing purposes. Recoverable amount of CGU is determined using the value-in-use method.

Refer to notes 3(i), 4(f)(a) and 7 to the financial statements.

We focus on this area as the assessment of recoverable amount of the CGU involved the use of significant accounting estimates and assumptions in arriving at the discounted cash flow projection using value-in-use method. Therefore, impairment testing of goodwill is considered as a key audit matter.

How the matter was addressed in our audit:

To address the matter identified, we evaluated the cash flow projection by assessing the reasonableness of the key assumptions such as forecasted revenue growth rates applied by management and our understanding of the historical performance of GCT and available economic data. With the support of our internal specialist, we assessed the appropriateness of the discount rate used in determining the recoverable amounts of the CGU by comparing to market sources. We tested the sensitivity of the cash flow projection to evaluate the corresponding effect on the recoverable amount due to the possible changes in the key assumptions.

(b) Revenue recognition

The risk:

The revenue of the Group and of the Company for the financial year ended 31 March 2022 amounted to RM1,481,412,546 and RM1,341,817,563 respectively.

The Group and the Company are involved in the operation of integrated logistics solutions provider. We have identified revenue recognition as a key audit matter, particularly in respect of the occurrence of services rendered and the appropriateness of the timing of revenue recognition with transactions occurring on or near financial year-end. Some of the revenue streams of the Group and of the Company depict recognition of revenue over time, based on the progress towards the completion of each performance obligation at the reporting date.

Due to the significant volume of above transactions, there is a risk that revenue could be recognised in the incorrect period for transactions occurring near or at the financial year end.

The Group's and the Company's disclosures about revenue recognition are included in notes 4(i), 27 and 42 to the financial statements.

How the matter was addressed in our audit:

To address the matters identified, we assessed the design and the implementation of the Group's and of the Company's key controls over revenue recognition and tested the operating effectiveness of identified controls. We evaluated the compliance of the revenue recognition criteria in accordance with accounting standard and reviewed the quantification of cut off adjustments made to the financial statements. We also tested revenue transactions by inspecting source documents using sampling techniques. The procedures covered testing the occurrence and timing of recording individual transactions. For transactions close to the period end, we tested the cut-off procedures on sampling basis and reviewed credit notes issued to customers after financial year end to ascertain whether revenue is recognised in the correct period.

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises Directors' Report, Audit Committee Report, Corporate Governance Overview Statement and Statement on Risk Management and Internal Control, which we obtained prior to the date of this auditors' report, however, other information to be included in the Annual Report, are expected to be made available to us after that date.

Other information does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial 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.

Other Matter

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

MAZARS PLT
201706000496 (LLP0010622-LCA)
AF 001954
Chartered Accountants

CHONG FAH YOW
03004/07/2022 J
Chartered Accountant

Kuala Lumpur

Date: 27 May 2022

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2022

	Note	2022 RM	2021 RM
ASSETS			
Non-current assets			
Property, plant and equipment	5	518,088,841	515,401,863
Right-of-use assets	6	26,510,622	19,524,288
Goodwill	7	81,864,054	81,864,054
Investment in associated company	9	3,562,279	3,196,691
Investments in joint ventures	10	14,107,444	3,432,220
Other assets		961,704	924,204
Deferred tax assets	11	323,932	6,998
Total non-current assets		645,418,876	624,350,318
Current assets			
Contract assets	13	211,879,361	-
Trade receivables	14	338,779,725	169,446,656
Other receivables, deposits and prepayments	15	25,391,377	20,784,835
Amount owing by immediate holding company	16	12,841,554	6,761,282
Amounts owing by related companies	17	50,672,916	22,312,990
Amount owing by associated company	9	50,000	50,000
Amount owing by a joint venture	10	16,219	447,272
Current tax assets		554,067	497,096
Short term investments	18	-	5,438,139
Fixed deposits with licenced banks	19	-	33,104,986
Cash and bank balances	20	87,462,082	77,832,946
Total current assets		727,647,301	336,676,202
TOTAL ASSETS		1,373,066,177	961,026,520

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2022

	Note	2022 RM	2021 RM
EQUITY AND LIABILITIES			
Equity			
Share capital	21	100,801,317	100,801,317
Revaluation reserve		1,400,591	1,400,591
Fair value reserve		(64,999)	(64,999)
Retained earnings		414,712,891	367,463,131
Equity attributable to owners of the Company		516,849,800	469,600,040
Non-controlling interests		68,093,161	66,971,960
Total equity		584,942,961	536,572,000
Non-current liabilities			
Amount owing to corporate shareholder of subsidiary company	22	4,201,172	4,573,172
Lease liabilities	6	12,177,574	10,704,697
Hire purchase payables	23	1,221,249	-
Bank term loans	24	147,003,677	216,601,250
Deferred tax liabilities	11	22,595,280	22,882,200
Total non-current liabilities		187,198,952	254,761,319
Current liabilities			
Contract liabilities	13	1,660,749	-
Trade payables	25	421,773,704	65,669,077
Other payables, deposits and accruals	26	60,077,746	42,218,317
Amount owing to immediate holding company	16	3,069,756	2,663,082
Amounts owing to related companies	17	21,891,707	16,501,689
Amount owing to associated company	9	940,500	-
Amount owing to corporate shareholder of subsidiary company	22	470,510	478,523
Lease liabilities	6	16,375,561	9,017,240
Hire purchase payables	23	735,859	-
Bank term loans	24	70,708,064	29,874,727
Current tax liabilities		3,220,108	3,270,546
Total current liabilities		600,924,264	169,693,201
Total liabilities		788,123,216	424,454,520
TOTAL EQUITY AND LIABILITIES		1,373,066,177	961,026,520

The accompanying notes form an integral part of the financial statements

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2022

	Note	2022 RM	2021 RM
ASSETS			
Non-current assets			
Property, plant and equipment	5	296,346,445	290,674,347
Right-of-use assets	6	10,599,537	15,784,123
Investments in subsidiary companies	8	107,689,939	107,689,939
Investment in associated company	9	3,000,000	3,000,000
Investment in a joint venture	10	2,800,000	3,480,000
Amounts owing by subsidiary companies	12	22,804,259	24,200,330
Other assets		924,204	924,204
Total non-current assets		444,164,384	445,752,943
Current assets			
Trade receivables	14	200,524,796	137,310,182
Other receivables, deposits and prepayments	15	14,643,649	15,094,668
Amount owing by immediate holding company	16	12,841,554	6,761,282
Amounts owing by subsidiary companies	12	31,838,563	31,749,195
Amounts owing by related companies	17	50,672,916	22,312,990
Amount owing by associated company	9	50,000	50,000
Amount owing by a joint venture	10	619	132,837
Fixed deposits with licensed banks	19	-	29,300,000
Cash and bank balances	20	41,266,372	50,690,706
Total current assets		351,838,469	293,401,860
TOTAL ASSETS		796,002,853	739,154,803

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2022

	Note	2022 RM	2021 RM
EQUITY AND LIABILITIES			
Equity			
Share capital	21	100,801,317	100,801,317
Fair value reserve		(64,999)	(64,999)
Retained earnings		278,335,069	237,475,488
Total equity		379,071,387	338,211,806
Non-current liabilities			
Lease liabilities	6	3,294,156	8,861,587
Bank term loans	24	122,933,341	188,233,340
Deferred tax liability	11	10,184,149	9,476,919
Total non-current liabilities		136,411,646	206,571,846
Current liabilities			
Trade payables	25	75,976,316	56,855,587
Other payables, deposits and accruals	26	46,543,866	31,799,816
Amount owing to immediate holding company	16	3,069,756	2,663,082
Amounts owing to subsidiary companies	12	56,345,778	51,986,778
Amounts owing to related companies	17	21,891,707	16,501,689
Amount owing to associated company	9	940,500	-
Lease liabilities	6	7,579,015	7,018,319
Bank term loans	24	65,300,000	24,466,663
Current tax liability		2,872,882	3,079,217
Total current liabilities		280,519,820	194,371,151
Total liabilities		416,931,466	400,942,997
TOTAL EQUITY AND LIABILITIES		796,002,853	739,154,803

The accompanying notes form an integral part of the financial statements

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	Note	Group 2022 RM	Group 2021 RM	Company 2022 RM	Company 2021 RM
Revenue	27	1,481,412,546	946,612,167	1,341,817,563	820,553,792
Cost of sales		(1,277,471,655)	(795,446,580)	(1,164,246,164)	(694,491,547)
Gross profit		203,940,891	151,165,587	177,571,399	126,062,245
Other income	28	4,683,590	4,447,915	6,461,463	2,998,374
Administrative and general expenses		(108,453,003)	(80,819,116)	(97,634,440)	(69,088,022)
Profit from operations	29	100,171,478	74,794,386	86,398,422	59,972,597
Finance costs	30	(13,195,827)	(14,396,928)	(10,954,157)	(12,667,175)
Share of results of associated company and joint ventures		1,170,812	291,946	-	-
Profit before tax		88,146,463	60,689,404	75,444,265	47,305,422
Tax expense	31	(20,425,502)	(17,020,092)	(16,584,684)	(13,838,508)
Profit for the financial year		67,720,961	43,669,312	58,859,581	33,466,914
Other comprehensive income:					
Items that will be reclassified subsequently to profit or loss:					
Exchange difference on translation of foreign operation		-	643,844	-	-
Other comprehensive income for the financial year, net of tax		-	643,844	-	-
Total comprehensive income for the financial year		67,720,961	44,313,156	58,859,581	33,466,914
Profit attributable to:					
Owners of the Company		65,249,760	41,273,994	58,859,581	33,466,914
Non-controlling interests		2,471,201	2,395,31	-	-
Profit for the financial year		67,720,961	43,669,312	58,859,581	33,466,914
Total comprehensive income attributable to:					
Owners of the Company		65,249,760	41,917,838	58,859,581	33,466,914
Non-controlling interests		2,471,201	2,395,318	-	-
Total comprehensive income for the financial year		67,720,961	44,313,156	58,859,581	33,466,914
Basic earnings per share attributable to owners of the Company (sen per share)	32	8.16	5.16		

The accompanying notes form an integral part of the financial statements

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

		Attributable to owners of the Company							
		Non distributable				Distributable			
	Note	Share capital RM	Revaluation reserve RM	Exchange translation reserve RM	Fair value reserve RM	Retained earnings RM	Total RM	Non-controlling interests RM	Total equity RM
Group									
Balance at 1 April 2020		100,801,317	1,400,591	(643,844)	(64,999)	334,189,137	435,682,202	64,576,642	500,258,844
Total comprehensive income for the financial year		-	-	643,844	-	41,273,994	41,917,838	2,395,318	44,313,156
Dividends paid	33	-	-	-	-	(8,000,000)	(8,000,000)	-	(8,000,000)
Balance at 31 March 2021		100,801,317	1,400,591	-	(64,999)	367,463,131	469,600,040	66,971,960	536,572,000
Total comprehensive income for the financial year		-	-	-	-	65,249,760	65,249,760	2,471,201	67,720,961
Dividends paid	33	-	-	-	-	(18,000,000)	(18,000,000)	-	(18,000,000)
Dividends paid to non-controlling interest of a subsidiary company		-	-	-	-	-	-	(1,350,000)	(1,350,000)
Balance at 31 March 2022		100,801,317	1,400,591	-	(64,999)	414,712,891	516,849,800	68,093,161	584,942,961

The accompanying notes form an integral part of the financial statements

STATEMENT OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

		← Non distributable	→	Distributable	
	Note	Share capital RM	Fair value reserve RM	Retained earnings RM	Total equity RM
Company					
Balance at 1 April 2020		100,801,317	(64,999)	212,008,574	312,744,892
Total comprehensive income for the financial year		-	-	33,466,914	33,466,914
Dividends paid	33	-	-	(8,000,000)	(8,000,000)
Balance at 31 March 2021		100,801,317	(64,999)	237,475,488	338,211,806
Total comprehensive income for the financial year		-	-	58,859,581	58,859,581
Dividends paid	33	-	-	(18,000,000)	(18,000,000)
Balance at 31 March 2022		100,801,317	(64,999)	278,335,069	379,071,387

The accompanying notes form an integral part of the financial statements

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
CASH FLOWS FROM OPERATING ACTIVITIES				
Profit before tax	88,146,463	60,689,404	75,444,265	47,305,422
Adjustments for:				
Allowance for doubtful debts	425,210	362,401	388,198	325,198
Bad debts written off	-	147,213	-	147,213
Depreciation of property, plant and equipment	28,956,092	28,441,764	17,151,604	16,730,551
Depreciation of right-of-use assets	16,242,926	11,071,947	8,059,353	9,266,469
Gain on disposal of property, plant and equipment	(1,167,713)	(809,323)	(985,084)	(281,771)
Gain on early termination of lease contracts	(31,894)	(3,835)	(21,904)	-
Fair value gain on short term investments	(69,206)	(108,626)	-	-
Property, plant and equipment written off	16,025,123	194,208	16,025,123	194,207
Other investment written off	-	18,000	-	18,000
Loss on disposal of other assets	-	42,000	-	42,000
Share of results of associated company and joint ventures	(1,170,812)	(291,946)	-	-
Interest income	(831,691)	(1,201,064)	(1,442,617)	(1,348,755)
Dividend income	(36,600)	(36,600)	(3,186,600)	(36,600)
Interest expense	13,195,827	14,396,928	10,954,157	12,667,175
Loss on derecognition of subsidiary	-	824,860	-	-
Unrealised loss on foreign exchange	744,720	2,404,500	744,720	2,404,500
Operating profit before working capital changes	160,428,445	116,141,831	123,131,215	87,433,609
Changes in receivables	(418,079,141)	(75,654,699)	(95,181,844)	(69,860,356)
Changes in payables	380,449,883	44,479,662	38,621,028	38,524,324
Cash generated from operations	122,799,187	84,966,794	66,570,399	56,097,577
Interest received	-	952,139	-	550,070
Tax paid	(21,136,765)	(13,636,579)	(16,083,789)	(9,997,500)
Net cash generated from operating activities	101,662,422	72,282,354	50,486,610	46,650,147

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	Note	Group 2022 RM	Group 2021 RM	Company 2022 RM	Company 2021 RM
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment	34	(46,787,368)	(41,100,888)	(37,007,040)	(12,199,240)
Proceeds from disposal of property, plant and equipment		1,627,890	989,152	1,427,199	410,075
Proceeds from disposal of other assets		-	24,000	-	24,000
Repayment from a joint venture		680,000	-	680,000	-
(Advances to)/Repayment from subsidiary companies		-	-	(1,222,619)	53,593,835
Interest received		831,691	248,925	1,461,765	819,242
Dividends received		36,600	36,600	3,186,600	36,600
Acquisition of joint venture		(10,550,000)	-	-	-
Acquisition of other investment		(37,500)	-	-	-
Redemption of short term investments		5,507,345	-	-	-
Net cash outflow on derecognition of subsidiary	8	-	(44,992)	-	-
Net cash (used in)/generated from investing activities		(48,691,342)	(39,847,203)	(31,474,095)	42,684,512
CASH FLOWS FROM FINANCING ACTIVITIES					
Repayment of term loans		(28,764,236)	(76,874,901)	(24,466,662)	(72,766,664)
Repayment of hire purchase payables		(309,007)	(228,658)	-	-
Repayment of lease liabilities		(14,366,168)	(11,114,647)	(7,859,598)	(9,341,864)
Advances from/(Repayment to) subsidiary companies		-	-	3,625,247	(9,792,283)
Repayment to corporate shareholder of a subsidiary company		(372,000)	(372,000)	-	-
Interest paid		(13,203,840)	(14,405,737)	(10,954,157)	(12,667,175)
Dividends paid		(18,000,000)	(8,000,000)	(18,000,000)	(8,000,000)
Dividend paid to non-controlling interest of a subsidiary company		(1,350,000)	-	-	-
Net cash used in financing activities		(76,365,251)	(110,995,943)	(57,655,170)	(112,567,986)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
NET DECREASE IN CASH AND CASH EQUIVALENTS	(23,394,171)	(78,560,792)	(38,642,655)	(23,233,327)
CASH AND CASH EQUIVALENTS BROUGHT FORWARD	110,937,932	191,781,451	79,990,706	105,506,760
EFFECT OF EXCHANGE RATE CHANGES	(81,679)	(2,282,727)	(81,679)	(2,282,727)
CASH AND CASH EQUIVALENTS CARRIED FORWARD	87,462,082	110,937,932	41,266,372	79,990,706
Represented by:				
Fixed deposits with licensed banks	-	33,104,986	-	29,300,000
Cash and bank balances	87,462,082	77,832,946	41,266,372	50,690,706
	87,462,082	110,937,932	41,266,372	79,990,706

Note (a):

Reconciliation of liabilities arising from financing activities

2022 Group	**Term loans RM**	**Hire purchase payables RM**	**Lease liabilities RM**	**Amounts owing to corporate shareholder of subsidiary company RM**	**Total RM**
At beginning of financial year	246,475,977	-	19,721,937	5,051,695	271,249,609
Cash flows:					
Repayment of term loans	(28,764,236)	-	-	-	(28,764,236)
Repayment of hire purchase payables	-	(309,007)	-	-	(309,007)
Repayment of lease liabilities	-	-	(14,366,168)	-	(14,366,168)
Repayment to corporate shareholder of subsidiary company	-	-	-	(372,000)	(372,000)
Interest paid	(11,571,426)	(42,155)	(1,325,372)	(264,887)	(13,203,840)
Non-cash changes:					
Interest expenses	11,571,426	42,155	1,325,372	256,874	13,195,827
Termination of lease contracts	-	-	(924,797)	-	(924,797)
Additions of lease liabilities	-	-	24,122,163	-	24,122,163
Acquisition of property, plant and equipment	-	2,266,115	-	-	2,266,115
At end of financial year	217,711,741	1,957,108	28,553,135	4,671,682	252,893,666

The accompanying notes form an integral part of the financial statements

Note (a):

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

2021 Group	**Term loans RM**	**Hire purchase payables RM**	**Lease liabilities RM**	**Amounts owing to corporate shareholder of subsidiary company RM**	**Total RM**
At beginning of financial year	323,350,878	228,658	13,320,281	5,432,504	342,332,321
Cash flows:					
Repayment of term loans	(76,874,901)	-	-	-	(76,874,901)
Repayment of hire purchase payables	-	(228,658)	-	-	(228,658)
Repayment of lease liabilities	-	-	(11,114,647)	-	(11,114,647)
Repayment to corporate shareholder of subsidiary company	-	-	-	(372,000)	(372,000)
Interest paid	(13,609,057)	(5,033)	(505,653)	(285,994)	(14,405,737)
Non-cash changes:					
Interest expenses	13,609,057	5,033	505,653	277,185	14,396,928
Termination of lease contracts	-	-	(162,708)	-	(162,708)
Additions of lease liabilities	-	-	17,679,011	-	17,679,011
At end of financial year	246,475,977	-	19,721,937	5,051,695	271,249,609

2022 Company	**Term loans RM**	**Amounts to owing subsidiary companies RM**	**Lease liabilities RM**	**Total RM**
At beginning of financial year	212,700,003	38,301,070	15,879,906	266,880,979
Cash flows:				
Repayment of term loans	(24,466,662)	-	-	(24,466,662)
Advances from subsidiary companies	-	3,625,247	-	3,625,247
Repayment of lease liabilities	-	-	(7,859,598)	(7,859,598)
Interest paid	(10,460,936)	-	(493,221)	(10,954,157)
Non-cash changes:				
Interest expenses	10,460,936	-	493,221	10,954,157
Termination of lease contracts	-	-	(502,689)	(502,689)
Additions of lease liabilities	-	-	3,355,552	3,355,552
At end of financial year	188,233,341	41,926,317	10,873,171	241,032,829

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

Note (a):

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

2021 **Company**	**Term loans** **RM**	**Amounts to owing subsidiary companies** **RM**	**Lease liabilities** **RM**	**Total** **RM**
At beginning of financial year	285,466,667	48,093,353	7,917,406	341,477,426
Cash flows:				
Repayment of term loans	(72,766,664)	-	-	(72,766,664)
Repayment to subsidiary companies	-	(9,792,283)	-	(9,792,283)
Repayment of lease liabilities	-	-	(9,341,864)	(9,341,864)
Interest paid	(12,306,640)	-	(360,535)	(12,667,175)
Non-cash changes:				
Interest expenses	12,306,640	-	360,535	12,667,175
Additions of lease liabilities	-	-	17,304,364	17,304,364
At end of financial year	212,700,003	38,301,070	15,879,906	266,880,979

1. GENERAL INFORMATION

The Company is a public limited liability company incorporated and domiciled in Malaysia. The Company is listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Malaysia"). The addresses of the principal place of business and registered office of the Company are disclosed on page 91.

