# **SUSTAINABILITY**

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**CREATING AN EVERLASTING LEGACY WITH A BALANCED MIXTURE** 

Our legacy is built on sustainable practices. This is a belief held close to our heart. It is our duty to ensure that we stand firm in our beliefs for the betterment of everything and everyone that surrounds us.

# **ABOUT THIS SUSTAINABILITY STATEMENT**

to Sunway Construction's business and stakeholders and how important aspects of sustainability for our stakeholders and the these material aspects are disclosed. This statement summarises Group. the Group's progress in 2017 including the policies, practices and procedures developed.

Sunway Construction's commitment to maintaining the highest NG BEE LIEN levels of transparency and accountability continue to propel the Company to the next reporting level, year on year. Our inclusion Level 8, Menara Sunway, in the FTSE4Good Index was reaffirmed in 2017.

#### SCOPE OF THIS REPORT

**REPORTING PERIOD** 

1 January 2017 to 31 December 2017

**REPORTING CYCLE** 

We have been strategically pursuing a sustainability agenda for Annually many years. We continue to work proactively towards long-term success by improving operational eco-efficiency and embedding **ORGANISATIONS COVERED** sustainability approaches into our business practices. Our Sunway Construction Group Berhad and its active subsidiaries continuous improvement provides a competitive advantage Sunway Construction Sdn Bhd, Sunway Engineering Sdn Bhd, and we deliver awareness and education programmes with our Sunway Geotechnics (M) Sdn Bhd, Sunway Precast Industries Sdn employees, regularly. Our sustainability journey's success is Bhd and Sunway Concrete Products (S) Pte Ltd. affected by stakeholder engagement. We have continued to seek out stakeholders with the experience and expertise to contribute More detailed information on Sunway's divisions and subsidiaries to our pursuit of greater sustainability. Constructive engagement can be viewed in the Group Corporate Structure section of this annual with other stakeholders is also welcomed. report. References to 'SunCon', 'SunCon Group', 'the Group', 'the

Company', 'the Organisation' and 'we' refer to Sunway Construction Group Berhad and/or its divisions and subsidiaries.

The data is presented in the most accurate manner possible, using quantitative indicators where relevant. Group data and information are presented whenever possible. However, initiatives and/or data by particular divisions or subsidiaries have been highlighted as indicated in the text.

#### **GUIDELINES**

- **Principal Guideline**
- Global Reporting Initiative (GRI) Standards

Additional Guidelines

- Bursa Malaysia's Sustainability Reporting Guide
- International Organisation for Standardisation (ISO) 26000:2010 Guidance on Social Responsibility

#### **REPORT CONTENT**

The contents of this report have been determined after considering the materiality of different aspects and issues by asking the following three questions:

- What are the regulatory requirements?
- What is material for our stakeholders and their interests?
- What is material for the Company's business?

#### **RELIABILITY AND RELEVANCE OF INFORMATION** DISCLOSED

An external consultant is engaged to improve the materiality processes by seeking the views of representatives from al

- This Sustainability Statement covers activities that are significant stakeholder groups. This objective study helps identify the most

#### FEEDBACK

For further information, please contact:

- Chief Financial Officer
- Jalan Lagoon Timur, Bandar Sunway, 47500 Subang Jaya, Selangor Darul Ehsan, Malaysia. **T** (603) 5639 9645
- **F** (603) 5639 9530

#### **CONTINUING OUR SUSTAINABILITY JOURNEY**

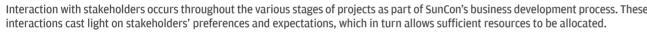
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a, a, e	Health, Safety and Environment	We will manage and utilise resources and operations in a manner that protects the safety and health of our people, neighbours, customers and visitors. Our safety, health and environment responsibilities extend beyond the protection and improvement of our own facilities.
	Innovation	Our success requires a continuous stream of breakthrough ideas that lead to improved solutions and services.
D	Ethics and Integrity	We care how results are achieved, demonstrating honest and ethical behaviour in all activities. Maintaining the highest professional and personal standards along with a well-founded reputation for scrupulous dealing are priceless assets.
r y	Community and Society	A successful business affects the economy of the local community far more than philanthropy. Engaging with key community stakeholders is an important part of sustainable business development.
<b>1</b> Y	Our People	In line with our tagline of "Constructing Dreams, Developing Careers" and our core values of Integrity, Humility and Excellence, we strive to create an environment where all individuals are fairly treated while being empowered to contribute to the development of the workforce. We do not tolerate any form of discrimination, harassment or unethical conduct.

### SUSTAINABILITY GOVERNANCE

In 2017, we established a formal sustainability committee. Members have been selected that can contribute the most in the areas of sustainability deemed important in the materiality matrix. The committee assists the Board in meeting its oversight responsibilities in relation to the Company's sustainability policies and practices. The duties of the committee include reviewing and making recommendations to the Board on the Company's policy and performance in relation to the environment, health, safety and community. The committee have had five meetings during the year.