The immediate and ultimate holding companies are Yusen Logistics Co., Ltd, a company incorporated in Japan and Nippon Yusen Kabushiki Kaisha, a company incorporated in Japan and listed on Tokyo Stock Exchange and Nagoya Stock Exchange.

The Company is principally engaged in the business as an integrated logistics solutions provider. The principal activities of the subsidiary companies are indicated in note 8 to the financial statements.

There have been no significant changes in the nature of these activities during the financial year.

2. BASIS OF PREPARATION

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

The financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency.

The measurement bases applied in the preparation of the financial statements include historical cost, recoverable value, realisable value and fair value. Estimates are used in measuring these values.

(a) Application of new and revised standards

In the current financial year, the Group and the Company have applied a number of amendments that become effective mandatorily for the financial periods beginning on or after 1 April 2021.

The adoption of the amendments does not have significant impact on the financial statements of the Group and of the Company.

(b) New or amended standards issued that are not yet effective

The Group and the Company have not applied the following new standard and amendments that have been issued by the MASB but are not yet effective:

		Effective for financial periods beginning on or after
Amendments to MFRS 1, MFRS 9, MFRS 16 and MFRS 141	Annual Improvements to MFRS Standards 2018–2020	1 January 2022
Amendments to MFRS 3	Reference to the Conceptual Framework	1 January 2022
Amendments to MFRS 116	Property, Plant and Equipment – Proceeds before Intended Use	1 January 2022
Amendments to MFRS 137	Onerous Contracts–Cost of Fulfilling a Contract	1 January 2022
MFRS 17	Insurance Contracts	1 January 2023

2. BASIS OF PREPARATION (CONT'D)

(b) New or amended standards issued that are not yet effective (Cont'd)

The Group and the Company have not applied the following new standard and amendments that have been issued by the MASB but are not yet effective: (Cont'd):

		Effective for financial periods beginning on or after
Amendment to MFRS 17	Initial Application of MFRS 17 and MFRS 9 – Comparative Information	1 January 2023
Amendments to MFRS 101	Classification of Liabilities as Current or Non-current	1 January 2023
Amendments to MFRS 101	Disclosure of Accounting Policies	1 January 2023
Amendments to MFRS 108	Definition of Accounting Estimates	1 January 2023
Amendments to MFRS 112	Deferred Tax related to Assets and Liabilities arising from a Single Transaction	1 January 2023
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be announced by the MASB

The adoption of the above new standard and amendments are not expected to have significant impact on the financial position and financial performance of the Group and of the Company.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of financial statements in conformity with MFRS requires management to exercise judgement in the process of applying the accounting policies. It also requires the use of accounting estimates and assumptions that affect reported amounts of asset and liabilities and disclosures of contingent assets and liabilities at the reporting date, and reported amounts of income and expenses during the financial year.

Although these estimates are based on management's best knowledge of current events and actions, historical experiences and various other factors, including expectations for future events that are believed to be reasonable under the circumstances, actual results may ultimately differ from these estimates.

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

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources associated with estimation uncertainty at the reporting date that have significant risks of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(i) Impairment of goodwill

The Group reviews whether goodwill is impairment at least on an annual basis or on a more frequent basis if events or changes in circumstances indicate that the carrying amount may be impaired.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D)

Key sources of estimation uncertainty (Cont'd)

(i) Impairment of goodwill (Cont'd)

For the purpose of impairment testing, goodwill is allocated to the Group's cash generating unit ("CGU") that is expected to benefit from synergies of the business combination.

The recoverable amount of the CGU is determined using the value-in-use method which requires significant management estimations. Changes in the assumptions used by the management in assessing the impairment could materially affect the net present value of the goodwill and may result in recognition of impairment loss.

The carrying amount of goodwill as at 31 March 2022 is disclosed in note 7 to the financial statements.

(ii) Impairment of trade receivables and contract assets

Management assesses the expected credit losses ("ECL") for trade receivables and contract assets at each reporting date. Credit losses are the difference between the contractual cash flows that are due to the entity and the cash flows that it actually expects to receive. Management applies the simplified approach of MFRS 9 Financial Instruments in assessing the ECL for trade receivables and contract assets.

In determining the ECL, management uses the historical credit loss experience for trade receivables and contract assets to estimate the ECL. Management is not only required to consider historical information that is adjusted to reflect the effects of current conditions and information that provides objective evidence that trade receivables and contract assets are impaired in relation to incurred losses, but management also considers, when applicable, reasonable and supportable information that may include forecasts of future economic conditions when estimating the ECL, on an individual and collective basis. The need to consider forward-looking information means that management exercises considerable judgement as to how changes in macroeconomic factors, including the impact of Covid-19 outbreak, will affect the ECL on trade receivables and contract assets.

The ECL on trade receivables and contract assets as at current reporting date are primarily based upon the recent credit loss circumstances and foreseeable Covid-19 related impact on the industry and the country's economics.

The carrying amounts of trade receivables and contract assets are disclosed in note 40 to the financial statements.

(iii) Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis to write off their costs to their residual values over their estimated useful lives. Management estimates the useful life of these assets to be from 5 to 99 years.

Changes in the expected level of usage, physical wear and tear and technological development could impact the economic useful lives and residual values of these assets, and therefore future depreciation charges could be revised.

The carrying amounts of the Group's and Company's property, plant and equipment, as at 31 March 2022 are disclosed in note 5 to the financial statements.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D)

Key sources of estimation uncertainty (Cont'd)

(iv) Income taxes

Significant judgement is involved in determining the capital allowances and deductibility of certain expenses during the estimation of the provision for income tax. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business.

The Group and the Company recognise liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the tax expense and deferred tax liabilities in the period in which such determination is made.

The carrying amounts of the Group's and Company's tax assets as at 31 March 2022 were RM877,999 and nil (2021: RM504,094 and nil) respectively.

The carrying amounts of the Group's and Company's tax liabilities as at 31 March 2022 were RM25,815,388 and RM13,057,031 (2021: RM26,152,746 and RM12,556,136) respectively.

(v) Lease liability

Management estimates the lease term as the non-cancellable period of a lease together with both periods covered by an option to extend the lease and an option to terminate the lease. In assessing whether it is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, management exercises judgement by considering all relevant facts and circumstances that create an economic incentive to exercise the option to extend the lease, or not to exercise the option to terminate the lease.

Management measures the lease liability as the present value of the lease payments that are not paid at commencement date. The lease payments are discounted using the incremental borrowing rate.

The lease terms and discount rate are determined using certain assumptions and they represents management's best estimation. The assumptions on which it is based relate to the future. Actual outcome may be different from the estimation and the variation could be material.

The carrying amounts of lease liabilities are disclosed in note 6 to the financial statements.

4. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and of all its subsidiaries and entities controlled by the Company (including structured entities) made up to the end of the financial year.

The Company controls an investee if and only if the Company has all the following:

(i) power over the investee;

(ii) exposure, or rights, to variable returns from its involvement with the investee; and

(iii) the ability to use its power over the investee to affect the amount of the investor's returns.

Potential voting rights are considered when assessing control only if the rights are substantive.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(a) Basis of consolidation (Cont'd)

The Company reassesses whether it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control.

Consolidation of an investee shall begin from the date the Company obtains control of the investee and cease when the Company loses control of the investee.

The consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances.

All intra-group balances, transactions, income and expenses are eliminated in full on consolidation and the consolidated financial statements reflect external transactions only.

The Company attributes the profit or loss and each component of other comprehensive income to the owners of the Company and to the non-controlling interests. The Company also attributes total comprehensive income to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Changes of interests in subsidiaries

The changes of interests in subsidiaries that do not result in a loss of control are treated as equity transactions between the Group and non-controlling interests. Any gain or loss arising from equity transaction is recognised directly in equity.

Loss of control

When the Company loses control of a subsidiary:

(i) It derecognises the assets and liabilities, non-controlling interests, and other amounts previously recognised in other comprehensive income relating to the former subsidiary.

(ii) It recognises any gain or loss in profit or loss attributable to the Group, which is calculated as the difference between:

   (a) the aggregate of the fair value of the consideration received, if any, from the transaction, event or circumstances that resulted in the loss of control; plus any investment retained in the former subsidiary at its fair value at the date when control is lost; and

   (b) the net carrying amount of assets, liabilities, goodwill and any non-controlling interests attributable to the former subsidiary at the date when control is lost.

(iii) It recognises any investment retained in the former subsidiary at its fair value when control is lost. That fair value shall be regarded as the fair value on initial recognition of a financial asset in accordance with MFRS 9 or, when appropriate, the cost on initial recognition of an investment in an associate or joint venture.

(b) Business combination

The Group accounts for each business combination by applying the acquisition method.

The consideration transferred in a business combination shall be measured at fair value, which shall be calculated as the sum of the acquisition date fair values of the assets transferred by the Group, the liabilities assumed by the Group and the equity interests issued by the Group at the date of exchange.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(b) Business combination (Cont'd)

The Group accounts for acquisition related costs as expenses in the period in which the costs are incurred and the services are received.

For each business combination, the Group measures at the acquisition date, components of non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation at either: (i) fair value; or (ii) the present ownership instruments' proportionate share in the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis.

On the date of acquisition, goodwill is measured as the excess of (a) over (b) below:

(a) The aggregate of:

   (i) the fair value of consideration transferred;

   (ii) the amount of any non-controlling interest in the acquiree; and

   (iii) in a business combination achieved in stages, the fair value of the Group's previously held equity interest in the investee.

(b) The net fair value of the identifiable assets acquired and the liabilities assumed.

In a business combination where the amount in (b) above exceeds the aggregate of the amounts in (a) above, the Group recognises the resulting gain ("negative goodwill') in profit or loss on the acquisition date.

(c) Investment in subsidiaries

In the Company's separate financial statements, investments in subsidiary companies are measured at cost less impairment losses. Impairment losses are charged to profit or loss.

On disposal, the difference between the net disposal proceeds and the carrying amounts of the subsidiaries disposed of is recognised in profit or loss.

(d) Associate and joint venture

An associate is an entity in which the Group has significant influence and that is neither a subsidiary nor an interest in a joint arrangement. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group has significant influence.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement.

Investments in associate or joint venture are accounted for in the consolidated financial statements using the equity method of accounting. Under the equity method, the investments in associate or joint venture are initially recognised at cost and adjusted thereafter for post-acquisition changes in the Group's share of net assets of the associates or joint venture.

The Group's share of net profit or loss and changes recognised directly in the other comprehensive income of the associate or joint venture are recognised in the consolidated profit or loss and consolidated statement of comprehensive income respectively.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(d) Associate and joint venture (Cont'd)

An investment in an associate or joint venture is accounted for using the equity method from the date on which the Group obtains significant influence or joint control until the date the Group ceases to have a significant influence or joint control over the associate or joint venture.

Premium relating to an associate or a joint venture is included in the carrying value of the investment and it is not tested for impairment separately. Instead, the entire carrying amount of the investment is tested for impairment.

Discount on acquisition is excluded from the carrying amount of the investment and is instead included as income in the determination of the Group's share of the associate's and joint venture's profit or loss in the period in which the investment is acquired.

Unrealised gains or losses on transactions between the Group and its associate or joint venture are eliminated to the extent of the Group's interest in the associate or joint venture.

Equity accounting is discontinued when the carrying amount of the investment in an associate or joint venture diminishes by virtue of losses to zero, unless the Group has legal or constructive obligations or made payments on behalf of the associate and joint venture.

The results and reserves of associate or joint venture are accounted for in the consolidated financial statements based on financial statements made up to the end of the financial year and prepared using accounting policies that conform to those used by the Group for like transactions in similar circumstances.

Distributions received from an associate or joint venture reduce the carrying amount of the investment.

When the Group ceases to have significant influence over an associate, any retained interest in the former associate is recognised at fair value on the date when significant influence is lost. Any gain or loss arising from the loss of significant influence over an associate is recognised in profit or loss.

When changes in the Group's interests in an associate that do not result in a loss of significant influence, the retained interests in the associate are not remeasured. Any gain or loss arising from the changes in the Group's interests in the associate is recognised in profit or loss.

In the Company's separate financial statements, investments in associate and joint venture are measured at cost less impairment losses, if any. Impairment losses are recognised in profit or loss.

On disposal, the difference between the net disposal proceeds and the carrying amount of the associate or joint venture disposed of is recognised in profit or loss.

(e) Property, plant and equipment

(i) Recognition and measurement

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

The cost of property, plant and equipment includes expenditure that is directly attributable to the acquisition of an asset. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(e) Property, plant and equipment (Cont'd)

(i) Recognition and measurement (Cont'd)

Subsequent costs are included in the asset's carrying amount when it is probable that future economic benefits associated with the asset will flow to the Group and the Company and the cost of the asset 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 financial year in which they are incurred.

Property, plant and equipment are derecognised upon disposal or when no future economic benefits are expected from their use or disposal. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss.

(ii) Depreciation

Freehold land and construction work-in-progress are not depreciated.

Depreciation is calculated to write off the depreciable amount of other property, plant and equipment on a straight-line basis over their estimated useful lives. The depreciable amount is determined after deducting residual value from cost.

The principal annual rates used for this purpose are:

	%
Freehold building	2
Leasehold building	1 - 3 or over the remaining period of lease
Leasehold land	Over period of lease
Motor vehicles	10 - 20
Plant and machinery	10 - 20
Office equipment, furniture and fittings	5 - 15
Air conditioners, office renovation and pallets	10

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

(f) Impairment of non-financial assets

(a) Goodwill

Goodwill is tested for impairment annually, or more frequently if events or changes in circumstances indicate that the goodwill may be impaired.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units that are expected to benefit from synergies of the business combination.

An impairment loss is recognised when the carrying amount of the cash-generating unit, including the goodwill, exceeds the recoverable amount of the cash-generating unit. Recoverable amount of the cash-generating unit is the higher of the cash-generating unit's fair value less cost to sell and its value-in-use.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(f) Impairment of non-financial assets (Cont'd)

(a) Goodwill (Cont'd)

The total impairment loss is allocated first to reduce the carrying amount of goodwill allocated to the cash-generating unit and then to the other assets of the cash-generating unit proportionately on the basis of the carrying amount of each asset in the cash-generating unit.

Impairment loss recognised for goodwill is not reversed in the event of an increase in recoverable amount in subsequent periods.

(b) Property, plant and equipment, right-of-use assets, investments in subsidiaries, associate and joint ventures

Other non-financial assets are assessed at each reporting date to determine whether there is any indication of impairment.

If such an indication exists, the asset's recoverable amount is estimated. The recoverable amount is the higher of an asset's fair value less cost to sell and its value-in-use. Value-in-use is the present value of the future cash flows expected to be derived from the asset. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash-generating unit to which the asset belongs.

An impairment loss is recognised whenever the carrying amount of an asset or a cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in profit or loss except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

Any reversal of an impairment loss as a result of a subsequent increase in recoverable amount should not exceed the carrying amount that would have been determined (net of amortisation or depreciation, if applicable) had no impairment loss been previously recognised for the asset.

(g) Financial instruments

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise. Financial assets and financial liabilities are recognised when an entity becomes a party to the contractual provisions of an instrument.

Financial assets and financial liabilities are initially recognised at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities on initial recognition.

Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Financial instruments (Cont'd)

Financial assets (Cont'd)

(i) Subsequent measurement

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets. Financial assets are measured subsequently in the following manners:

- at amortised cost (debt instruments);
- at fair value through other comprehensive income ("FVTOCI"); with recycling of cumulative gains and losses (debt instruments);
- designated at FVTOCI, without recycling of cumulative gains and losses (equity instruments); or
- at fair value through profit or loss ("FVTPL").

(ii) Financial assets at amortised cost

Debt instruments that meet the following conditions are subsequently measured at amortised cost:

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

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when an asset is derecognised, modified or impaired.

(iii) Equity instruments designated at FVTOCI

Upon initial recognition, management may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading or if it is contingent consideration recognised by an acquirer in a business combination.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling it in the near term;
- on initial recognition it is part of a portfolio of identified financial instruments that the entity manages together and has evidence of a recent actual pattern of short-term profit-taking; or
- it is a derivative instrument (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument).

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income ("OCI") and accumulated in a reserve in equity. Equity instruments designated at FVTOCI are not subject to impairment assessment.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Financial instruments (Cont'd)

Financial assets (Cont'd)

(iv) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI are measured at FVTPL, including but not limited to:

- Debt instruments that are designated as at FVTPL, if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases.
- Derivative instruments.

Financial assets at FVTPL are measured at fair value, with fair value gains or losses recognised in profit or loss to the extent they are not part of a designated hedging relationship. The net gain or loss recognised in profit or loss includes any dividend or interest earned on the financial assets.

(v) Impairment of financial assets

Loss allowance is recognised for ECL for all debt instruments not held at FVTPL, i.e. financial assets at amortised cost or FVTOCI, receivables, contract assets and financial guarantee contracts.

ECL is based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that are expected to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial asset.

Management measures the loss allowance of trade receivables and contract assets at an amount equal to their lifetime ECL (i.e. simplified approach). The ECL on trade receivables and contract assets are estimated based on historical credit loss experience, and where appropriate, adjusted for forward-looking factors specific to the debtors and the economic environment.

For all other financial assets at amortised cost, where credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECL is provided for credit losses that result from default events that are possible within 12 months after the reporting date.

For those credit exposures for which there has been a significant increase in the likelihood or risk of a default occurring since initial recognition (instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring), a loss allowance is required for credit losses expected over the remaining life of the financial assets.

(vi) Derecognition of financial assets

A financial asset is derecognised only when the contractual rights to the cash flows from the financial asset expire; or when the financial asset is transferred and substantially all the risks and rewards of ownership of the financial asset are transferred to another party.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Financial instruments (Cont'd)

Financial assets (Cont'd)

(vi) Derecognition of financial assets (Cont'd)

If the entity neither transfers nor retains substantially all the risks and rewards of ownership and continues to control a transferred financial asset, the entity recognises its retained interest in the financial asset and an associated liability for amounts it may have to pay. If the entity retains substantially all the risks and rewards of ownership of a transferred financial asset, the entity continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the financial asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. On derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the reserve is reclassified to profit or loss. On derecognition of an investment in equity instrument classified at FVTOCI, the cumulative gain or loss previously accumulated in the reserve is transferred to retained earnings.

Financial liabilities and equity instruments

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Financial liabilities

All financial liabilities are subsequently measured at FVTPL or at amortised cost.

(i) Financial liabilities at FVTPL

Financial liabilities are classified as at FVTPL when the financial liability is:

- contingent consideration of an acquirer in a business combination;
- held for trading; or
- it is designated as at FVTPL.

Financial liabilities are classified as held for trading if they are held for the purpose of repurchasing in the near term. This category also includes derivatives entered into by the entity that are not designated as hedging instruments. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Financial liabilities at FVTPL are measured at fair value, with gains or losses arising on changes in fair value recognised in profit or loss to the extent that they are not part of a designated hedging relationship. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liabilities.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Financial instruments (Cont'd)

Financial Liabilities (Cont'd)

(i) Financial liabilities at FVTPL (Cont'd)

For financial liabilities that are designated as at FVTPL, the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is recognised in OCI, unless the recognition of the effects of changes in the liability's credit risk in OCI would create or enlarge an accounting mismatch in profit or loss. The remaining amount of change in the fair value of liability is recognised in profit or loss. Changes in fair value attributable to a financial liability's credit risk that are recognised in OCI are not subsequently reclassified to profit or loss; instead, they are transferred to retained earnings upon derecognition of the financial liability.

(ii) Financial liabilities at amortised cost

These financial liabilities are subsequently measured at amortised cost using the effective interest method.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument or a financial liability by allocating interest income/expense over the relevant periods. The effective interest rate is the rate that exactly discounts estimated future cash receipts/payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of a debt instrument or a financial liability, to the amortised cost of the debt instrument or the financial liability.

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 payments when due in accordance with the terms of a debt instrument.

Financial guarantee contracts issued are initially measured at their fair values and, if not designated as at FVTPL and do not arise from a transfer of a financial asset, are subsequently measured at the higher of:

- the loss allowance determined in accordance with MFRS 9; and
- the amount recognised initially less, where appropriate, cumulative amount of income recognised.

(iii) Derecognition of financial liabilities

Financial liabilities are derecognised when, and only when, the obligations under the liabilities are discharged, cancelled or expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

When an existing financial liability is replaced by another financial liability from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and the recognition of a new liability.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(g) Financial instruments (Cont'd)

Equity instrument

Equity instruments issued are recognised at the proceeds received. Costs incurred directly attributable to the issuance of the equity instruments are accounted for as a deduction from equity.

Repurchase of own equity instruments is deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of own equity instruments.

Derivative financial instruments and hedging

Derivatives are initially recognised at fair value at the date the derivative contracts are entered into and are subsequently measured at fair value. The resulting gain or loss is recognised in profit or loss, unless the derivative is designated and effective as a hedging instrument.

At inception of a designated hedging relationship, the Group documents the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

(h) Provisions

Provisions are recognised when the entity has a present obligation (legal or constructive) as a result of a past event, when it is probable that the entity will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation. If the effect of the time value of money is material, a provision represents the present value of estimated future those cash flows.

When some or all of the cash flows required to settle a provision are expected to be recovered from a third party, an asset is recognised if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

(i) Revenue and income recognition

Revenue from a contract with a customer is recognised when control of the goods or services are transferred to the customer. Revenue is measured based on the consideration specified in the contract to which the entity expects to be entitled in exchange for transferring the goods or services to the customer, excluding amounts collected on behalf of third parties.

If a contract with a customer contains more than one performance obligation, the total consideration is allocated to each performance obligation based on the relative stand-alone selling prices of the goods or services promised in the contract. A corresponding receivable is recognised for the consideration that is unconditional when only the passage of time is required before the payment is due. There is no element of significant financing component on the Group's revenue transactions as customers are required to pay within a credit term of 30 to 90 days.

(i) Revenue from transportation and warehousing are recognised over time when customer simultaneously receives and consumes the benefits provided by the Group's performance based on the actual service provided to the end of the reporting period.

(ii) Revenue from freight forwarding is recognised in profit or loss at a point in time once the service has been completed and the Group has an enforceable right to payment for performance completed to date.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(i) Revenue and income recognition (Cont'd)

(iii) Truck rental income is recognised on a straight-line basis over the specific tenure of the respective leases.

(iv) Forwarding agency commission is recognised as and when services are completed.

(v) Insurance agency commission income is recognised upon the execution or renewal of insurance policies.

Contract Balances Arising from Revenue Recognition

Contract assets are the right to consideration in exchange for goods or services transferred to customers. If goods or services are transferred to customers before the customers pay consideration or before payment is due, contract assets are recognised for the earned consideration that is conditional. Trade receivables represent the entity's right to an amount of consideration that is unconditional.

Contract liabilities are the obligation to transfer goods or services to customers for which the entity has received consideration (or an amount of consideration is due) from the customers. If the customers pay consideration before the entity transfers goods or services to the customers, contract liabilities are recognised when the payment is made or the payment is due (whichever is earlier).

Other income is recognised as follows:

(i) Interest income is recognised on a time proportion basis.

(ii) Dividend income is recognised when the right to receive payment is established.

(j) Foreign currencies

(i) Transactions and balances in foreign currencies

Foreign currencies are translated to the functional currency at the rate of exchange ruling at the date of the transaction.

Exchange differences arising on the settlement of monetary items and the translation of monetary items are included in profit or loss for the period.

Non-monetary items which are measured in terms of historical costs denominated in foreign currencies are translated at foreign exchange rates ruling at the date of the transaction.

Non-monetary items which are measured at fair values denominated in foreign currencies are translated at the foreign exchange rates ruling at the date when the fair value was determined.

When a gain or loss on a non-monetary item is recognised directly in other comprehensive income, any corresponding exchange gain or loss is recognised directly in other comprehensive income. When a gain or loss on a non-monetary item is recognised in profit or loss, any corresponding exchange gain or loss is recognised in profit or loss.

(ii) Translation of foreign operations

For consolidation purposes, all assets and liabilities of foreign operations that have a functional currency other than RM (including goodwill and fair value adjustments arising from the acquisition of the foreign operations) are translated at the exchange rates ruling at the reporting date.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(j) Foreign currencies (Cont'd)

(ii) Translation of foreign operations (Cont'd)

Income and expense items are translated at exchange rates approximating those ruling on transaction dates.

All exchange differences arising from the translation of the financial statements of foreign operations are dealt with through the exchange translation reserve account within other comprehensive income. On the disposal of a foreign operation, the cumulative exchange translation reserves relating to that foreign operation are recognised in profit or loss as part of the gain or loss on disposal.

(k) Leases

The Group as lessee

Right-of-use assets and corresponding lease liabilities are recognised with respect to all lease agreements, except for short-term leases and leases of low value assets.

For short-term leases (i.e. leases with a lease term of 12 months or less) and leases of low value assets, lease payments are recognised as an expense on a straight-line basis over the lease term.

The lease liabilities is initially measured at the present value of the lease payments that are not paid at the lease commencement date, discounted using the rate implicit in the lease or incremental borrowing rate, where applicable. Lease payments included in the measurement of the lease liabilities comprise: (i) fixed lease payments, less lease incentives; (ii) variable lease payments based upon an index or a rate; and (iii) payments of penalties for terminating the lease.

The right-of-use assets comprise the corresponding lease liabilities, lease payments made at or before the lease commencement date and initial direct costs. Whenever there is an obligation to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the agreed condition, a provision is recognised. These costs are included in the related right-of-use assets.

Right-of-use assets are measured at cost less accumulated depreciation and impairment losses. They are depreciated over the shorter period of lease term and useful life of the underlying assets. The depreciation starts on the lease commencement date. The depreciation periods and depreciation method are reviewed, and adjusted if appropriate, at each reporting date.

Variable lease payment (not based upon an index or a rate) are recognised as an expense in the period in which it is incurred.

The Group as lessor

Leases are classified as finance leases or operating leases. Whenever the lease transfers substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the lease term. Initial direct costs incurred are added to the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the net investment in the leases. Finance lease income is allocated to reporting periods so as to reflect a constant periodic rate of return on the net investment outstanding in respect of the leases.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(l) Employee benefits

(i) Short-term employee benefits

Salaries, wages, allowances, bonuses, paid annual leave, paid sick leave and non-monetary benefits are recognised as an expense in the period in which the associated services are rendered by employees.

(ii) Post-employment benefits

The Company and its subsidiary companies pay monthly contributions to the Employees Provident Fund (the "EPF") which is a defined contribution plan.

The legal or constructive obligation of the Company and its subsidiary companies is limited to the amount that they agree to contribute to the EPF. The contributions to the EPF are charged to profit or loss in the period to which they relate.

(m) Government grant

Government grants, including non-monetary grants at fair value, are not recognised until there is reasonable assurance that: (i) the Group will comply with the conditions attaching to them; and (ii) the grants will be received.

Government grants (recognised as deferred income) are released to profit or loss on a systematic basis over the financial periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate.

A government grant that is receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs, are recognised in profit or loss in the financial period in which it becomes receivable.

(n) Borrowing costs

Borrowing costs incurred on assets under development that take a substantial period of time for completion are capitalised into the carrying value of the assets. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred; and ceases when the asset is completed or during extended periods when active development is interrupted.

All other borrowing costs are recognised in profit or loss in the financial period in which they are incurred.

(o) Taxation

The income tax expense represents the aggregate of current tax and deferred tax.

Current tax and deferred tax are recognised in profit or loss. Current tax and deferred tax are recognised in other comprehensive income or directly in equity, if the tax relates to items that are recognised in other comprehensive income or directly in equity. Where deferred tax arises from a business combination, the tax effect is included in the accounting for the business combination.

(i) Current tax

Current tax is the expected income tax payable on the taxable profit for the financial year, estimated using the tax rates enacted or substantially enacted by the reporting date.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(o) Taxation (Cont'd)

(i) Current tax (Cont'd)

A provision is recognised for those matters for which the tax determination is uncertain but it is considered probable that there will be a future payment to a tax authority. The provisions are measured at the best estimate of the amount expected to become payable.

(ii) Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, which is accounted using the liability method.

A deferred tax liability is recognised for all taxable temporary differences. A deferred tax asset is only recognised for deductible temporary differences and unutilised tax credit to the extent that it is probable that taxable profit will be available in future against which the deductible temporary differences and unutilised tax credit can be utilised.

No deferred tax is recognised for temporary differences arising from the initial recognition of:

(i) goodwill, or

(ii) an asset or liability which is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit.

Deferred taxes are measured based on tax consequences that would follow from the manner in which the asset or liability is expected to be recovered or settled, and based on the tax rates enacted or substantively enacted at the reporting date that are expected to apply to the financial period when the asset is realised or when the liability is settled.

(p) Cash and cash equivalents

Cash and cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value.

(q) Segmental reporting

Segment reporting in the financial statements is presented on the same basis as it is used by management internally for evaluating operating segment performance and in deciding how to allocate resources to each operating segment. Operating segments are distinguishable components of the Group that engage in business activities from which they 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 results are reviewed regularly by the chief operating decision maker to decide how to allocate resources to the segment and assess its performance, and for which discrete financial information is available. The management team monitors the financial performance from the Group's perspective and performs regular review to assess the achievability of the performance at end of each reporting period.

Segment revenue and expense, are those amounts resulting from operating activities of a segment that are directly attributable to the segment and a relevant portion that can be allocated on a reasonable basis to the segment.

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(q) Segmental reporting (Cont'd)

Segment revenue and expense, are determined before intra-group balances and intra-group transactions are eliminated as part of the consolidation process, except to the extent that such intra-group balances and transactions are between group entities within a single segment.

Segment assets and liabilities information are neither included in the internal management reports nor provided regularly to the management. Hence no disclosures are made on segment assets and liabilities.

(r) Fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

All assets and liabilities, for which fair value is measured or disclosed, are categorised within the fair value hierarchy set out below based on the inputs that are significant to the fair value measurement.

Fair value measurements are categorised as follows:

Level 1: Unadjusted quoted prices in active markets (for identical assets or liabilities).

Level 2: Inputs (other than quoted prices included within Level 1) are observable either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: Valuation techniques that include unobservable inputs (not based on observable market data).

5. PROPERTY, PLANT AND EQUIPMENT

Group 2022	Freehold land and buildings	Leasehold buildings	Leasehold land	Motor vehicles	Plant and machinery	Office equipment, furniture and fittings	Air conditioners, office renovation and pallets	Construction work-in progress	Total
Cost	RM	RM	RM	RM	RM	RM	RM	RM	RM
At 1 April 2021	132,476,686	218,455,476	144,445,943	112,602,767	65,904,519	39,031,125	60,282,173	-	773,198,689
Additions	428,758	2,086,105	610,067	16,771,245	5,778,826	6,750,630	6,740,789	8,961,950	48,128,370
Disposals	-	-	-	(7,935,788)	(689,911)	(291,583)	(6,171)	-	(8,923,453)
Write offs	-	(19,654,652)	-	-	(19,500)	(8,463,706)	(3,458,649)	-	(31,596,507)
At 31 March 2022	132,905,444	200,886,929	145,056,010	121,438,224	70,973,934	37,026,466	63,558,142	8,961,950	780,807,099
Accumulated depreciation									
At 1 April 2021	7,520,629	46,342,767	11,043,730	91,485,291	33,883,267	26,183,461	41,337,681	-	257,796,826
Charge for the financial year	1,945,332	4,517,210	1,954,634	7,220,929	6,120,818	3,387,119	3,810,050	-	28,956,092
Disposals	-	-	-	(7,935,782)	(397,886)	(124,456)	(5,152)	-	(8,463,276)
Write offs	-	(4,604,764)	-	-	(7,150)	(7,979,838)	(2,979,632)	-	(15,571,384)
At 31 March 2022	9,465,961	46,255,213	12,998,364	90,770,438	39,599,049	21,466,286	42,162,947	-	262,718,258
Net carrying amount									
At 31 March 2022	123,439,483	154,631,716	132,057,646	30,667,786	31,374,885	15,560,180	21,395,195	8,961,950	518,088,841

5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group 2021	Freehold land and buildings	Leasehold buildings	Leasehold land	Motor vehicles	Plant and machinery	Office equipment, furniture and fittings	Air conditioners, office renovation and pallets	Total
Cost	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**
At 1 April 2020	132,223,401	208,343,779	134,095,904	107,957,304	58,575,999	36,412,169	59,145,662	736,754,218
Additions	253,285	10,111,697	10,350,039	7,681,890	7,570,937	3,442,145	1,560,316	40,970,309
Disposals	-	-	-	(2,902,926)	-	(486,710)	(59,380)	(3,449,016)
Write offs	-	-	-	(133,501)	(242,417)	(336,479)	(364,425)	(1,076,822)
At 31 March 2021	132,476,686	218,455,476	144,445,943	112,602,767	65,904,519	39,031,125	60,282,173	773,198,689
Accumulated depreciation								
At 1 April 2020	5,595,160	41,791,270	9,172,928	87,096,806	28,302,075	24,037,470	37,511,154	233,506,863
Charge for the financial year	1,925,469	4,551,497	1,870,802	7,340,089	5,823,609	2,843,934	4,086,364	28,441,764
Disposals	-	-	-	(2,818,104)	-	(440,197)	(10,886)	(3,269,187)
Write offs	-	-	-	(133,500)	(242,417)	(257,746)	(248,951)	(882,614)
At 31 March 2021	7,520,629	46,342,767	11,043,730	91,485,291	33,883,267	26,183,461	41,337,681	257,796,826
Net carrying amount								
At 31 March 2021	124,956,057	172,112,709	133,402,213	21,117,476	32,021,252	12,847,664	18,944,492	515,401,863

5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company 2022 Cost	Freehold land and buildings RM	Leasehold buildings RM	Leasehold land RM	Motor vehicles RM	Plant and machinery RM	Office equipment, furniture and fittings RM	Air conditioners, office renovation and pallets RM	Construction work-in progress RM	Total RM
At 1 April 2021	3,861,606	159,784,921	114,973,660	105,477,131	17,022,656	33,402,274	56,904,555	-	491,426,803
Additions	-	2,062,135	-	14,368,729	2,979,660	4,902,331	6,016,135	8,961,950	39,290,940
Disposals	-	-	-	(4,641,849)	(222,000)	(521,886)	(6,171)	-	(5,391,906)
Write offs	-	(19,654,652)	-	-	(19,500)	(8,463,706)	(3,458,649)	-	(31,596,507)
At 31 March 2022	3,861,606	142,192,404	114,973,660	115,204,011	19,760,816	29,319,013	59,455,870	8,961,950	493,729,330
Accumulated depreciation									
At 1 April 2021	674,291	26,482,481	9,082,433	84,186,024	16,440,473	23,664,466	40,222,288	-	200,752,456
Charge for the financial year	51,111	3,088,981	1,452,276	6,313,174	465,601	2,336,924	3,443,537	-	17,151,604
Disposals	-	-	-	(4,641,849)	(220,950)	(81,840)	(5,152)	-	(4,949,791)
Write offs	-	(4,604,764)	-	-	(7,150)	(7,979,838)	(2,979,632)	-	(15,571,384)
At 31 March 2022	725,402	24,966,698	10,534,709	85,857,349	16,677,974	17,939,712	40,681,041	-	197,382,885
Net carrying amount At 31 March 2022	3,136,204	117,225,706	104,438,951	29,346,662	3,082,842	11,379,301	18,774,829	8,961,950	296,346,445

5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company 2021 Cost	Freehold land and buildings RM	Leasehold buildings RM	Leasehold land RM	Motor vehicles RM	Plant and machinery RM	Office equipment, furniture and fittings RM	Air conditioners, office renovation and pallets RM	Total RM
At 1 April 2020	3,861,606	159,784,921	114,973,660	98,939,365	17,243,173	31,215,745	55,782,631	481,801,101
Additions	-	-	-	7,537,752	21,900	2,971,307	1,545,729	12,076,688
Disposals	-	-	-	(866,486)	-	(448,299)	(59,380)	(1,374,165)
Write offs	-	-	-	(133,500)	(242,417)	(336,479)	(364,425)	(1,076,821)
At 31 March 2021	3,861,606	159,784,921	114,973,660	105,477,131	17,022,656	33,402,274	56,904,555	491,426,803
Accumulated depreciation								
At 1 April 2020	623,180	23,265,558	7,630,157	79,098,538	16,240,046	22,481,431	36,811,470	186,150,380
Charge for the financial year	51,111	3,216,923	1,452,276	6,029,295	442,844	1,867,447	3,670,655	16,730,551
Disposals	-	-	-	(808,309)	-	(426,666)	(10,886)	(1,245,861)
Write offs	-	-	-	(133,500)	(242,417)	(257,746)	(248,951)	(882,614)
At 31 March 2021	674,291	26,482,481	9,082,433	84,186,024	16,440,473	23,664,466	40,222,288	200,752,456
Net carrying amount								
At 31 March 2021	3,187,315	133,302,440	105,891,227	21,291,107	582,183	9,737,808	16,682,267	290,674,347

5. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

At the reporting date, net carrying amount of property, plant and equipment of the Group and of the Company include the following right-of-use assets, which are presented together with the owned assets of the same class as the underlying assets:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Leasehold buildings	154,631,716	172,112,709	117,225,706	133,302,440
Leasehold land	132,057,646	133,402,213	104,438,951	105,891,227
Acquired via hire purchase arrangements:				
- Motor vehicles	2,139,232	-	-	-
	288,828,594	305,514,922	221,664,657	239,193,667

As of 31 March 2022, the following assets are charged to licensed banks as security for bank term loans, as disclosed in note 24:

	Group	
	2022 RM	2021 RM
Net carrying amount:		
- Freehold land and buildings	70,535,805	71,465,360

Title deed of a leasehold land with net carrying amount of RM1,784,569 (2021: RM1,803,773) has yet to be issued in or transferred to the name of the Company.

6. LEASES

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Right-of-use assets				
Cost				
At 1 April	40,173,144	22,753,486	33,090,032	15,785,668
Additions	24,122,163	17,679,011	3,355,552	17,304,364
Termination of lease contracts	(12,320,502)	(259,353)	(11,560,135)	-
At 31 March	51,974,805	40,173,144	24,885,449	33,090,032
Accumulated depreciation				
At 1 April	20,648,856	9,677,389	17,305,909	8,039,440
Charge for the financial year	16,242,926	11,071,947	8,059,353	9,266,469
Termination of lease contracts	(11,427,599)	(100,480)	(11,079,350)	-
At 31 March	25,464,183	20,648,856	14,285,912	17,305,909
Net carrying amount				
At 31 March	26,510,622	19,524,288	10,599,537	15,784,123

6. LEASES (CONT'D)

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Right-of-use assets at the end of the financial period comprise of:				
Properties	22,771,786	15,761,808	10,587,140	15,761,808
Motor vehicles	3,726,439	3,740,165	-	-
Plant and machinery	12,397	22,315	12,397	22,315
	26,510,622	19,524,288	10,599,537	15,784,123
Lease liabilities				
- Current	16,375,561	9,017,240	7,579,015	7,018,319
- Non-current	12,177,574	10,704,697	3,294,156	8,861,587
	28,553,135	19,721,937	10,873,171	15,879,906

The leases of properties, motor vehicles and plant and machinery are typically made for periods of 2 to 5 years. The lessors do not impose any covenants.

The lease payments associated with short-term leases or leases of low-value assets are recognised as an expense on a straight-line basis over the lease term. No right-of-use assets and lease liabilities are recognised for these leases. At the reporting date, the Group and the Company is committed to RM19,553,987 (2021: RM10,228,187) and RM22,813,118 (2021: RM14,122,819) for short-term leases.

Total cash outflows for the Group and the Company for leases during the current financial year (including fixed and short-term lease payments) amounted to RM42,390,103 (2021: RM30,577,703) and RM33,034,248 (2021: RM25,262,095) respectively.

7. GOODWILL

	Group	
	2022 RM	2021 RM
Goodwill on consolidation	81,864,054	81,864,054

Goodwill arising from the acquisition of Gold Cold Transport Sdn Bhd ("GCT") is allocated at the date of acquisition, to the cold chain business of GCT as the cash generating unit ("CGU"). The consideration paid for the acquisitions effectively included amounts for anticipated profitability, future market development of the CGU and the benefit of expected synergies to arise after the acquisitions.

For annual impairment testing purposes, the recoverable amount of the CGU has been determined based on its value-in-use calculation, which applies a discounted cash flow model using cash flow projections covering a period of 10 years based on most recent financial budget and projections approved by management. Management is of the opinion that the projection period is justified due to the long term nature of the cold chain business and the CGU's historical performance. Cash flow projection beyond 10-year period is extrapolated using the estimated growth rate stated below, which is consistent with the long-term average growth rate for the cold chain business industry.

7. GOODWILL (CONT'D)

Key assumptions used for value-in-use calculation are as follows:

Pre-tax discount rate[(1)]	8% (2021: 8%)
Revenue growth[(2)]	4% (2021: 4%)
Terminal growth rate[(3)]	1% (2021: 1%)

(1) The pre-tax discount rate is estimated based on the CGU-specific weighted average cost of capital for the financial year.

(2) Revenue growth rate is estimated based on past performance and its expectations of market development.

(3) Terminal growth rate is assigned at the end of ten year cash flow projections based on the assumed growth rate in perpetuity.

The directors believe that no reasonably possible changes in any of the key assumption would cause the recoverable amount of the CGU to differ materially from its carrying amount as at 31 March 2022.