# STAKEHOLDER ENGAGEMENT

Identifying key stakeholder groups helps us gauge the actual or potential impacts our business has on them and vice versa. We engage with all stakeholder groups regularly through a structured mechanism or predetermined schedules. While senior management is primarily consulted during the preparation of this statement, its contents are aligned with stakeholder interests whenever possible.



SPONSOR

Chung Soo Kiong

**Managing Director** 

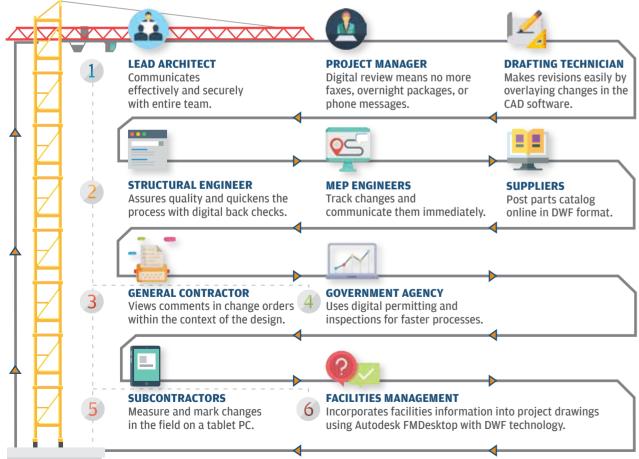
HEAD OF

COMMITTEE

Ng Bee Lien Chief Financial

Officer

SECRETARY Balgis Binti Manan



ah Clients	THEIR EXPECTATION	HOW WE ENGAGE	HOW WE ADDRESS THEIR EXPECTATIONS
Clients	<ul> <li>Proper project management</li> <li>Project completed in compliance with standards, high quality and on time delivery</li> <li>Safety and security of the construction sites</li> </ul>	<ul> <li>Client Satisfaction Survey</li> <li>Quality Assessment System in Construction (QLASSIC)</li> <li>Progress meeting, updates and progress reports</li> </ul>	<ul> <li>Customer and consultant satisfaction improved from 74.3% in 2016 to 75.7% in 2017</li> <li>Average QLASSIC score for projects assessed in 2017 was 77.2% compared with 73.3% in 2016 and a Nation average of 72%</li> <li>Monthly reports are submitted and regular meetings held to manage expectations</li> </ul>
Authorities & Regulators	• Compliance with guidelines and regulations	<ul> <li>Regular engagements and invitations for site visits</li> <li>Townhall meetings</li> </ul>	<ul> <li>Regular meetings with Department of Safety and He (DOSH) and Department of Environment (DOE) throu site visits</li> <li>Parcel F project supported and participated in the M Konvensyen COMBI Tapak Bina Peringkat Putrajaya 2 organised by Jabatan Kesihatan Wilayah Persekutua Kuala Lumpur &amp; Putrajaya</li> <li>Third place for the Overall Wilayah COMBI implementat</li> <li>Achieved a 5-star rating by DOSH for concreting, wor at heights and lifting at Parcel F</li> </ul>
areholders, restors & alysts	<ul> <li>Effective communication of business strategies</li> <li>Timely and transparent reporting</li> <li>Strong corporate governance</li> <li>Prudence Risk Management</li> <li>Market and business performance outlook and strategies</li> </ul>	<ul> <li>Proactively engage with the investment community through multiple channels such as:</li> <li>Statutory Announcements</li> <li>Annual General Meetings</li> <li>Corporate Events</li> <li>Website</li> <li>One-on-one management meetings</li> <li>Conferences</li> </ul>	<ul> <li>Analyst house that covers SunCon <ul> <li>2017 : 15 out of which 12 has buy call</li> <li>2016 : 13 out of which 10 has buy call</li> </ul> </li> <li>Received the MIRA Award for Best CFO for IR Best Website and Best IPO in 2016 and nominated under <ul> <li>9 categories in 2017</li> </ul> </li> </ul>
mployees	<ul> <li>Career development and progression</li> <li>Knowledge and skills enhancement</li> <li>Fair remuneration</li> <li>Work-life balance</li> <li>Safe, healthy and conducive workplace</li> </ul>	<ul> <li>Employee engagement surveys</li> <li>Dialogue and engagement</li> <li>Subsidised employee trips</li> <li>Training programmes</li> </ul>	<ul> <li>An Employee Engagement Score of 69% in 2017 compared with 59% in 2015</li> <li>2017 : SunCon MD Tour 2017 to Connect, Collaborate Align at all project sites</li> <li>Numerous activities organised by SunCon Social Club</li> <li>On-the-job training is deemed as a more effective strategy for developing our workforce</li> </ul>
Suppliers/ Subcontractors & Business Partners	<ul> <li>Safe working environment</li> <li>Professional and transparent procurement process</li> <li>Timely payment</li> </ul>	<ul> <li>Subcontractors assessment</li> <li>Suppliers assessment</li> <li>Regular engagement with suppliers and subcontractors to understand their needs</li> </ul>	<ul> <li>94% of subcontractors were rated at Grade C and ab in 2017</li> <li>70% of suppliers scored C and above in 2017</li> </ul>
Trade Union & Professional Bodies	<ul> <li>Sharing of best practice and knowledge to improve the construction industry as a whole</li> <li>Implementation of policies and requirements by relevant agencies or professional bodies</li> </ul>	• Dialogue • Meetings • Trade visits	<ul> <li>SunCon was well represented in Master Builders Association of Malaysia (MBAM)</li> <li>Dialogue session with MBAM and Construction Labour Exchange Center Berhad (CLAB) on workforcc challenges, uninformed policy changes and inefficien processes and system</li> <li>Participated in dialogue session with CIDB, MBAM ar other main industry players on enforcing steel frame scaffoldings requirement</li> </ul>
General Public	Responsible Corporate     Governance	SunCon website	• IR Website is updated in a timely manner to capture relevant information and MIRA recognised SunCon a having the best IR website in 2016
Media	<ul> <li>Immediate notification of financial releases and material developments</li> <li>Timely and transparent communication</li> </ul>	Press release and media coverage	<ul> <li>SunCon conducted three exclusive interviews with The Star, Nikkei Markets and The Straits Time Singa in 2017</li> <li>All press release are available on the SunCon websit</li> </ul>
Community	<ul> <li>Responsible corporate citizen which gives back to the community</li> <li>Responsible for the livelihood of the surrounding community throughout the construction phase</li> </ul>	• Sponsorship and donations • SunCon Hotline	<ul> <li>SunCon has introduced a hotline to gather feedback and comments from the general public but most cal received were enquiries</li> <li>30 unemployed graduates were absorbed for 8 mor training under Skim Latihan 1Malysia (SLIM)</li> <li>Guaranteed employment offered to Best Students from Consist College who graduate with a Diploma i Occupational, Safety and Health (OSH)</li> </ul>