8. INVESTMENTS IN SUBSIDIARY COMPANIES

	Company	
	2022 RM	**2021 RM**
Unquoted shares, at cost - in Malaysia	107,689,939	107,689,939

Details of the subsidiary companies are as follows:

	Equity interest 2022 %	Equity interest 2021 %	Principal place of business	Principal activities
Baik Sepakat Sdn Bhd	100	100	Malaysia	Truck rental and insurance agency services
Tunas Cergas Logistik Sdn Bhd	100	100	Malaysia	Truck rental and the provision of other related logistics services
Emulsi Teknik Sdn Bhd	100	100	Malaysia	Truck rental and logistics services
Maya Kekal Sdn Bhd	100	100	Malaysia	Trading and warehousing
Precious Fortunes Sdn Bhd	100	100	Malaysia	Warehousing
Titian Pelangi Sdn Bhd	100	100	Malaysia	Warehousing
Omega Saujana Sdn Bhd	51	51	Malaysia	Freight forwarding services
Tasco Yusen Gold Cold Sdn Bhd ("TYGC")	70	70	Malaysia	Investment holding
Piala Kristal (M) Sdn Bhd	51	51	Malaysia	Freight forwarding services
Meriah Selalu Sdn Bhd	100	100	Malaysia	Operating container depot and providing services of storing, handling, cleaning and repairing of containers

8. INVESTMENTS IN SUBSIDIARY COMPANIES (CONT'D)

Details of the subsidiary companies are as follows (Cont'd):

Subsidiaries of TYGC

	Equity interest 2022 %	Equity interest 2021 %	Principal place of business	Principal activities
Gold Cold Transport Sdn Bhd	100	100	Malaysia	Transportation, provision of cold room facilities, repackaging and value added facilities services
GC Logistics Sdn Bhd	100	100	Malaysia	Transportation, cold room storage facilities, repackaging and value added facilities services
Gold Cold Integrated Logistics Sdn Bhd	100	100	Malaysia	Transportation, cold room storage facilities, repackaging and value added facilities services
Gold Cold Solutions Sdn Bhd	100	100	Malaysia	Logistics services, transportation, warehousing, distribution and marketing of goods

Subsidiaries that have material non-controlling interests

Details of the Group's subsidiaries that have material non-controlling interests at the reporting date:

Name of subsidiary	**Principal place of business**	**Proportion of ownership interests held by non-controlling interests**		**Profit for the financial year allocated to non-controlling interests**		**Carrying amount of non-controlling interests**	
		2022 %	**2021 %**	**2022 RM**	**2021 RM**	**2022 RM**	**2021 RM**
TYGC	Malaysia	30	30	1,940,108	2,112,110	65,347,051	64,756,943
Other immaterial entities						2,746,110	2,215,017
						68,093,161	66,971,960

8. INVESTMENTS IN SUBSIDIARY COMPANIES (CONT'D)

Summarised financial information of the subsidiaries that have material non-controlling interests (amounts before intra-group elimination):

	2022 RM	2021 RM
TYGC		
Non-current assets	272,783,448	252,727,785
Current assets	66,634,596	71,410,551
Non-current liabilities	(69,612,500)	(44,289,884)
Current liabilities	(51,982,040)	(63,991,976)
Net assets	217,823,504	215,856,476
Revenue	143,412,752	127,617,783
Profit for the financial year	6,467,028	7,040,366
Dividend paid to non-controlling interests	1,350,000	-
Net cash flows from operating activities	19,768,537	33,509,275
Net cash flows used in investing activities	(18,771,968)	(15,167,736)
Net cash flows used in financing activities	(15,708,373)	(66,849,861)
Net changes in cash and cash equivalents	(14,711,804)	(48,508,322)

Derecognition of subsidiary

On 27 June 2020, the Company lost control over Trans-Asia Shipping Pte Ltd ("TASPL"), which is under members' voluntary winding up and liquidator has been appointed at the same date. Accordingly, the Company deconsolidated TASPL and derecognised its related assets and liabilities.

	Group 2021 RM
Cash and cash equivalents	44,992
Transfer from exchange fluctuation reserve	779,868
	824,860
Less: cash consideration received	-
Loss on derecognition of subsidiary	824,860

The loss on derecognition of subsidiary is recognised in the profit or loss.

	Group 2021 RM
Net cash outflow arising from derecognition of subsidiary:	
Cash consideration received	-
Cash and cash equivalents disposed of	(44,992)
	(44,992)

9. INVESTMENT IN ASSOCIATED COMPANY

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Unquoted shares, at cost	3,000,000	3,000,000	3,000,000	3,000,000
Group's share of results	562,279	196,691	-	-
	3,562,279	3,196,691	3,000,000	3,000,000

Details of the associated company which has principal place of business in Malaysia, is as follows:

	Equity interest 2022 %	Equity interest 2021 %	Principal activities
Agate Electro Supplies Sdn Bhd ("AESSB")	50	50	Letting of property

The financial year end of AESSB is 31 December. For the purpose of applying the equity method in the Group's consolidated financial statements, the financial statements of AESSB for the financial year ended 31 December 2021 have been used.

The Group's share in the results of the associated company, AESSB is as follows:

	2022 RM	2021 RM
Group's share of results	365,588	148,706

The summarised financial information of the Group's associated company, AESSB is as follows:

	2022 RM	2021 RM
Non-current assets	7,474,933	7,917,190
Current assets	1,370,355	425,183
Non-current liabilities	(1,664,955)	(1,664,610)
Current liabilities	(55,775)	(284,380)
Net assets	7,124,558	6,393,383
Revenue	1,504,800	-
Profit for the financial year	731,175	297,411

The amount owing by associated company comprises:

	Group/Company	
	2022 RM	2021 RM
Non-interest bearing advances	50,000	50,000

The balance is unsecured, receivable on demand and denominated in RM.

9. INVESTMENT IN ASSOCIATED COMPANY (CONT'D)

The amount owing to associated company comprises:

	Group/Company	
	2022 RM	2021 RM
Trade account	940,500	-

The trade account is expected to be settled within the normal credit period.

10. INVESTMENTS IN JOINT VENTURES

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Unquoted shares, at cost	10,950,000	400,000	400,000	400,000
Group's share of results	757,444	(47,780)	-	-
	11,707,444	352,220	-	-
Equity contribution	2,400,000	3,080,000	2,400,000	3,080,000
	14,107,444	3,432,220	2,800,000	3,480,000

The Group and the Company deemed interest free advances amounting to RM2,400,000 (2021: RM3,080,000) to the joint venture as equity contribution from shareholder and thus, do not expect repayment in the next 12 months.

Details of the joint ventures, which have principal place of business in Malaysia, are as follows:

	Equity interest		
	2022 %	2021 %	Principal activities
YLTC Sdn Bhd ("YLTC")*	40	40	Trading, distribution and logistics
Held through TYGC			
Hypercold Logistics Sdn Bhd ("Hypercold")*	50	-	Forwarding, logistics, chilled and frozen storage, transportation of goods and a distributor of all kinds of goods

** Audited by an audit firm other than Mazars PLT.*

The joint ventures are accounted for using the equity method in the consolidated financial statements.

The financial year end of YLTC and Hypercold is 31 December. For the purpose of applying the equity method in the Company's consolidated financial statements, the financial statements of YLTC and Hypercold for the financial year ended 31 December 2021 have been used.

10. INVESTMENTS IN JOINT VENTURES (CONT'D)

The Group's share in the results of joint ventures are as follows:

	2022 YLTC RM	2022 Hypercold RM	2022 Total RM	2021 YLTC RM
Group's share of results	485,283	319,941	805,224	143,240

The summarised financial information of joint ventures are as follows:

	2022 YLTC RM	2022 Hypercold RM	2022 Total RM	2021 YLTC RM
Non-current assets	571,231	11,226,448	11,797,679	418,065
Current assets	25,094,614	4,251,553	29,346,167	19,997,653
Non-current liabilities	(84,129)	(5,087,128)	(5,171,257)	-
Current liabilities	(23,487,960)	(2,078,872)	(25,566,832)	(19,535,169)
Net assets	2,093,756	8,312,001	10,405,757	880,549
Revenue	92,136,307	8,342,156	100,478,463	103,821,836
Profit for the financial year	1,213,207	1,288,790	2,501,997	358,100

Reconciliation of summarised financial information for joint ventures accounted for using the equity method to the carrying amounts of interest in joint ventures are as follows:

	2022 YLTC RM	2022 Hypercold RM	2022 Total RM	2021 YLTC RM
Net assets	2,093,756	8,312,001	10,405,757	880,549
Fair value adjustment	-	2,688,368	2,688,368	-
	2,093,756	11,000,369	13,094,125	880,549
Proportion ownership held by the Group	40%	50%		40%
	837,502	5,500,185	6,337,687	352,220
Goodwill	-	5,369,757	5,369,757	-
The Group's share of net assets of the joint ventures	837,502	10,869,942	11,707,444	352,220
Equity contribution	2,400,000	-	2,400,000	3,080,000
Carrying amount of net investment as at 31 March	3,237,502	10,869,942	14,107,444	3,432,220

The amount owing by joint ventures comprise:

	Group 2022 RM	Group 2021 RM	Company 2022 RM	Company 2021 RM
Trade account	16,219	447,272	619	132,837

The trade accounts are expected to be settled within the normal credit period.

The amount owing by joint venture is denominated in RM.

11. DEFERRED TAX ASSETS/(LIABILITIES)

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
At the beginning of the financial year	(22,875,202)	(23,954,306)	(9,476,919)	(9,341,996)
Recognised in profit or loss	603,854	1,079,104	(707,230)	(134,923)
At end of the financial year	(22,271,348)	(22,875,202)	(10,184,149)	(9,476,919)
Represented by:				
Deferred tax assets	323,932	6,998	-	-
Deferred tax liabilities	(22,595,280)	(22,882,200)	(10,184,149)	(9,476,919)
	(22,271,348)	(22,875,202)	(10,184,149)	(9,476,919)

The deferred tax assets/(liabilities) on temporary differences recognised in the financial statements were as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Tax effects of:				
- excess of capital allowances over accumulated depreciation on property, plant and equipment	(18,765,714)	(17,623,519)	(10,983,826)	(9,962,011)
- fair value adjustment arising from acquisition of subsidiaries	(6,289,625)	(7,161,975)	-	-
- allowance for doubtful debts	549,376	456,208	464,709	371,541
- unrealised loss on foreign exchange	269,296	90,563	269,296	90,563
- leases	80,085	37,170	65,672	22,988
- other temporary differences	1,885,234	1,326,351	-	-
	(22,271,348)	(22,875,202)	(10,184,149)	(9,476,919)

12. AMOUNTS OWING BY/TO SUBSIDIARY COMPANIES

The amounts owing by subsidiary companies comprise:

	Company	
	2022 RM	2021 RM
Current:		
Trade accounts	1,936,611	4,446,785
Advances		
- non-interest bearing	28,276,480	25,674,655
- interest bearing at 5.46% (2021: 5.46%) per annum	868,000	868,000
- interest bearing at 3.25% (2021: 3.25%) per annum	528,070	511,205
Interest receivable	229,402	248,550
	31,838,563	31,749,195

12. AMOUNTS OWING BY/TO SUBSIDIARY COMPANIES (CONT'D)

The amounts owing by subsidiary companies comprise (Cont'd):

	Company	
	2022 RM	2021 RM
Non-current:		
Advances		
- interest bearing at 5.46% (2021: 5.46%) per annum	9,802,734	10,670,735
- interest bearing at 3.25% (2021: 3.25%) per annum	13,001,525	13,529,595
	22,804,259	24,200,330
	54,642,822	55,949,525

The trade accounts are expected to be settled within the normal credit period.

The non-interest bearing advances are unsecured and receivable on demand.

The interest bearing advances at 5.46% (2021: 5.46%) per annum are unsecured and receivable with 30 semi-annual instalments, commenced on 7 November 2019.

The interest bearing advances at 3.25% (2021: 3.25%) per annum are unsecured and receivable with 10 year monthly instalments, commenced on 1 December 2020.

The amounts owing by subsidiary companies are denominated in RM.

The amounts owing to subsidiary companies comprise:

	Company	
	2022 RM	2021 RM
Trade accounts	14,419,461	13,665,343
Non-trade balance	-	20,365
Non-interest bearing advances	41,926,317	38,301,070
	56,345,778	51,986,778

The trade accounts are expected to be settled within the normal credit period.

The non-trade balance and non-interest bearing advances are unsecured and payable on demand.

The amounts owing to subsidiary companies are denominated in RM.

13. CONTRACT ASSETS/(CONTRACT LIABILITIES)

	Group	
	2022 RM	2021 RM
At beginning of the financial year	-	-
Addition	731,947,081	-
Transfer to trade receivables	(520,067,720)	-
At end of the financial year	211,879,361	-

13. CONTRACT ASSETS/(CONTRACT LIABILITIES) (CONT'D)

A contract asset is recognised in respect of the right to consideration for contract logistics services rendered which has not been billed at the reporting date.

	Group	
	2022 RM	2021 RM
Contract liabilities		
Consideration received in advance:		
At beginning of the financial year	-	-
Consideration received	(1,813,340)	-
Revenue recognised during the financial year	152,591	-
At end of the financial year	(1,660,749)	-

A contract liability is recognised upon collection of transaction price and being recognised as revenue over the contract logistics service period.

14. TRADE RECEIVABLES

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Gross trade receivables	341,251,578	171,507,930	202,461,082	138,858,270
Allowance for doubtful debts	(2,471,853)	(2,061,274)	(1,936,286)	(1,548,088)
	338,779,725	169,446,656	200,524,796	137,310,182

The currency exposure profile of the gross trade receivables is as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
- RM	297,281,972	155,291,605	158,491,476	122,641,945
- US Dollar	43,212,453	15,478,799	43,212,453	15,478,799
- Singapore Dollar	335,540	131,196	335,540	131,196
- Thai Baht	421,613	518,718	421,613	518,718
- Euro	-	87,612	-	87,612
	341,251,578	171,507,930	202,461,082	138,858,270

Normal credit terms ranges between 30 to 60 days. For long term customers and related parties, the credit terms may be extended to 90 days based on the discretion of the management.

15. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Other receivables	2,798,370	1,844,137	2,373,611	1,306,135
Deposits paid for the acquisition of property, plant and equipment	6,629,460	3,580,183	-	147,000
Deposits	9,931,536	9,879,231	9,344,915	9,480,865
Prepayments	6,031,753	5,481,026	2,925,123	4,160,668
Goods and Services Tax (“GST”) recoverable	258	258	-	-
	25,391,377	20,784,835	14,643,649	15,094,668

The other receivables, deposits and prepayments are denominated in RM.

16. AMOUNTS OWING BY/TO IMMEDIATE HOLDING COMPANY

The amounts owing by/to the immediate holding company represent trade accounts which are expected to be settled within the normal credit period.

The currency exposure profile of amount owing by immediate holding company is as follows:

	Group/Company	
	2022 RM	2021 RM
- RM	3,398,841	3,074,015
- US Dollar	8,454,441	3,687,034
- Singapore Dollar	988,272	233
	12,841,554	6,761,282

The currency exposure profile of amount owing to immediate holding company is as follows:

	Group/Company	
	2022 RM	2021 RM
- RM	5,784	-
- Japanese Yen	1,500,448	1,186,072
- US Dollar	1,563,524	1,477,010
	3,069,756	2,663,082

17. AMOUNTS OWING BY/TO RELATED COMPANIES

The amounts owing by/to related companies represent trade accounts which are expected to be settled within the normal credit period.

The currency exposure profile of amounts owing by related companies is as follows:

	Group/Company	
	2022	2021
	RM	RM
- RM	16,444,913	11,891,354
- US Dollar	34,095,029	10,042,384
- Singapore Dollar	118,215	286,680
- Thai Baht	6,992	1,577
- Hong Kong Dollar	7,767	90,995
	50,672,916	22,312,990

The currency exposure profile of amounts owing to related companies is as follows:

	Group/Company	
	2022	2021
	RM	RM
RM	123,482	360,384
Singapore Dollar	4,767,047	1,238,263
US Dollar	13,986,211	12,005,073
Thai Baht	454,525	199,521
Australian Dollar	2,957	3,190
Chinese Yuan Renminbi	618,818	520,591
Euro	703,433	1,254,292
Great Britain Pound	592,803	171,006
Hong Kong Dollar	270,923	343,073
South Korean Won	260,835	113,827
New Taiwan Dollar	6,968	41,561
Others	103,705	250,908
	21,891,707	16,501,689

18. SHORT TERM INVESTMENTS

	Group	
	2022	2021
	RM	RM
Designated at FVTPL		
Unit Trust funds in Malaysia	-	5,438,139

19. FIXED DEPOSITS WITH LICENSED BANKS

In the previous financial year, the effective interest rates of the Group's and of the Company's deposits ranged between 1.30% to 2.05% per annum. All the deposits have maturities of three months or less.

20. CASH AND BANK BALANCES

The currency exposure profile of cash and bank balances is as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
- RM	70,704,628	37,036,950	24,508,918	9,894,710
- US Dollar	13,230,360	39,162,597	13,230,360	39,162,597
- Singapore Dollar	3,472,586	1,381,130	3,472,586	1,381,130
- Thai Baht	54,508	252,269	54,508	252,269
	87,462,082	77,832,946	41,266,372	50,690,706

21. SHARE CAPITAL

	2022		2021	
	Number of shares	RM	Number of shares	RM
Issued and fully paid:				
At beginning of the financial year	800,000,000	100,801,317	200,000,000	100,801,317
Issued during the financial year				
- share split	-	-	600,000,000	-
At end of the financial year	800,000,000	100,801,317	800,000,000	100,801,317

In the previous financial year, the issued and paid up share capital of the Company was increased from 200,000,000 ordinary shares to 800,000,000 ordinary shares by way of an issue of 600,000,000 new ordinary shares by way of subdivision of every 1 existing share into 4 subdivided shares (“Share Split”).

The Company was given approval by Securities Commission of Malaysia to implement an Employees’ Share Option Scheme (“ESOS”) in 2007 in conjunction with the listing of the Company’s share on the Main Market of Bursa Malaysia Securities Berhad.

To date, the Company has yet to implement the ESOS.

The main features of the ESOS proposed to be set out in the By-Laws are as follows:

(a) The maximum number of new shares which may be issued and allotted shall not in aggregate exceed fifteen per cent (15%) of the issued and paid-up share capital of the Company at any point in time during the existence of the ESOS.

(b) To qualify for participation in the ESOS, only employees who are employed full-time by the Company or its subsidiary companies and executive directors who:

(i) shall have attained the age of eighteen (18) years by the Date of Offer;

(ii) must fall within such other categories and criteria that the ESOS Committee may decide from time to time at its absolute discretion;

(iii) must have been employed for a continuous period of at least one (1) year in the Group and his employment must have been confirmed by the Date of Offer.

21. SHARE CAPITAL (CONT'D)

(c) The maximum number of options to be offered to each eligible employee shall be at the discretion of the ESOS Committee. In exercising its discretion, the ESOS Committee shall take into consideration the seniority, performance and length of service of each eligible employee, subject to the following:

(i) there should be equitable allocation to the various grades of eligible employees, such that not more than 50% of the shares available under the ESOS should be allocated, in aggregate, to executive directors and senior management.

(ii) not more than 10% of the shares available under the ESOS should be allocated to any individual director or employee who, either singly or collectively through persons connected with the director or employee, holds 20% or more in the issued and paid-up capital of the Company.

For the purposes of these By-Laws, unless the context otherwise requires, "persons connected with an eligible employee" or "persons connected with a director" shall have the same meaning given in relation to persons connected with a director or major shareholder.

(d) The price at which the grantee is entitled to subscribe for each new share shall be based on five (5) days weighted average market price of the Shares in the Company preceding the Date of Offer, with a discount that does not exceed ten per cent (10%) or at the par value of the shares, whichever is higher.

(e) All new shares issued pursuant to the exercise of options will upon such allotment and issuance rank in pari passu in all respects with the then existing issued and paid-up shares, save and except that they are not entitled to dividends, rights, allotments and/or other distributions whereby the entitlement date for such dividends, rights, allotments and/or other distributions is prior to the date of allotment of the new shares. The new shares will be subject to all the provisions of the Articles of Association of the Company in relation to transfer, transmission or otherwise.

(f) The number of shares under option or the exercise price or both, so far as the option remains unexercised, may be adjusted following any variation in the issued share capital of the Company by way of rights issue, bonus issue or other capitalisation issue, consolidation or subdivision of shares or reduction of capital and other variation of capital of the Company.

(g) The ESOS shall be in force for a period of five (5) years from the effective date subject however to any extension or renewal for a further period of five (5) years if the Board deemed fit, upon the recommendation of the ESOS Committee. Save for any amendments and/or changes to the relevant statutes guidelines and/or regulations currently in force, no further approval shall be required for the extension of the ESOS provided that the Company shall serve appropriate notices on each grantee and/or make necessary announcements to any/or all the relevant parties within thirty (30) days prior to the expiry of the ESOS.

22. AMOUNT OWING TO CORPORATE SHAREHOLDER OF SUBSIDIARY COMPANY

	Group	
	2022 RM	2021 RM
Current:		
Advances		
- interest bearing at 5.46% (2021: 5.46%) per annum	372,000	372,000
Interest payable	98,510	106,523
	470,510	478,523
Non-current:		
Advances		
- interest bearing at 5.46% (2021: 5.46%) per annum	4,201,172	4,573,172
	4,671,682	5,051,695

The interest bearing advances are unsecured and repayable with 30 semi-annual instalments, commenced on 7 November 2019.

The amount owing to corporate shareholder of subsidiary company is denominated in RM.

23. HIRE PURCHASE PAYABLES

	Group	
	2022 RM	2021 RM
Future instalments payable		
- not later than one year	808,655	-
- later than one year but not later than five years	1,266,062	-
Total future instalments payable	2,074,717	-
Unexpired term charges	(117,609)	-
Total outstanding principal	1,957,108	-
Outstanding principal:		
- not later than one year *(included under current liabilities)*	(735,859)	-
- later than one year but not later than five years *(included under non-current liabilities)*	1,221,249	-

The interest rate of hire purchase payables is at 2.35% (2021: nil) per annum.

The hire purchase payables are denominated in RM.

24. BANK TERM LOANS

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
The bank term loans are repayable as follows: *(included under current liabilities)*				
- not later than one year	70,708,064	29,874,727	65,300,000	24,466,663
(included under non-current liabilities)				
- later than one year but not later than five years	105,385,686	123,656,797	84,533,323	97,866,651
- more than five years	41,617,991	92,944,453	38,400,018	90,366,689
	147,003,677	216,601,250	122,933,341	188,233,340
	217,711,741	246,475,977	188,233,341	212,700,003

The bank term loans are denominated in RM.

Bank term loans of the Group amounting to RM29,478,400 (2021: RM33,775,974) are secured by legal charged over the freehold land, buildings and warehouses of a subsidiary company and guarantee by the Company.

24. BANK TERM LOANS (CONT'D)

The details of the bank term loans are as follows:

Principal amount RM	Monthly instalment RM	Commencing date	Interest rate per annum	Group 2022 RM	Group 2021 RM	Company 2022 RM	Company 2021 RM
14,000,000	116,667	29 March 2017	4.88% fixed rate	7,000,000	8,400,000	7,000,000	8,400,000
18,000,000	100,000	20 June 2017	4.93% fixed rate	12,300,000	13,500,000	12,300,000	13,500,000
50,000,000	833,333	07 July 2017	4.86% fixed rate	44,166,670	47,500,001	44,166,670	47,500,001
52,000,000	433,333	07 July 2017	4.99% fixed rate	45,933,338	49,400,002	45,933,338	49,400,002
10,000,000	55,556	17 August 2017	4.985% fixed rate	6,833,333	7,500,000	6,833,333	7,500,000
126,000,000	1,200,000	25 May 2018	5.46% fixed rate	72,000,000	86,400,000	72,000,000	86,400,000
22,000,000	209,912	04 January 2010	BLR – 1.80%	10,005,597	11,665,280	-	-
7,089,000	54,593	01 December 2011	BLR – 2.00%	2,769,590	3,319,563	-	-
12,640,000	97,342	01 December 2011	BLR – 2.00%	7,103,590	8,009,784	-	-
1,500,000	11,522	04 January 2010	BLR – 2.00%	856,528	963,201	-	-
170,880	1,082	01 December 2015	BLR – 2.00%	134,176	141,198	-	-
166,680	1,056	01 December 2015	BLR – 2.00%	130,873	137,724	-	-
167,280	1,060	01 December 2015	BLR – 2.00%	131,344	138,226	-	-
167,880	1,063	01 December 2015	BLR – 2.00%	131,820	138,722	-	-
169,680	1,075	01 December 2015	BLR – 2.00%	133,224	140,208	-	-
170,280	1,079	01 December 2015	BLR – 2.00%	133,700	140,703	-	-
12,000,000	110,086	01 February 2017	BLR – 2.00%	7,947,958	8,981,365	-	-
				217,711,741	246,475,977	188,233,341	212,700,003

25. TRADE PAYABLES

The currency exposure profile of trade payables is as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
- RM	420,991,111	65,030,463	75,193,723	56,216,973
- Singapore Dollar	8,218	9,921	8,218	9,921
- Thai Baht	16,307	459,484	16,307	459,484
- US Dollar	695,918	44,419	695,918	44,419
- Japanese Yen	-	1,086	-	1,086
- Euro	62,150	123,704	62,150	123,704
	421,773,704	65,669,077	75,976,316	56,855,587

The credit terms extended are ranged between 15 and 60 days.

26. OTHER PAYABLES, DEPOSITS AND ACCRUALS

The other payables, deposits and accruals are denominated in RM.

27. REVENUE

The Group and the Company derives its revenue from contracts with customers for the transfer of services over time and at a point of time and consistent with the revenue information that is disclosed for each reportable segment.

The information on the disaggregation of revenue is disclosed in note 42 to the financial statements.

Information about remaining performance obligations that have original expected durations of one year or less is not disclosed.

28. OTHER INCOME

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Gross dividends from				
-subsidiaries	-	-	3,150,000	-
-unquoted investments	36,600	36,600	36,600	36,600
Interest income	831,691	1,201,064	1,442,617	1,348,755
Fair value gain on short term investments	69,206	108,626	-	-
Gain on disposal of property, plant and equipment	1,167,713	809,323	985,084	281,771
Lease income from land and buildings	22,739	24,806	22,739	24,806
Gain on early termination of lease contracts	31,894	3,835	21,904	-
Sundry income	1,676,779	780,724	786,521	590,575
Government grant (see note (a))	830,970	664,800	-	-
Bad debts recovered	15,998	818,137	15,998	715,867
	4,683,590	4,447,915	6,461,463	2,998,374

Note (a):
During the financial year, the Group received government subsidies of RM830,970 (2021: RM664,800) in relation to the Wage Subsidy Programme under National Economic Recovery Plan initiated by the Government of Malaysia.

29. PROFIT FROM OPERATIONS

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Profit from operations is stated after charging:				
Auditors' remuneration				
- statutory audit	286,736	254,040	120,610	105,206
- review of quarterly financial statements	86,655	68,670	86,655	68,670
- other assurance service	7,500	5,000	7,500	5,000
Allowance for doubtful debts	425,210	362,401	388,198	325,198
Bad debts written off	-	147,213	-	147,213
Depreciation of property, plant and equipment	28,956,092	28,441,764	17,151,604	16,730,551
Depreciation of right-of-use assets	16,242,926	11,071,947	8,059,353	9,266,469
Legal and professional fees	1,144,001	663,350	324,174	380,985
Property, plant and equipment written off	16,025,123	194,208	16,025,123	194,207
Realised loss on foreign exchange	311,074	552,407	311,074	549,979
Unrealised loss on foreign exchange	744,720	2,404,500	744,720	2,404,500
Lease expenses for short-term leases				
- land and buildings	10,841,684	4,826,024	12,186,566	3,034,769
- trucks	11,963,984	11,411,536	8,945,670	10,023,871
- forklifts	3,495,170	2,338,848	3,196,195	2,162,577
- office equipment	397,725	380,995	352,998	338,479
Other investment written off	-	18,000	-	18,000
Loss on disposal of other assets	-	42,000	-	42,000
Loss on derecognition of subsidiary	-	824,860	-	-

30. FINANCE COSTS

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Interest expense on:				
- bank term loans	11,571,426	13,609,057	10,460,936	12,306,640
- hire purchase payables	42,155	5,033	-	-
- lease liabilities	1,325,372	505,653	493,221	360,535
- amount owing to corporate shareholder of subsidiary company	256,874	277,185	-	-
	13,195,827	14,396,928	10,954,157	12,667,175

31. TAX EXPENSE

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Malaysian tax based on results for the financial year				
- current	21,394,249	18,285,498	16,187,623	13,977,179
- deferred	(541,660)	(1,596,284)	474,082	(165,327)
	20,852,589	16,689,214	16,661,705	13,811,852
(Over)/Under provision in prior year				
- current	(364,893)	(186,302)	(310,169)	(273,594)
- deferred	(62,194)	517,180	233,148	300,250
	(427,087)	330,878	(77,021)	26,656
	20,425,502	17,020,092	16,584,684	13,838,508

The provision for taxation differs from the amount of taxation determined by applying the applicable statutory tax rate to the profit before tax analysed as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Accounting profit (excluding share of results in associated company and joint ventures)	86,975,651	60,397,458	75,444,265	47,305,422
Taxation at applicable statutory tax rate of 24%	20,874,156	14,495,390	18,106,624	11,353,301
Tax effects arising from:				
- non-deductible expenses	4,862,276	3,959,209	2,512,429	2,467,335
- non-taxable income	(1,659,890)	(1,146,694)	(764,784)	(8,784)
Utilisation of previously unrecognised deferred tax benefits	(31,389)	(628,802)	-	-
Effect of different tax rate in another country	-	10,111	-	-
Utilisation of investment tax allowance	(3,192,564)	-	(3,192,564)	-
Under provision in prior year	(427,087)	330,878	(77,021)	26,656
	20,425,502	17,020,092	16,584,684	13,838,508

The following temporary differences at the end of the financial year of which, the deferred tax benefits have not been recognised in the financial statements:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Unutilised tax losses	5,548,524	4,085,122	-	-
Unabsorbed capital allowance	10,169,196	8,779,053	-	-
Temporary differences arose from				
- property, plant and equipment	(9,943,783)	(7,223,722)	-	-
- others	1,336,430	1,600,703	-	-
	7,110,367	7,241,156	-	-

31. TAX EXPENSE (CONT'D)

Pursuant to the relevant tax regulations, the unutilised tax losses will expire as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Expiring in year of assessment:				
2025	-	1,306,376	-	-
2026	-	1,676,309	-	-
2027	-	1,102,437	-	-
2028	1,306,376	-	-	-
2029	1,591,832	-	-	-
2030	1,102,437	-	-	-
2032	1,547,879	-	-	-
	5,548,524	4,085,122	-	-

Under the Malaysian Finance Act 2021 which was gazatted on 31 December 2021, the existing time limit for the Group and the Company to carry forward its accumulated unutilised tax losses has been extended for a further 10 years. Accordingly, any accumulated unutilised tax losses brought forward from year of assessment 2018 onwards can be carried forward for 10 consecutive years of assessment (i.e from year of assessments 2019 to 2028 and so on).

The Company obtained approval from Malaysian Investment Development Authority ("MIDA") for the second round of tax incentive to carry out Integrated Logistics Services ("ILS") activities as an expansion project under the P.U. (A) 113 Income Tax (Exemption) (No. 12) Order 2006, Income Tax Act, 1967. The ILS incentive enables the Company to enjoy income tax exemption via Investment Tax Allowance ("ITA") of 60% on qualifying capital expenditure incurred within five years, effective from 29 July 2021 to 28 July 2026. The ITA can be offset against 70% of statutory income for each year of assessment.

32. BASIC EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE COMPANY

33. DIVIDENDS

	2022 RM	2021 RM
In respect of the financial year ended 31 March 2020:		
- Single-tier dividend of 2.00 sen per ordinary share	-	4,000,000
In respect of the financial year ended 31 March 2021:		
- Single-tier dividend of 2.00 sen per ordinary share	-	4,000,000
- Single-tier dividend of 1.25 sen per ordinary share	10,000,000	-
In respect of the financial year ended 31 March 2022:		
- Single-tier dividend of 1.00 sen per ordinary share	8,000,000	-
	18,000,000	8,000,000

On 17 May 2022, the directors declared a single-tier dividend of 1.5 sen per ordinary share amounting to RM12,000,000 in respect of the financial year ended 31 March 2022.

34. PURCHASE OF PROPERTY, PLANT AND EQUIPMENT

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Aggregate cost of property, plant and equipment acquired (note 5)	48,128,370	40,970,309	39,290,940	12,076,688
Acquisition of property, plant and equipment through hire purchase	(2,266,115)	-	-	-
Unpaid balance included under other payables	(2,981,656)	(857,492)	(2,926,746)	(789,846)
Cash paid in respect of prior year acquisition	857,492	765,398	789,846	765,398
Deposits paid in prior years	(3,580,183)	(3,357,510)	(147,000)	-
Deposits paid in current financial year (note 15)	6,629,460	3,580,183	-	147,000
Total cash paid during the financial year	46,787,368	41,100,888	37,007,040	12,199,240

35. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Employee benefits expense	113,004,728	96,329,803	86,872,483	71,223,412

Included in the employee benefits expense are EPF contributions amounting to RM7,456,335 (2021: RM6,753,847) for the Group and RM4,986,342 (2021: RM4,498,749) for the Company.

36. RELATED PARTY DISCLOSURES

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa or where the Group or the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include all directors of the Group, and certain members of senior management of the Group.

36. RELATED PARTY DISCLOSURES (CONT'D)

Other than those disclosed elsewhere in the financial statements, the significant related party transactions during the financial year were as follows:

	--- Transaction value --- Company		-- Balance outstanding -- Company	
	2022 RM	**2021 RM**	**2022 RM**	**2021 RM**
Transactions with subsidiary companies				
Rental of trucks paid and payable	272,177	305,340	65,820	60,590
Labour charges paid and payable	34,944,780	30,670,334	9,117,643	7,700,973
Rental of premises paid and payables	6,592,907	4,885,326	4,743,285	4,999,080
Handling fees paid and payable	2,905,392	519,716	276,592	357,895
Related logistic services paid and payable	424,854	1,665,763	216,121	546,805
Handling fees received and receivable	643,116	126,718	195,130	66,519
Related logistics services received and receivable	3,286,954	9,846,461	537,733	3,895,598
Rental of trucks received and receivable	1,514,487	2,051,265	334,217	2,600
Interest received and receivable	1,048,166	798,686	229,402	248,550
Labour charges received and receivable	268,225	335,138	42,000	29,744
Rental of premises received and receivable	2,483,153	714,679	827,531	452,324
Sales of property, plant and equipment	60,000	-	-	-
Purchase of property, plant and equipment	-	20,365	-	20,365
Net (advances to)/repayment from subsidiary companies	(1,222,619)	53,593,835	52,476,809	51,254,190

36. RELATED PARTY DISCLOSURES (CONT'D)

	Transaction value				Balance outstanding			
	Group		Company		Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM	2022 RM	2021 RM	2022 RM	2021 RM
Transactions with immediate holding company								
Related logistic services received and receivable	100,236,411	67,626,934	100,236,411	67,626,934	12,841,554	6,761,282	12,841,554	6,761,282
Related logistic services paid and payable	45,935,970	36,902,162	45,935,970	36,902,162	3,063,217	2,632,524	3,063,217	2,632,524
Management fee paid and payable	11,372,983	9,716,870	11,372,983	9,716,870	-	-	-	-
IT fees paid and payable	193,458	200,837	193,458	200,837	6,539	30,558	6,539	30,558
Transactions with subsidiary companies of the ultimate holding company								
Related logistic services received and receivable	239,486,970	112,803,102	239,486,970	112,803,102	50,672,916	22,312,990	50,672,916	22,312,990
Related logistic services paid and payable	219,832,193	108,065,958	219,832,193	108,065,958	21,705,851	16,366,244	21,705,851	16,366,244
IT fees paid and payable	2,426,764	2,311,104	2,426,764	2,311,104	152,038	135,445	152,038	135,445
Transactions with associated company								
Accounting fee received and receivable	-	19,000	-	19,000	-	-	-	-
Rental of premises paid and payables	752,400	188,100	752,400	188,100	940,500	-	940,500	-
Transaction with joint venture company								
Related logistic services received and receivable	194,567	2,713,889	23,030	-	16,219	447,272	619	132,837
Transactions with corporate shareholder of subsidiary company								
Repayment to corporate shareholder of subsidiary company	(372,000)	(372,000)	-	-	4,573,172	4,945,172	-	-
Interest paid and payable	256,874	277,185	-	-	98,510	106,523	-	-
Transaction with a company related to significant shareholder and directors								
Rental of premises paid and payable	1,225,230	1,220,632	1,225,230	1,220,632	33,818	33,818	33,818	33,818

37. KEY MANAGEMENT PERSONNEL COMPENSATION

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Directors				
Directors' fee	204,000	204,000	204,000	204,000
Short-term employee benefits - salary, bonus and allowances	5,012,623	4,420,656	5,012,623	4,420,656
Post-employment benefits - EPF	568,874	497,744	568,874	497,744
	5,785,497	5,122,400	5,785,497	5,122,400
Other key management personnel				
Short-term employee benefits - salary, bonus and allowances	5,894,627	4,900,692	4,086,708	2,769,209
Post-employment benefits - EPF	631,544	524,969	400,648	259,266
	6,526,171	5,425,661	4,487,356	3,028,475
Total compensation	12,311,668	10,548,061	10,272,853	8,150,875

38. OTHER COMMITMENTS

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
Authorised and contracted for: - acquisition of property, plant and equipment	6,364,109	9,713,319	3,797,730	762,933
- construction of warehouse building	136,843,292	-	136,843,292	-
	143,207,401	9,713,319	140,641,022	762,933

39. FINANCIAL INSTRUMENTS

(a) Classification of financial instruments

	2022 RM	2021 RM
Group		
Financial assets		
Amortised cost		
Trade receivables	338,779,725	169,446,656
Other receivables *	12,729,906	11,723,368
Amount owing by immediate holding company	12,841,554	6,761,282
Amounts owing by related companies	50,672,916	22,312,990
Amount owing by associated company	50,000	50,000
Amount owing by a joint venture	16,219	447,272
Fixed deposits with licensed banks	-	33,104,986
Cash and bank balances	87,462,082	77,832,946
	502,552,402	321,679,500
FVTPL		
Short term investments	-	5,438,139
FVTOCI		
Other assets – unquoted shares	340,201	302,701

* *Excluding prepayments, GST recoverable and deposits paid for the acquisition of property, plant and equipment.*

	2022 RM	2021 RM
Group		
Financial liabilities		
Amortised cost		
Trade payables	421,773,704	65,669,077
Other payables, deposits and accruals	60,077,746	42,218,317
Amount owing to immediate holding company	3,069,756	2,663,082
Amounts owing to related companies	21,891,707	16,501,689
Amount owing to associated company	940,500	-
Amount owing to corporate shareholder of subsidiary company	4,671,682	5,051,695
Lease liabilities	28,553,135	19,721,937
Hire purchase payables	1,957,108	-
Bank term loans	217,711,741	246,475,977
	760,647,079	398,301,774

39. FINANCIAL INSTRUMENTS (CONT'D)

(a) Classification of financial instruments (Cont'd)

	2022 RM	2021 RM
Company		
Financial assets		
Amortised cost		
Trade receivables	200,524,796	137,310,182
Other receivables *	11,718,526	10,787,000
Amount owing by immediate holding company	12,841,554	6,761,282
Amounts owing by subsidiary companies	54,642,822	55,949,525
Amounts owing by related companies	50,672,916	22,312,990
Amount owing by associated company	50,000	50,000
Amount owing by a joint venture	619	132,837
Fixed deposits with licensed banks	-	29,300,000
Cash and bank balances	41,266,372	50,690,706
	371,717,605	313,294,522
FVTOCI		
Other assets – unquoted shares	302,701	302,701

* *Excluding prepayments, GST recoverable and deposits paid for the acquisition of property, plant and equipment.*

	2022 RM	2021 RM
Company		
Financial liabilities		
Amortised cost		
Trade payables	75,976,316	56,855,587
Other payables, deposits and accruals	46,543,866	31,799,816
Amount owing to immediate holding company	3,069,756	2,663,082
Amounts owing to subsidiary companies	56,345,778	51,986,778
Amounts owing to related companies	21,891,707	16,501,689
Amount owing to associated company	940,500	-
Lease liabilities	10,873,171	15,879,906
Bank term loans	188,233,341	212,700,003
	403,874,435	388,386,861

39. FINANCIAL INSTRUMENTS (CONT'D)

(b) Fair value of financial instruments

The fair value of a financial instrument is the amount at which the instrument could be exchanged or settled between knowledgeable and willing parties in an arm's length transaction, other than in a forced or liquidation sale.

The carrying amounts of the financial instruments of the Group and of the Company at the reporting date approximate their fair values except for the following:

	Group		Company	
2022	**Carrying amount RM**	**Fair value RM**	**Carrying amount RM**	**Fair value RM**
Bank term loans	217,711,741	169,561,601	188,233,341	140,083,201
2021				
Bank term loans	246,475,977	207,116,697	212,700,003	173,340,723

The methods and assumptions used to estimate the fair value of the financial instruments are as follows:

Financial instruments	**Fair values determination**
Other assets - unquoted shares	By reference to adjusted fair value (if any) of the investee company at the reporting date.
Short term investments	By reference to statements of account at the reporting date provided by fund managers.
Borrowings	By reference to the prevailing market interest rates for similar borrowings.

The Group's and the Company's financial instruments carried at fair value by level of fair value hierarchy in which the different levels have been defined as follows:

	Level 1 RM	**Level 2 RM**	**Total RM**
Financial assets			
Group			
2022			
Other assets - unquoted shares	-	340,201	340,201
2021			
Other assets - unquoted shares	-	302,701	302,701
Short term investments	-	5,438,139	5,438,139
	-	5,740,840	5,740,840

39. FINANCIAL INSTRUMENTS (CONT'D)

(b) Fair value of financial instruments (Cont'd)

The Group's and the Company's financial instruments carried at fair value by level of fair value hierarchy in which the different levels have been defined as follows (Cont'd):

	Level 1 RM	Level 2 RM	Total RM
Financial assets			
Company			
2022			
Other assets - unquoted shares	-	302,701	302,701
2021			
Other assets - unquoted shares	-	302,701	302,701

There is no financial instrument classified under level 3 of the fair value hierarchy.

During the financial year, there were no transfer of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 (2021: nil).

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's activities expose it to a variety of financial risks, including foreign currency risk, interest rate risk, credit risk and liquidity and cash flow risks arising in the normal course of the Group's businesses.

The directors monitor the Group's financial position closely with an objective to minimise potential adverse effects on the financial performance of the Group. The directors review and agree on policies for managing each of these risks and they are summarised below:

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of foreign exchange rates.

The Group is exposed to foreign currency risk on sale of services, purchases and borrowings that are denominated in currencies other than the functional currency of the Group. The foreign currencies giving rise to this risk are primarily US Dollar and Singapore Dollar.

The currency exposures of each financial instrument are disclosed in the respective notes to the financial statements.

A sensitivity analysis has been performed based on the outstanding foreign currency denominated monetary items of the Group and the Company as at reporting date. If the following foreign currencies were to strengthen or weaken by 5% against the Group's and the Company's functional currency with all other variables held constant, the Group and the Company profit after tax and equity would increase or decrease as follows:

	Group		Company	
	2022 RM	2021 RM	2022 RM	2021 RM
US Dollar	3,144,372	2,084,084	3,144,372	2,084,084
Singapore Dollar	5,295	20,940	5,295	20,940

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Foreign currency risk (Cont'd)

The other foreign currency denominated monetary items as at reporting date are not material, hence the sensitivity analysis has not been presented.

Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of the financial instruments will fluctuate because of changes in market interest rates.

The Group's income and operating cash flows are substantially independent of changes in market interest rates. Interest rate exposures arise from the Group's fixed deposits and various borrowings.

Surplus funds are placed with reputable licensed banks, which generate interest income to the Group. The Group manages its interest rate risk by placing such balances on short tenures of three months or less.

The Group's and the Company's exposure to the interest rate risk are primary from the floating interest rate external borrowings.

At the reporting date, if the interest rate had been 50 basis points lower/higher, with all the other variables held constant, the Group's profit net of tax would have been RM112,018 (2021: RM128,349) higher/lower, arising mainly as a result of lower/higher interest expense from floating rate bank term loans. The assumed movement in basis points for interest rate sensitivity is based on the currently observable market environment.

Credit risk

Credit risk is the risk of loss that may arise from the possibility that a counterparty may be unable to meet the terms of a contract in which the Group has a gain position. The Group's management has a credit policy in place to ensure that transactions are conducted with creditworthy counterparties.

Exposure to credit risk arising from sale of services made on deferred terms is managed through the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. If necessary, the Group may obtain collaterals from counterparties as a means of mitigating losses in the event of default.

As at the reporting date, the maximum exposure to credit risk arising from receivables and contract assets are represented by the carrying amounts in the statements of financial position.

Loss allowance is measured at an amount equal to lifetime ECL. The ECL are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate, including the expected impact of Covid-19 outbreak and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

In measuring the ECL, trade receivables and contract assets have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

The ECL rates are based on the payment profile for sales over the past 36 months before the current financial period as well as the corresponding credit losses during the respective financial period in the past. The historical rates are adjusted to reflect the current and forward-looking macroeconomic factors affecting the customers' ability to settle the outstanding balances and additional expected loss rate on Covid-19 outbreak is adjusted in provision matrix. However, given the short period of exposure to credit risk, the impact of the Covid-19 outbreak has not been considered significant within the current financial period.

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Credit risk (Cont'd)

During the financial year, the Company provides corporate guarantee for the bank borrowing of subsidiary companies and corporate guarantees to third parties on behalf of joint venture. The Company monitors the results of the subsidiary companies and joint venture, and the repayment of borrowings on regular basis. The maximum exposure of the Group and of the Company to credit risk arising from the above guarantees amounting to RM10,150,000 and RM52,628,400 respectively (2021: RM12,550,000 and RM46,325,974).

The management determined the fair value of the above financial guarantees to be not significant.

As at the reporting date, there was no indication that the subsidiary companies and joint venture would default on repayment. Accordingly, no loss allowances were identified based on 12-month ECL on these guarantees.

As at year end, RM19.45 million or 6% (2021: RM14.89 million or 9%) of trade receivables is outstanding from a single debtor.

Management has taken reasonable steps to ensure that receivables and contract assets that are past due but not impaired are stated at their realisable values. A significant portion of these receivables are regular customers who have been transacting with the Group. The Group uses ageing analysis to monitor the credit quality of the receivables and contract assets. Any receivables and contract assets having significant balances past due more than 90 days, which are deemed to have higher credit risk, are monitored individually.

Receivable and contract assets are written off when there are evidence indicating that there are no reasonable expectation of recovery based on management's internal assessment or when the receivable has suffered a loss.

The following table provides information about the exposure credit risk and ECL for receivables and contract assets which are trade in nature:

	Gross carrying amount RM	Loss allowance RM	Carrying amount RM
Group			
31 March 2022			
Not past due	455,697,604	851,397	454,846,207
Less than 30 days past due	102,470,552	132,102	102,338,450
Between 30 and 90 days past due	39,375,318	101,370	39,273,948
	597,543,474	1,084,869	596,458,605
Credit impaired:			
- more than 90 days past due	18,003,888	947,731	17,056,157
- individually impaired	1,114,266	439,253	675,013
	616,661,628	2,471,853	614,189,775
Included under receivables and contract assets:			
Contract assets	211,879,361	-	211,879,361
Trade receivables	341,251,578	2,471,853	338,779,725
Amount owing by immediate holding company	12,841,554	-	12,841,554
Amounts owing by related companies	50,672,916	-	50,672,916
Amount owing by joint venture	16,219	-	16,219
	616,661,628	2,471,853	614,189,775

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

The following table provides information about the exposure credit risk and ECL for receivables which are trade in nature (Cont'd):

	Gross carrying amount RM	Loss allowance RM	Carrying amount RM
Company			
31 March 2022			
Not past due	146,412,858	478,776	145,934,082
Less than 30 days past due	70,863,582	129,156	70,734,426
Between 30 and 90 days past due	35,448,219	100,312	35,347,907
	252,724,659	708,244	252,016,415
Credit impaired:			
- more than 90 days past due	14,220,449	930,533	13,289,916
- individually impaired	967,674	297,509	670,165
	267,912,782	1,936,286	265,976,496
Included under receivables:			
Trade receivables	202,461,082	1,936,286	200,524,796
Amount owing by immediate holding company	12,841,554	-	12,841,554
Amounts owing by subsidiary companies	1,936,611	-	1,936,611
Amounts owing by related companies	50,672,916	-	50,672,916
Amount owing by joint venture	619	-	619
	267,912,782	1,936,286	265,976,496
Group			
31 March 2021			
Not past due	152,824,033	669,255	152,154,778
Less than 30 days past due	32,807,149	189,991	32,617,158
Between 30 and 90 days past due	11,109,082	249,302	10,859,780
	196,740,264	1,108,548	195,631,716
Credit impaired:			
- more than 90 days past due	3,409,182	634,847	2,774,335
- individually impaired	880,028	317,879	562,149
	201,029,474	2,061,274	198,968,200
Included under receivables:			
Trade receivables	171,507,930	2,061,274	169,446,656
Amount owing by immediate holding company	6,761,282	-	6,761,282
Amounts owing by related companies	22,312,990	-	22,312,990
Amount owing by joint venture	447,272	-	447,272
	201,029,474	2,061,274	198,968,200

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

The following table provides information about the exposure credit risk and ECL for receivables which are trade in nature (Cont'd):

	Gross carrying amount RM	Loss allowance RM	Carrying amount RM
Company			
31 March 2021			
Not past due	126,292,074	415,954	125,876,120
Less than 30 days past due	30,652,623	121,485	30,531,138
Between 30 and 90 days past due	11,250,386	180,069	11,070,317
	168,195,083	717,508	167,477,575
Credit impaired:			
- more than 90 days past due	3,437,053	512,701	2,924,352
- individually impaired	880,028	317,879	562,149
	172,512,164	1,548,088	170,964,076
Included under receivables:			
Trade receivables	138,858,270	1,548,088	137,310,182
Amount owing by immediate holding company	6,761,282	-	6,761,282
Amounts owing by subsidiary companies	4,446,785	-	4,446,785
Amounts owing by related companies	22,312,990	-	22,312,990
Amount owing by joint venture	132,837	-	132,837
	172,512,164	1,548,088	170,964,076

For other receivables and other financial assets (including cash and balances, fixed deposits placed with licensed banks, short term investments and amounts owing from associated company, joint venture and subsidiaries), the Group and the Company minimise credit risk by dealing exclusively with creditworthy counterparties. At the reporting date, the Group's and the Company's maximum exposure to credit risk arising from other receivables and other financial assets is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

Other receivables and other financial assets are also subject to impairment requirements of MFRS 9. The identified impairment loss is assessed to be insignificant.

Receivables that are past due but not impaired

The Group believes that no impairment allowance is necessary in respect of these receivables. They are substantially companies with good collection track record and no recent history of default.

Receivables that are neither past due nor impaired

A significant portion of receivables that are neither past due nor impaired are regular customers that have been transacting with the Group. The Group uses ageing analysis to monitor the credit quality of these receivables.

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Receivables that are neither past due nor impaired (Cont'd)

The movements in the allowance for impairment losses of trade in nature receivables during the financial year were:

	Group RM	Company RM
2022		
At 1 April 2021	2,061,274	1,548,088
Additions of allowance for doubtful debts	425,210	388,198
Write off	(14,631)	-
At 31 March 2022	2,471,853	1,936,286
2021		
At 1 April 2020	1,698,873	1,222,890
Additions of allowance for doubtful debts	362,401	325,198
At 31 March 2021	2,061,274	1,548,088

None of the contract asset at the reporting date is past due. Management does not expect any credit loss based on the then assessment at the reporting date.

Liquidity and cash flow risks

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations due to shortage of funds.

The Group seeks to ensure all business units maintain optimum levels of liquidity at all times, sufficient for their operating, investing and financing activities.

Therefore, the policy seeks to ensure that each business unit, through efficient working capital management (i.e. accounts receivable and accounts payable management), must be able to convert its current assets into cash to meet all demands for payment as and when they fall due.

Owing to the nature of its businesses, the Group seeks to maintain sufficient credit lines to meet its liquidity requirements while ensuring an effective working capital management within the Group.

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Liquidity and cash flow risks (Cont'd)

The table below summarises the maturity profile of the Group's and the Company's financial liabilities at 31 March based on the contractual undiscounted cash flows.

2022	Less than 1 year RM	1 to 5 years RM	More than 5 years RM	Total RM
Group				
Trade payables	421,773,704	-	-	421,773,704
Other payables, deposits and accruals	60,077,746	-	-	60,077,746
Amount owing to immediate holding company	3,069,756	-	-	3,069,756
Amounts owing to related companies	21,891,707	-	-	21,891,707
Amount owing to associated company	940,500	-	-	940,500
Amount owing to corporate shareholder of subsidiary company	496,200	1,569,245	2,861,311	4,926,756
Lease liabilities	17,157,305	12,357,434	-	29,514,739
Hire purchase payables	808,655	1,266,062	-	2,074,717
Bank term loans	74,141,649	110,311,362	43,638,439	228,091,450
Total undiscounted financial liabilities	600,357,222	125,504,103	46,499,750	772,361,075
Financial guarantee contracts *	10,502,297	-	-	10,502,297
Company				
Trade payables	75,976,316	-	-	75,976,316
Other payables, deposits and accruals	46,543,866	-	-	46,543,866
Amount owing to immediate holding company	3,069,756	-	-	3,069,756
Amounts owing to subsidiary companies	56,345,778	-	-	56,345,778
Amounts owing to related companies	21,891,707	-	-	21,891,707
Amount owing to associated company	940,500	-	-	940,500
Lease liabilities	7,815,567	3,252,694	-	11,068,261
Bank term loans	68,545,876	88,735,233	40,308,773	197,589,882
Total undiscounted financial liabilities	281,129,366	91,987,927	40,308,773	413,426,066
Financial guarantee contracts *	29,361,579	20,852,363	3,217,973	53,431,915
2021				
Group				
Trade payables	65,669,077	-	-	65,669,077
Other payables, deposits and accruals	42,218,317	-	-	42,218,317
Amount owing to immediate holding company	2,663,082	-	-	2,663,082
Amounts owing to related companies	16,501,689	-	-	16,501,689
Amount owing to corporate shareholder of subsidiary company	504,650	1,569,245	3,253,622	5,327,517
Lease liabilities	9,209,889	11,075,542	-	20,285,431
Bank term loans	31,278,604	125,114,414	101,828,002	258,221,020
Total undiscounted financial liabilities	168,045,308	137,759,201	105,081,624	410,886,133
Financial guarantee contracts *	12,985,599	-	-	12,985,599

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Liquidity and cash flow risks (Cont'd)

The table below summarises the maturity profile of the Group's and the Company's financial liabilities at 31 March based on the contractual undiscounted cash flows. (Cont'd)

2021	Less than 1 year RM	1 to 5 years RM	More than 5 years RM	Total RM
Company				
Trade payables	56,855,587	-	-	56,855,587
Other payables, deposits and accruals	31,799,816	-	-	31,799,816
Amount owing to immediate holding company	2,663,082	-	-	2,663,082
Amounts owing to subsidiary companies	51,986,778	-	-	51,986,778
Amounts owing to related companies	16,501,689	-	-	16,501,689
Lease liabilities	7,254,639	9,132,174	-	16,386,813
Bank term loans	25,682,831	102,731,322	94,858,559	223,272,712
Total undiscounted financial liabilities	192,744,422	111,863,496	94,858,559	399,466,477
Financial guarantee contracts *	18,393,663	25,790,146	2,577,764	46,761,573

* The management determined the fair value of the above financial guarantees to be not significant at their initial recognition.

41. CAPITAL MANAGEMENT

The Group's primary objectives when managing its capital are to safeguard the Group's ability to continue as a going concern and to provide adequate returns to shareholders whilst sustaining future development of the business.

The Group actively and regularly reviews and manages its capital structure with a view to optimising the debt and equity balance. The Group monitors capital on the basis of total debt to equity ratio. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, issue new shares, increase borrowings or sell assets to reduce debts.

No changes were made in the objectives, policies or processes during the financial year.

The Group's total debt-to-equity ratios at 31 March 2022 and 31 March 2021 were as follows:

	2022 RM	2021 RM
Share capital	100,801,317	100,801,317
Reserves	416,048,483	368,798,723
Total equity	516,849,800	469,600,040
Amount owing to corporate shareholder of subsidiary company	4,671,682	5,051,695
Bank term loans	217,711,741	246,475,977
Lease liabilities	28,553,135	19,721,937
Hire purchase payables	1,957,108	-
Total debt	252,893,666	271,249,609
Total debt to equity ratio (times)	0.49	0.58

42. SEGMENTAL ANALYSIS

(a) Primary reporting format - business segment

All the operations of the Group are organised into five main segments

(i) Air Freight Forwarding Division ("AFF")	- Air freight forwarding
(ii) Contract Logistics Division ("CLD")	- Customs forwarding, warehousing, in-plant and container haulage
(iii) Trucking Division ("TD")	- Trucking
(iv) Ocean Freight Forwarding Division ("OFF")	- Sea freight forwarding and buyer consolidation services
(v) Cold Supply Chain Division ("CSC")	- Cold supply chain

Segment assets and liabilities information are neither included in the internal management reports nor provided regularly to the management. Hence no disclosures are made on segment assets and liabilities.

2022	AFF RM	CLD RM	TD RM	OFF RM	CSC RM	Consolidated RM
REVENUE						
External sales	512,656,903	428,579,320	84,619,664	319,708,355	135,848,304	1,481,412,546
Represented by:						
Revenue recognised at a point of time	512,656,903	95,067,534	-	319,708,355	88,287,313	1,015,720,105
Revenue recognised over time	-	333,511,786	84,619,664	-	47,560,991	465,692,441
Consolidated revenue	512,656,903	428,579,320	84,619,664	319,708,355	135,848,304	1,481,412,546
Segment results	47,671,645	45,526,583	630,801	14,641,912	11,877,755	120,348,696
Unallocated corporate income	-	-	-	-	-	(20,177,218)
Profit from operations	-	-	-	-	-	100,171,478
Share of results of associated company and joint venture	-	-	-	-	-	1,170,812
Finance costs	-	-	-	-	-	(13,195,827)
Profit before tax	-	-	-	-	-	88,146,463
Tax expense	-	-	-	-	-	(20,425,502)
Profit for the financial year	-	-	-	-	-	67,720,961

42. SEGMENTAL ANALYSIS (CONT'D)

(a) Primary reporting format - business segment (Cont'd)

2022	**AFF RM**	**CLD RM**	**TD RM**	**OFF RM**	**CSC RM**	**Consolidated RM**
Included in operating profit:						
Depreciation of property, plant and equipment	-	-	-	-	-	28,956,092
Depreciation of right-of-use assets	-	-	-	-	-	16,242,926
Allowance for doubtful debts	-	-	-	-	-	425,210
Bad debts recovered	-	-	-	-	-	(15,998)
Gain on disposal of property, plant and equipment	-	-	-	-	-	(1,167,713)
Property, plant and equipment written off	-	-	-	-	-	16,025,123
Fair value gain on short term investments	-	-	-	-	-	(69,206)
Unrealised loss on foreign exchange (net)	-	-	-	-	-	744,720
Gain on early termination of lease contracts	-	-	-	-	-	(31,894)

2021						
REVENUE						
External sales	288,599,102	342,466,535	71,784,276	117,759,164	126,003,090	946,612,167
Represented by:						
Revenue recognised at a point of time	288,599,102	81,420,303	-	117,759,164	86,402,635	574,181,204
Revenue recognised over time	-	261,046,232	71,784,276	-	39,600,455	372,430,963
Consolidated revenue	288,599,102	342,466,535	71,784,276	117,759,164	126,003,090	946,612,167
Segment results	22,636,276	36,577,617	(2,034,896)	3,041,975	11,645,990	71,866,962
Unallocated corporate income	-	-	-	-	-	2,927,424
Profit from operations	-	-	-	-	-	74,794,386
Share of results of associated company and joint ventures	-	-	-	-	-	291,946
Finance costs	-	-	-	-	-	(14,396,928)
Profit before tax	-	-	-	-	-	60,689,404
Tax expense	-	-	-	-	-	(17,020,092)
Profit for the financial year	-	-	-	-	-	43,669,312

42. SEGMENTAL ANALYSIS (CONT'D)

(a) Primary reporting format - business segment (Cont'd)

2021	AFF RM	CLD RM	TD RM	OFF RM	CSC RM	Consolidated RM
Included in operating profit:						
Depreciation of property, plant and equipment	-	-	-	-	-	28,441,764
Depreciation right-of-use assets	-	-	-	-	-	11,071,947
Allowance for doubtful debts	-	-	-	-	-	362,401
Bad debts written off	-	-	-	-	-	147,213
Gain on disposal of property, plant and equipment	-	-	-	-	-	(809,323)
Property, plant and equipment written off	-	-	-	-	-	194,208
Fair value gain on short term investments	-	-	-	-	-	(108,626)
Unrealised loss on foreign exchange (net)	-	-	-	-	-	2,404,500
Gain on early termination of lease contracts	-	-	-	-	-	(3,835)
Other investment written off	-	-	-	-	-	18,000
Loss on disposal of other assets	-	-	-	-	-	42,000
Loss on derecognition of subsidiary	-	-	-	-	-	824,860

RM156.16 million or 10.5% (2021: RM135.9 million or 14.4%) of the Group's revenue arising from a single customer.

(b) Secondary reporting format - geographical segment

As the Group's total logistics solutions activities cover destinations located throughout the world, the directors do not consider it meaningful to allocate revenue and assets to specific geographical segments.

43. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

(i) On 21 April 2021, the Company announced that TYGC, a 70%-owned subsidiary of the Company, had on 21 April 2021 entered into a conditional share sale agreement ("SSA") for the acquisition of 1,285,000 ordinary shares in Hypercold, representing 50% equity interest in Hypercold, for a cash consideration of RM10,550,000 ("Proposed Acquisition of Hypercold").

In addition to the SSA, TYGC had on 21 April 2021 entered into a shareholders' agreement with Swift Integrated Logistics Sdn Bhd ("SILSB") to regulate the affairs of Hypercold and the respective rights of TYGC and SILSB as remaining 50% shareholder of Hypercold.

The Proposed Acquisition of Hypercold has been completed during the financial year.

43. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR (CONT'D)

(ii) During the current financial year, the Company has started the expansion plan by demolishing an old single-storey warehouse block at Shah Alam Logistics Centre ("SALC"). The demolition has resulted recognition of property, plant and equipment written off of RM16 million in profit or loss. Approximately 180,000 square foot of old single-storey warehouse space was demolished in Phase 1 of the SALC expansion plan in order to rebuild into a modern 4-store warehouse of approximately 650,000 square foot warehouse space, creating a net increase of approximately 470,000 square foot of warehouse space. Phase 1 is expected to be completed by end of year 2023.

44. COVID-19 OUTBREAK

On 11 January 2021, the Government of Malaysia announced the re-imposition of Movement Control Order ("MCO") to the states of Malacca, Johor, Penang, Selangor, Sabah and the Federal Territories of Kuala Lumpur, Putrajaya and Labuan from 13 January 2021 to 4 February 2021. The MCO is further extended over all states (except Sarawak) from 5 February 2021 to 4 March 2021.

On 25 May 2021, the Government announced nationwide Full Movement Control Order ("FMCO") on all social and economic sectors in Malaysia from 1 June 2021 to 14 June 2021. Under FMCO, only essential economic and social services listed by the National Security Council are allowed to operate. On 15 June 2021, the Government has implemented Phase 1 of the National Recovery Plan ("NRP"). The FMCO under the NRP was extended from 15 June 2021 to 28 June 2021 and this was further extended from 29 June 2021 onwards. Subsequently, the Government had imposed Enhanced MCO ("EMCO") in Selangor's major sub-districts and several Kuala Lumpur localities from 3 July 2021 and subsequently lifted on 16 July 2021. On 1 October 2021, both Selangor and Kuala Lumpur moved from Phase 2 to Phase 3 of the NRP.

Various measures to prevent the spread of the virus such as restricted movement, overseas and interstate travel bans, closure of businesses and education institutions and workfrom-home arrangements have impacted consumer spending power and pattern and brought about significant economic uncertainties in Malaysia.

The restrictions imposed have not, however, negatively impacted the Group's financial performance as its logistics operations were allowed to operate throughout the MCO under the respective guidelines set by the National Security Council and the Ministry of International Trade and Industry.

At the reporting date, the Group and the Company have taken the appropriate steps to re-assess their customers' credit risks and tighten the credit controls in order to mitigate any risk of non-collection due from the Covid-19 outbreak. Additional expected credit losses on receivables was recognised as at 31 March 2022 due to a foreseeable decline in the repayment ability of certain debtors.

Directors are cognizant of the challenges posed by these events and the potential impact they have on the Group's and the Company's financial position, financial performance and cash flows subsequent to the reporting period. As the situation continues to evolve with significant level of uncertainty, the Group and the Company are unable to reasonably estimate the full financial impact of the Covid-19 outbreak for financial year ending 31 March 2023. The Group and the Company are monitoring the situation closely and to mitigate the financial impact. The Group and the Company are conscientiously managing its cost by adopting an operating cost reduction strategy and conserving liquidity by working with major creditors to align repayment obligations with receivable collections.

45. AUTHORISATION FOR ISSUE OF FINANCIAL STATEMENTS

These financial statements were authorised for issue on by the board of directors on 27 May 2022.

STATEMENT BY DIRECTORS
PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Lee Check Poh and Lee Wan Kai, being directors of TASCO Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 101 to 176 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company at 31 March 2022 and the financial performance and cash flows of the Group and of the Company for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Signed on behalf of the Board of Directors in accordance with a directors' resolution.

LEE CHECK POH	**LEE WAN KAI**
Director	Director

Kuala Lumpur

Date: 27 May 2022

STATUTORY DECLARATION
PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Tan Kim Yong (I/C No.: 620120-10-6609), being the director primarily responsible for the financial management of TASCO Berhad do solemnly and sincerely declare that, to the best of my knowledge and belief, the accompanying financial statements set out on pages 101 to 176 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 abovenamed Tan Kim Yong at Kuala Lumpur in the Federal Territory this 27 May 2022	TAN KIM YONG Chartered Accountant MIA No: 8219
Before me:	HJ. WAN AZMAN B. HJ. WAN ABDULLAH No. W728 Commisioner of Oath

LIST OF PROPERTIES

No.	Location	Description	Existing Use	Tenure of land/Date of expiry of lease	Land Area/ Built up Area (sq. m)	Approximate Age of Properties	Date Acquired	Net Book value 31.03.2022 (RM'000)
1.	Westport Lot No. PT 128571, Jalan Perigi Nenas 7/2 Taman Perindustrial Pulau Indah (Westport) 42920 Pelabuhan Klang, Selangor	Industrial Land	Westport Logistics Centre	Leasehold 99 years expiring 24.02.2097	Land - 54,807 Built-up - 30,907	15 years	1-Jun-18	126,028
	Lot No. PT 128572, Jalan Perigi Nenas 7/2 Taman Perindustrial Pulau Indah (Westport) 42920 Pelabuhan Klang Selangor	Industrial Land	Westport Logistics Centre	Leasehold 99 years expiring 24.02.2097	Land - 35,838		1-Jun-18	
	Lot No. PT 128573, Jalan Perigi Nenas 7/2 Taman Perindustrial Pulau Indah (Westport) 42920 Pelabuhan Klang, Selangor	Industrial Land	Westport Logistics Centre	Leasehold 99 years expiring 24.02.2097	Land - 17,481		1-Jun-18	
	Lot No. PT 128574, Jalan Perigi Nenas 7/2 Taman Perindustrial Pulau Indah (Westport) 42920 Pelabuhan Klang, Selangor	Industrial Land	Westport Logistics Centre	Leasehold 99 years expiring 24.02.2097	Land - 20,149 Built-up - 6,770	14 years	1-Jun-18	
	Lot No. PT 128575, Jalan Perigi Nenas 7/2 Taman Perindustrial Pulau Indah (Westport) 42920 Pelabuhan Klang, Selangor	Industrial Land	Westport Logistics Centre	Leasehold 99 years expiring 24.02.2097	Land 13,038 Built-up - 532	15 years	1-Jun-18	
	Lot No. PT 128576, Jalan Perigi Nenas 7/2 Taman Perindustrial Pulau Indah (Westport) 42920 Pelabuhan Klang, Selangor	Industrial Land	Westport Logistics Centre	Leasehold 99 years expiring 24.02.2097	Land - 18,622		1-Jun-18	
2.	Shah Alam No. 1, Jalan Sungai Kayu Ara 32/37 Berjaya Industrial Park, Section 32 40460 Shah Alam, Selangor	Industrial Land	Berjaya Industrial Logistics Centre	Freehold	Land - 7,841 Built-up - 10,728	8 years	12-Jul-17	103,849
	No. 3, Jalan Sungai Kayu Ara 32/40 Berjaya Industrial Park, Section 32 40460 Shah Alam, Selangor	Industrial Land	Berjaya Industrial Logistics Centre	Freehold	Land - 7,860 Built-up - 5,429	19 years	12-Jul-17	
	No. 4, Jalan Sungai Kayu Ara 32/39 Berjaya Industrial Park, Section 32 40460 Shah Alam, Selangor	Industrial Land	Berjaya Industrial Logistics Centre	Freehold	Land - 7,860 Built-up - 4,949	16 years	12-Jul-17	
	No. 5, Jalan Sungai Kayu Ara 32/40 Berjaya Industrial Park, Section 32 40460 Shah Alam, Selangor	Industrial Land	Berjaya Industrial Logistics Centre	Freehold	Land - 7,518 Built-up - 10,437	13 years	12-Jul-17	
3.	Shah Alam Lot No. 1A, Persiaran Jubli Perak Jalan 22/1, Seksyen 22, 40300 Shah Alam Selangor.	Industrial Land	Corporate Head Office, Shah Alam Logistics Centre Warehouse F Warehouse E	Leasehold 99 years expiring 09.07.2094	Land - 92,701 Build-up - 26,718 Build-up - 16,800 Build-up - 16,800	33 years 10 years 9 years	30-Jun-09	50,643
4.	Port of Tanjung Pelepas Plot D28E, Distripark B Pelepas Free Trade Zone Port of Tanjung Pelepas, Johor	Industrial Land	Tanjung Pelepas Logistics Centre	Leasehold 60 years expiring 23.03.2055	Land - 20,233 Build-up - 20,919	7 years	19-Mar-12	31,833
5.	Bandar Baru Bangi Lot 46860 (PT 61382), Seksyen 10 43650 Bandar Baru Bangi, Selangor	Industrial Land	Bangi Logistics Centre III Bangi Logistics Centre II	Leasehold 99 years expiring 19.08.2098	Land - 60,241 Build-up - 12,119 Build-up - 19,584	14 years 11 years	25-May-04	24,805
	Bandar Baru Bangi Lot 46864 (PT 61734), Seksyen 10 43650 Bandar Baru Bangi, Selangor	Industrial Land	Access road	Leasehold 99 years expiring 19.08.2098	Land - 450	N/A	25-May-04	76

LIST OF PROPERTIES

No.	Location	Description	Existing Use	Tenure of land/Date of expiry of lease	Land Area/ Built up Area (sq. m)	Approximate Age of Properties	Date Acquired	Net Book value 31.03.2021 (RM'000)
6.	Port Klang Lot 15728, Jalan Pelabuhan Utara Bandar Sultan Suleiman Pelabuhan Klang, Selangor.	Industrial Land	Warehouse	Leasehold 60 years expiring 15.05.2029	Land - 25,114 Build-up - 17,057	30 years	8-Jul-20	20,554
	Port Klang Lot 506, Jalan Pelabuhan Utara Bandar Sultan Suleiman Pelabuhan Klang, Selangor.			Leasehold 60 years expiring 18.06.2034	Land - 16,592 Build-up - 8,417	44 years	8-Jul-20	
	Port Klang Lot 507, Jalan Pelabuhan Utara Bandar Sultan Suleiman Pelabuhan Klang, Selangor.			Leasehold 60 years expiring 18.06.2034	Land - 18,210 Build-up - 8,895	44 years	8-Jul-20	
	Port Klang Lot 9998, Jalan Pelabuhan Utara Bandar Sultan Suleiman Pelabuhan Klang, Selangor.			Leasehold 60 years expiring 07.09.2082	Land - 2,287	50 years	24-Aug-20	
	Port Klang Lot 73156, Jalan Pelabuhan Utara Bandar Sultan Suleiman Pelabuhan Klang, Selangor			Leasehold 99 years expiring 11.10.2099	Land - 2,578		24-Aug-20	
	Port Klang Lot 73157, Jalan Pelabuhan Utara Bandar Sultan Suleiman Pelabuhan Klang, Selangor.			Leasehold 99 years expiring 11.10.2099	Land - 493		24-Aug-20	
	Port Klang Lot 73158, Jalan Pelabuhan Utara Bandar Sultan Suleiman Pelabuhan Klang, Selangor.			Leasehold 99 years expiring 11.10.2099	Land - 955		24-Aug-20	
7.	Port Klang Lot 2, Solok Sultan Hishamuddin 10 Kawasan Perindustrian Selat Klang Utara 42000 Port Klang, Selangor	Industrial Land	Port Klang Container Depot	Leasehold 99 years expiring 09.06.2086	Land - 24,068 Built-up - 57.6	21 years	2-Feb-18	13,921
8.	Seberang Perai Tengah 1441 Lorong Perusahaan Maju 8 Prai Industrial Estate, Phase 4 13600 Prai, Pulau Pinang	Industrial Land	Penang Prai Logistics Centre	Leasehold 99 years expiring 23.10.2110	Land - 20,639 Build-up - 9,282	30 years	18-Jun-08	11,502
9.	Port Klang Lot 22 (PT4153), Lengkungan Sultan Hishamuddin, North Klang Straits Industrial Estate Mukim Kapar, Kawasan 20 40000 Port Klang, Selangor	Industrial Land	Port Klang Logistics Centre	Leasehold 99 years expiring 09.06.2086	Land - 29,509 Build-up - 17,078	30 years	19-Feb-08	9,347
10.	Bayan Lepas Plot 93 Lintang Bayan Lepas 9 Taman Perindustrian Bayan Lepas Fasa IV, 11900 Bayan Lepas Pulau Pinang	Industrial Land	Penang Air Freight Logistics Centre	Leasehold 60 years expiring 31.01.2062	Land - 8,146 Build-up - 3,040	15 years	4-Jun-08	5,961

ANALYSIS OF SHAREHOLDINGS

AS AT 30 JUNE 2022

Issued and Fully paid-up Capital	:	RM100,801,317
Class of Shares	:	Ordinary Shares
Voting Rights	:	One vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Holders	Total Holdings	%
Less than 100 shares	37	692	0.00
100 to 1,000 shares	673	483,610	0.06
1,001 to 10,000 shares	2,871	14,986,300	1.87
10,001 to 100,000 shares	1,489	49,705,497	6.21
100,001 to less than 5% of issued shares	262	333,146,933	41.64
5% and above issued shares	4	401,676,968	50.21
Total	5,336	800,000,000	100.00

LIST OF 30 LARGEST SHAREHOLDERS

	Name of Shareholders	No. of shares	%
1	Yusen Logistics (Singapore) Pte Ltd	145,841,928	18.23
2	Yusen Logistics Co., Ltd	144,078,544	18.01
3	Yusen Logistics Co., Ltd	59,039,768	7.38
4	Nippon Yusen Kabushiki Kaisha	52,716,728	6.59
5	Real Fortune Portfolio Sdn Bhd	32,500,000	4.06
6	CIMSEC Nominees (Tempatan) Sdn Bhd CIMB For Real Fortune Portfolio Sdn Bhd (PB)	30,643,504	3.83
7	Nippon Yusen Kabushiki Kaisha	24,000,000	3.00
8	Yusen Logistics (Singapore) Pte Ltd	24,000,000	3.00
9	Yusen Logistics Co., Ltd	24,000,000	3.00
10	Yusen Logistics Co., Ltd	24,000,000	3.00
11	Yusen Logistics (Singapore) Pte Ltd	22,079,528	2.76
12	Real Fortune Portfolio Sdn Bhd	16,000,000	2.00
13	Maybank Nominees (Tempatan) Sdn Bhd National Trust Fund	10,501,400	1.31
14	CIMB Group Nominees (Tempatan) Sdn Bhd Exempt An For Petroliam Nasional Berhad	6,254,300	0.78
15	Tokio Marine Life Insurance Malaysia Bhd As Beneficial Owner	6,065,000	0.76
16	Lembaga Tabung Angkatan Tentera	6,014,800	0.75
17	HSBC Nominees (Tempatan) Sdn Bhd HSBC (M) Trustee Bhd for Pertubuhan Keselamatan Social	5,000,000	0.63
18	Maybank Nominees (Tempatan) Sdn Bhd Medical Fund	4,889,200	0.61
19	RHB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Siao Choon Ping	4,303,500	0.54
20	CIMB Group Nominees (Tempatan) Sdn Bhd OSK Technology Ventures Sdn Bhd	2,918,700	0.36
21	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Bakat Impian Sdn Bhd	2,463,700	0.31
22	Citigroup Nominees (Asing) Sdn Bhd USB AG	2,209,300	0.28

LIST OF 30 LARGEST SHAREHOLDERS (CONT'D)

	Name of Shareholders	No. of shares	%
23	Amanahraya Trustee Berhad Affin Hwang Growth Fund	2,071,200	0.26
24	Ong Ee Nah	2,000,000	0.25
25	Tajukon Sdn Bhd	2,000,000	0.25
26	Yeo Khee Huat	1,940,000	0.24
27	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board	1,829,800	0.23
28	Sow Tiap	1,792,000	0.22
29	Universal Trustee (Malaysia) Berhad KAF Tactical Fund	1,700,000	0.21
30	Amanah Trustee Berhad Affin Hwang Principled Growth Fund	1,597,500	0.20
	Total	**664,450,400**	**83.05**

SUBSTANTIAL SHAREHOLDERS

The details of the substantial shareholders of our Company and their respective shareholdings in our Company as per the Register of Substantial Shareholders are as follows:

	Name of Substantial Shareholders	Direct Interest	%	Indirect Interest	%
1	Yusen Logistics Co., Ltd.	251,118,312	31.38	191,921,456[1]	23.99
2	Yusen Logistics (Singapore) Pte Ltd	191,921,456	23.99	-	-
3	Nippon Yusen Kabushiki Kaisha	76,716,728	9.59	443,039,768[2]	55.38
4	Real Fortune Portfolio Sdn Bhd	79,143,504	9.89	-	-
5	Lee Check Poh	-	-	79,143,504[3]	9.89

DIRECTORS' SHAREHOLDINGS

In accordance with the Register of Directors' Shareholdings, the Directors' direct and indirect interests in share in the Company are as follows:

	Name of Directors	Direct Interest	%	Indirect Interest	%
1	Lee Check Poh	-	-	79,143,504[3]	9.89
2	Lim Jew Kiat	480,000	0.06	-	-
3	Tan Kim Yong	240,000	0.03	-	-
4	Kwong Hoi Meng	88,000	0.01	-	-
5	Raymond Cha Kar Siang	88,000	0.01	-	-
6	Raippan s/o Yagappan @ Raiappan Peter	88,000	0.01	-	-
7	Lee Wan Kai	80,000	0.01	-	-

1 Deemed interested by virtue of its equity interest in Yusen Logistics (Singapore) Pte Ltd pursuant to Section 8 of the Act,
2 Deemed interested by virtue of its subsidiaries companuies, Yusen Logistics Co., Ltd and Yusen Logistics (Singapore) Pte Ltd's equity interest in our Company pursuant to Section 8 of the Act
3 Deemed interested by virtue of its equity interest in Real Fortune Portfolio Sdn Bhd pursuant to Section 8 of the Act

SUBSIDIARY AND ASSOCIATED COMPANIES

SUBSIDIARY COMPANIES

	Country	Group Effective Interest % 31.03.2022	% 31.03.2021	Principal Activities
Baik Sepakat Sdn Bhd	Malaysia	100	100	Truck rental and insurance agency services
Tunas Cergas Logistik Sdn Bhd	Malaysia	100	100	Truck rental and provision of other related logistics services
Emulsi Teknik Sdn Bhd	Malaysia	100	100	Truck rental and logistics services
Maya Kekal Sdn Bhd	Malaysia	100	100	Trading and warehousing
Precious Fortunes Sdn Bhd	Malaysia	100	100	Warehousing
Titian Pelangi Sdn Bhd	Malaysia	100	100	Warehousing
TASCO Yusen Gold Cold Sdn Bhd	Malaysia	70	70	Investment holding
Meriah Selalu Sdn Bhd	Malaysia	100	100	Operating container depot and providing services of storing, handling, cleaning and repairing of containers
Omega Saujana Sdn Bhd	Malaysia	51	51	Freight forwarding services
Piala Kristal (M) Sdn Bhd	Malaysia	51	51	Freight forwarding services

SUBSIDIARY OF TASCO YUSEN GOLD COLD SDN BHD

Gold Cold Integrated Logistics Sdn Bhd	Malaysia	100	100	Transportation, cold room storage facilities, repackaging and value added facilities services
Gold Cold Solutions Sdn Bhd	Malaysia	100	100	Logistics services, transportation, warehousing distribution and marketing of goods
Gold Cold Transport Sdn Bhd	Malaysia	100	100	Transportation, provision of cold room facilities, repackaging and value added facilities services

SUBSIDIARY COMPANIES (CONT'D)

	Country	Group Effective Interest % 31.03.2022	% 31.03.2021	Principal Activities
SUBSIDIARY OF TASCO YUSEN GOLD COLD SDN BHD (CONT'D)				
GC Logistics Sdn Bhd	Malaysia	100	100	Transportation, cold room storage facilities, repackaging and value added facilities services
JOINT VENTURE COMPANY OF TASCO YUSEN GOLD COLD SDN BHD				
Hypercold Logistics Sdn Bhd	Malaysia	50	-	Forwarding, logistics, chilled and frozen storage, transportation of goods and a distributor of all kind of foods
ASSOCIATED COMPANY				
Agate Electro Supplies Sdn Bhd	Malaysia	50	50	Letting of property
JOINT VENTURE COMPANY				
YLTC Sdn Bhd	Malaysia	40	40	Trading, distribution and logistics

NOTICE OF FORTY-SEVENTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Forty-Seventh Annual General Meeting ("**AGM**") of TASCO Berhad ("**Company**") will be conducted entirely on a virtual basis at a venue in Malaysia where the Chairman of the meeting is present through live streaming and online remote voting via Remote Participation and Electronic Voting Facilities to be provided by SS E Solutions Sdn Bhd via Securities Services e-Portals platform at https://sshsb.net.my/ on Wednesday, 7 September 2022 at 3.00 p.m. to transact the following businesses: -

AGENDA

1. To receive the Audited Financial Statements for the financial year ended 31 March 2022 and the Reports of Directors and Auditors thereon. — ***Please refer to Explanatory Note A***

2. To approve the payment of the following Directors' remuneration by the Company:

   (a) To approve the payment of Directors' fees of RM400,000 for the period from 8 September 2022 until the next Annual General Meeting of the Company. — ***Ordinary Resolution 1***

   (b) To approve the payment of Directors' benefits (excluding Directors' fees) to the Non-Executive Directors up to an amount of RM25,000 from 8 September 2022 until the next Annual General Meeting of the Company. — ***Ordinary Resolution 2***

3. To re-elect the following Directors who retire pursuant to Article 79 of the Company's Constitution: -

   3.1 Mr. Lee Check Poh — ***Ordinary Resolution 3***
   3.2 Mr. Raymond Cha Kar Siang — ***Ordinary Resolution 4***
   3.3 Mr. Norihiko Yamada — ***Ordinary Resolution 5***

4. To re-appoint Mazars PLT as Auditors of the Company and authorise the Directors to determine their remuneration. — ***Ordinary Resolution 6***

5. **PROPOSED RETENTION OF INDEPENDENT NON-EXECUTIVE DIRECTOR**

   As Special Business to consider and if thought fit, to pass the following Ordinary Resolution, with or without modifications: -

   "**THAT** Mr. Raippan s/o Yagappan @ Raiappan Peter who has served the Board as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years be and is hereby retained as Independent Non-Executive Director of the Company." — ***Ordinary Resolution 7***

   "**THAT** subject to the passing of the Ordinary Resolution 4 above, Mr. Raymond Cha Kar Siang who has served the Board as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years be and is hereby retained as Independent Non-Executive Director of the Company." — ***Ordinary Resolution 8***

   "**THAT** Mr. Kwong Hoi Meng who has served the Board as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years be and is hereby retained as Independent Non-Executive Director of the Company." — ***Ordinary Resolution 9***

6. **PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE**

   As Special Business to consider and if thought fit, to pass the following Ordinary Resolution, with or without modifications: -

"**THAT** pursuant to Paragraph 10.09 of the Bursa Malaysia Securities Berhad Main Market Listing Requirements, the Company and its subsidiaries be and are hereby authorised to enter into and give effect to the Recurrent Transactions with the Related Party as detailed in Section 2.3.2 of the Circular to Shareholders dated 28 July 2022 which are necessary for the Company's and its subsidiaries' day-to-day operations in the ordinary course of business on terms not more favourable to the said Related Party than those generally available to the public and not detrimental to minority shareholders of the Company. ***Ordinary Resolution 10***

AND THAT such approval shall continue to be in force until: -

(a) the conclusion of the next Annual General Meeting ("AGM") of the Company, at which time it will lapse, unless by a resolution passed at the AGM whereby the authority is renewed; or

(b) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(1) of the Companies Act 2016 ("Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(2) of the Act); or

(c) revoked or varied by a resolution passed by the shareholders in a general meeting;

whichever is earlier;

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary to give effect to the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a revenue or trading nature."

7. **AUTHORITY TO ALLOT SHARES**

As Special Business to consider and if thought fit, to pass the following Ordinary Resolution, with or without modifications: -

"**THAT** subject always to the Companies Act 2016 ("Act") and the approvals of the relevant governmental and/or regulatory authorities, the Directors be and are hereby authorised pursuant to Section 75 of the Act to allot shares in the Company at any time until the conclusion of the next Annual General Meeting upon such terms and conditions and for such purposes that the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be issued pursuant to this Resolution does not exceed 10% of the issued share capital of the Company for the time being." ***Ordinary Resolution 11***

8. To transact any other business which due notice shall have been received.

BY ORDER OF THE BOARD

KANG SHEW MENG (CCM PC 201908002065)
SEOW FEI SAN (CCM PC 201908002299)
Secretaries

Petaling Jaya
Dated: 28 July 2022

NOTICE OF FORTY-SEVENTH ANNUAL GENERAL MEETING

Notes:

1. The 47th AGM of the Company will be conducted entirely on a virtual basis through live streaming and online remote voting via Remote Participation and Electronic Voting ("**RPEV**") facilities to be provided by SS E Solutions Sdn. Bhd. via Securities Services e-Portal's platform at https://sshsb.net.my/. Please follow the procedures provided in the Administrative Guide for the AGM in order to register, participate, speak and vote remotely.

2. With the RPEV facilities, the members, proxies and/or corporate representatives are strongly encouraged to exercise your right to participate (including to pose questions to the Chairman, Board of Directors or Management) and vote at the AGM.

   As guided by the Securities Commission Malaysia's Guidance Note and Frequently Asked Questions on the Conduct of General Meetings for Listed Issuers, the right to speak is not limited to verbal communication only but includes other modes of expression.

   Therefore, all members, proxies and/or corporate representatives shall communicate with the main venue of the AGM via real time submission of typed texts through a text box within Securities Services e-Portal's platform during the live streaming of the AGM as the primary mode of communication. In the event of any technical glitch in this primary mode of communication, members, proxies or corporate representatives may email their questions to eservices@sshsb.com.my during the AGM. The questions and/or remarks submitted by the members, proxies and/or corporate representatives will be responded by the Chairman, Board of Directors and/or Management during the Meeting.

3. Only depositors whose name appears in the Record of Depositors as at 30 August 2022 shall be regarded as members and entitled to participate, speak and vote at the AGM.

4. A member entitled to participate, speak and vote at the meeting is entitled to appoint a proxy to participate, speak and vote in his stead. A proxy need not be a member of the Company and a member may appoint any persons to be his proxy.

5. A member shall be entitled to appoint not more than two (2) proxies to attend and vote at the AGM. Where a member appoints two (2) proxies, the appointment shall be invalid unless the member specifies the proportions of his holding to be represented by each proxy. Where a member of the Company is an authorised nominee as defined under the Central Depositors Act, it may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. 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.

6. The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing, or if the appointer is a corporation, either under its Common Seal or under the hand of its officer or attorney duly authorised.

7. The appointment of proxy may be made in a hard copy form or by electronic means, not less than forty-eight (48) hours before the time for holding the AGM, as follows:

   (a) In hard copy form

   The original instrument appointing a proxy ("**Proxy Form**") and the power of attorney or other authority (if any), under which it is signed or a notarially certified copy thereof, must be deposited at the office of the Share Registrar, Securities Services (Holdings) Sdn Bhd (Registration No. 197701005827 (36869T)) at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, or to be submitted via fax at +603 2094 9940 or +603 2095 0292 or emailed to info@sshsb.com.my.

   (b) By electronic means

   The Proxy Form can also be lodged electronically with the Share Registrar of the Company through Securities Services (Holdings) Sdn Bhd's Online Portal at https://sshsb.net.my/ or email to eservices@sshsb.com.my. Please follow the procedures in the Administrative Guide for the AGM in order to deposit the Proxy Form(s) electronically.

8. If you have submitted your Proxy Form(s) and subsequently decide to appoint another person or wish to participate in our electronic AGM by yourself, please write in to eservices@sshsb.com.my to revoke the earlier appointed proxy forty-eight (48) hours before this meeting.

9. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the ordinary resolutions set out in the Notice of AGM will be put to vote by way of poll.

10. Explanatory Notes:

Note A - The shareholders' approval on the Audited Financial Statements are not required pursuant to Section 340(1) of the Companies Act 2016 ("Act"), hence, the matter will not be put for voting.

Ordinary Resolutions 1 and 2
Proposed Payment of Directors' Fees
Proposed Payment of Directors' Benefits to Non-Executive Directors

Pursuant to Section 230(1) of the Act, the fees of the directors and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. In this respect, the Board agreed that the shareholders' approval shall be sought at the Forty-Seventh AGM on the Directors' fees and benefits in two (2) separate resolutions as below: -

- Ordinary Resolution 1 on payment of Directors' fees for the period from 8 September 2022 until the next AGM of the Company; and
- Ordinary Resolution 2 on payment of Directors' benefits (excluding Directors' fees) from 8 September 2022 until the next AGM of the Company.

The Directors' benefits of the Company which is estimated not to exceed RM25,000 is basically the meeting allowances for Board/Board Committee meetings attended/to be attended for the period from 8 September 2022 until the conclusion of the next AGM. The Board will seek shareholders' approval at the next AGM in the event the amount of the Directors' benefits is insufficient due to an increase in Board/Board Committee meetings and/or increase in Board size.

Details of the Directors' fees and benefits paid to the Independent Non-Executive Directors are disclosed in the Company's Corporate Governance Overview Statement as contained in the Annual Report 2022.

Ordinary Resolutions 7 to 9
Proposed Retention of Independent Non-Executive Directors

The Proposed Ordinary Resolutions 7 to 9, if passed, will enable Mr. Raippan s/o Yagappan @ Raiappan Peter, Mr. Raymond Cha Kar Siang and Mr. Kwong Hoi Meng to continue serving as the Independent Non-Executive Directors of the Company as recommended under Malaysian Code on Corporate Governance ("**MCCG**").

Their term of office as independent directors is calculated based on the listing date of the Company on 28 December 2007.

An assessment of the independence of all Independent Directors was undertaken as part of the Board's assessment in 2021. The Board of Directors has considered the results of the independence assessment of Mr. Raippan s/o Yagappan @ Raiappan Peter, Mr. Raymond Cha Kar Siang and Mr. Kwong Hoi Meng, which was undertaken pursuant to the guidelines as set out in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and MCCG, and are satisfied that they meet the guidelines for independence and their ability to exercise independent judgement. Therefore, the Board recommends that Mr. Raippan s/o Yagappan @ Raiappan Peter, Mr. Raymond Cha Kar Siang and Mr. Kwong Hoi Meng should be retained as the Independent Non-Executive Directors of the Company.

Ordinary Resolution 10
Proposed Shareholders' Mandate for Recurrent Transactions

The proposed Ordinary Resolution 10, if passed, will allow the Company and/or its subsidiaries to enter into Recurrent Transactions involving the interests of Related Parties, which are of a revenue or trading nature and necessary for the Group's day-to-day operations, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company.

Ordinary Resolution 11
Authority to Allot Shares

At last year's Annual General Meeting, mandate was given to Directors to allot no more than 10% of the issued share capital of the Company. However, the mandate was not utilised and accordingly will lapse at the forthcoming Annual General Meeting. As such, the Board would like to seek for a renewal of the mandate.

The proposed Ordinary Resolution 11, if passed, will empower the Directors of the Company to allot not more than 10% of the issued share capital of the Company subject to the approvals of all the relevant governmental and/or other regulatory bodies and for such purposes as the Directors consider would be in the interest of the Company.

The authority will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, repayment of bank borrowing(s), if any, for purpose of funding future investment project(s), working capital and/or acquisitions.

TASCO
NYK GROUP COMPANY

PROXY FORM

CDS Account No.
No. of Shares held

TASCO Berhad
(Registration No. 197401003124 (20218-T))
(Incorporated in Malaysia)

I/We____Tel:_____________________

(Full name in block, and as per NRIC/Passport/Company No.)

of____

(Full Address)

being a member/members of **TASCO BERHAD** hereby appoint:

Full Name (in Block and as per NRIC/Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address	Contact:		
	Email:		

and

Full Name (in Block and as per NRIC/Passport)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address	Contact:		
	Email:		

or failing him/her, the Chairman of the meeting as my/our proxy to vote for me/us on my/our behalf at the Forty-Seventh Annual General Meeting ("**AGM**") of TASCO Berhad ("Company") will be conducted entirely on a fully virtual basis at a venue in Malaysia where the Chairman of the meeting is present through live streaming and online remote voting via Remote Participation and Electronic Voting ("**RPEV**") facilities to be provided by SS E Solutions Sdn. Bhd. via Securities Services e-Portal's platform at https://sshsb.net.my/ on Wednesday, 7 September 2022 at 3.00 p.m. and at any adjournment thereof and to vote as indicated below.

The proxy is to vote on the Resolutions set out in the Notice of the Meeting as indicated with an "X" in the appropriate places. If no specific direction as to voting is given, the proxy will vote or abstain from voting at his discretion, as he will on any other matter arising at the Meeting.

Items	RESOLUTIONS	FOR	AGAINST
1.	To approve the payment of Directors' fees of RM400,000 for the period from 8 September 2022 until the next Annual General Meeting of the Company.		
2.	To approve the payment of Directors' benefits (excluding Directors' fees) to the Non-Executive Directors up to an amount of RM25,000 from 8 September 2022 until the next Annual General Meeting of the Company.		
3.	To re-elect Mr. Lee Check Poh who retires pursuant to Article 79 of the Company's Constitution.		
4.	To re-elect Mr. Raymond Cha Kar Siang who retires pursuant to Article 79 of the Company's Constitution.		
5.	To re-elect Mr. Norihiko Yamada who retires pursuant to Article 79 of the Company's Constitution.		
6.	To re-appoint Mazars PLT as Auditors of the Company and authorise the Directors to determine their remuneration.		
AS SPECIAL BUSINESS			
7.	Proposed Retention of Mr. Raippan s/o Yagappan @ Raiappan Peter as Independent Non-Executive Director.		
8.	Proposed Retention of Mr. Raymond Cha Kar Siang as Independent Non-Executive Director.		
9.	Proposed Retention of Mr. Kwong Hoi Meng as Independent Non-Executive Director.		
10.	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.		
11.	Authority to allot shares.		

Dated:

____
Signature/Common Seal of Shareholder (s)

Fold this flap for sealing

Notes:-

1. The 47th AGM of the Company will be conducted entirely on a virtual basis through live streaming and online remote voting via Remote Participation and Electronic Voting ("**RPEV**") facilities to be provided by SS E Solutions Sdn. Bhd. via Securities Services e-Portal's platform at https://sshsb.net.my/. Please follow the procedures provided in the Administrative Guide for the AGM in order to register, participate, speak and vote remotely.

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   (a) In hard copy form

   The original instrument appointing a proxy ("**Proxy Form**") and the power of attorney or other authority (if any), under which it is signed or a notarially certified copy thereof, must be deposited at the office of the Share Registrar, Securities Services (Holdings) Sdn Bhd (Registration No. 197701005827 (36869T)) at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, or to be submitted via fax at +603 2094 9940 or +603 2095 0292 or emailed to info@sshsb.com.my.

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9. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the ordinary resolutions set out in the Notice of AGM will be put to vote by way of poll.

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Affix
Stamp

TASCO BERHAD
Registration No. 197401003124 (20218-T)
C/O SECURITIES SERVICES (HOLDINGS) SDN. BHD.
LEVEL 7, MENARA MILENIUM,
JALAN DAMANLELA,
PUSAT BANDAR DAMANSARA,
DAMANSARA HEIGHTS,
50490 KUALA LUMPUR

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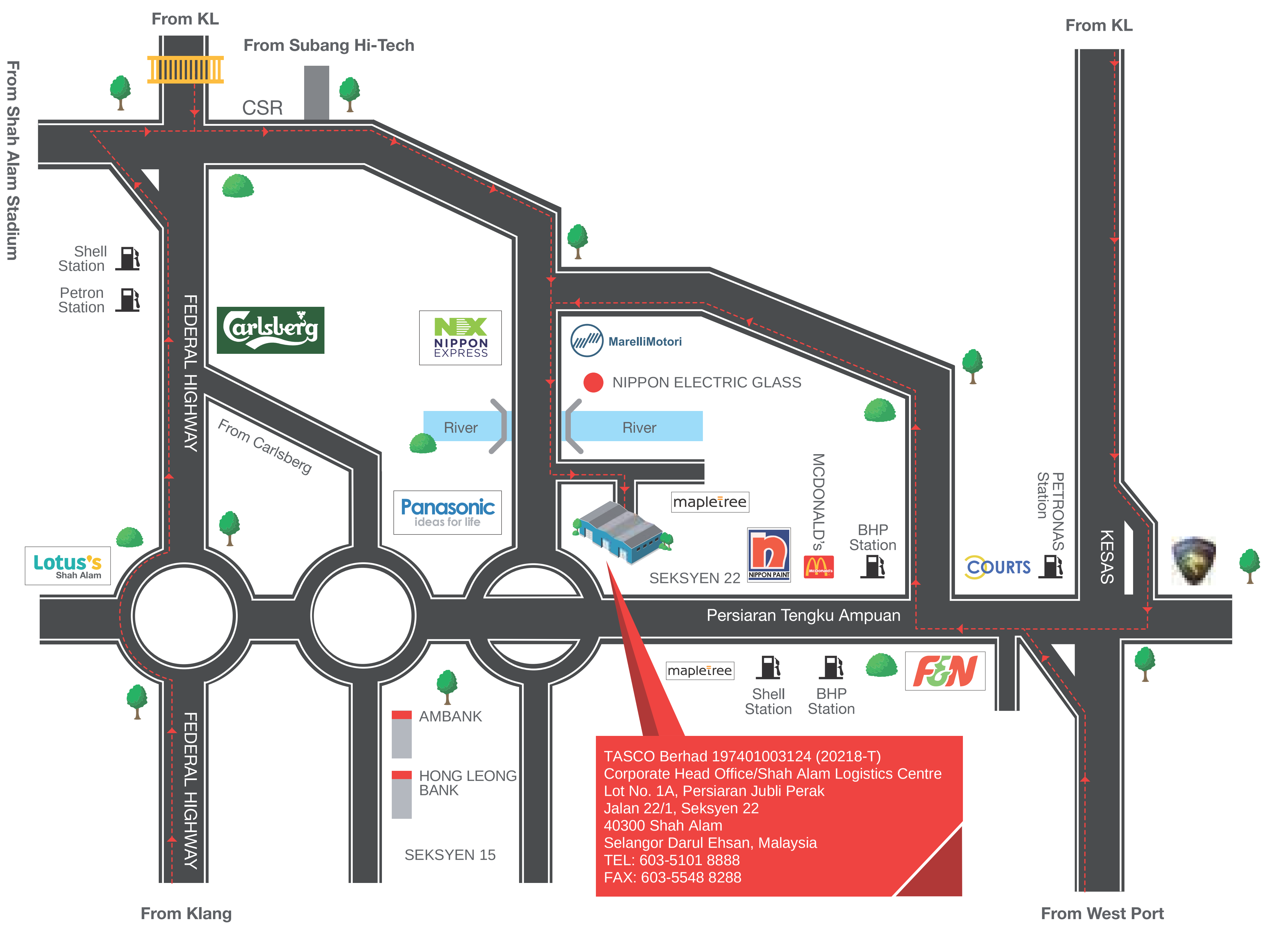
From KL
From Subang Hi-Tech
CSR
From KL
From Shah Alam Stadium
Shell Station
Petron Station
FEDERAL HIGHWAY
From Carlsberg
River
River
MarelliMotori
NIPPON ELECTRIC GLASS
NIPPON EXPRESS
Panasonic ideas for life
mapletree
MCDONALD's
BHP Station
PETRONAS Station
COURTS
KESAS
SEKSYEN 22
Persiaran Tengku Ampuan
Lotus's Shah Alam
mapletree
Shell Station
BHP Station
AMBANK
HONG LEONG BANK
SEKSYEN 15
FEDERAL HIGHWAY
TASCO Berhad 197401003124 (20218-T)
Corporate Head Office/Shah Alam Logistics Centre
Lot No. 1A, Persiaran Jubli Perak
Jalan 22/1, Seksyen 22
40300 Shah Alam
Selangor Darul Ehsan, Malaysia
TEL: 603-5101 8888
FAX: 603-5548 8288
From Klang
From West Port

Tasco Berhad 197401003124 (20218-T)
Lot No. 1A, Persiaran Jubli Perak
Jalan 22/1, Seksyen 22
40300 Shah Alam
Selangor Darul Ehsan, Malaysia

Tel : 603 5101 8888
Fax : 603 5548 6288

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