\* Details of our meetings with analysts can be found in the **Investor Relations** section. \*\* Employee engagement is conducted every 2-3 years.



# **MATERIAL ASPECTS**

Our assessment of material sustainability issues is primarily shaped by the nature of our activities, degree of impacts on the business and stakeholder expectations. As a fully integrated construction company, the nature of our contracts largely defines our legal responsibility for various social and environmental impacts and their mitigation. However, as a responsible business, we consider the environmental and social impact of our activities, striving to propagate them within our sphere of influence.

#### **AN IN-DEPTH APPROACH**

Each year, we release a sustainability statement that provides a transparent account of our performance against the social, environmental and economic challenges facing our business, industry and community.

Stakeholders want to gauge our performance across a range of issues with some being more critical to our sustainable business operations than others. Assessing the materiality of issues is a key, early step in each of our sustainability statements.

#### **Balancing Sustainability Issues**

Broad disclosure across a wide range of issues

#### THE METHODOLOGY

Our comprehensive Stakeholder Materiality Survey, conduc during the last guarter of 2016, targeted respondents from stakeholder groups. The survey was performed by an exter consultant to ensure the objectivity and anonymity of respondents.

Focused and accessible

issues most important

information on key

to stakeholders

#### Stakeholder Groups Consulted



RESPONSES

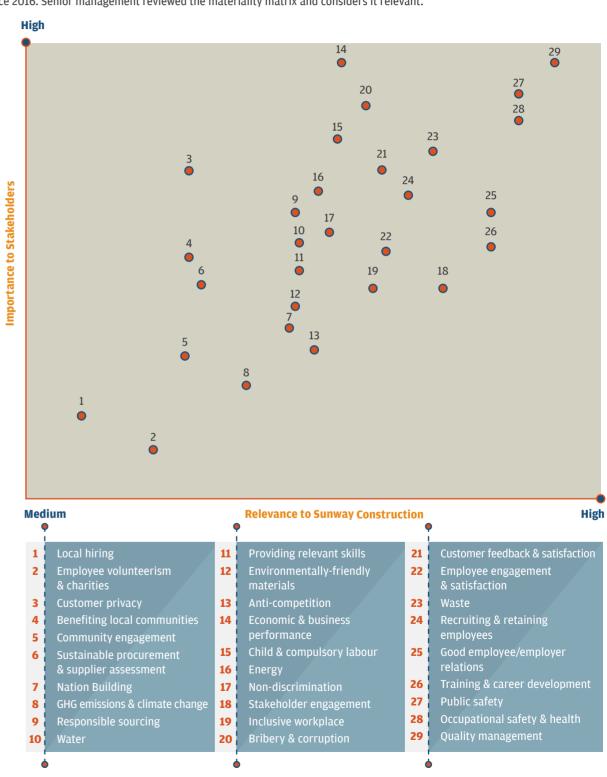
Economic	Economic & business performance; sustainable procurement and supplier assessment; local hiring; building the nation and infrastructure
Environmental	Responsible sourcing; GHG emissions and climate change; energy; water; environmentally-friendly materials; waste
Social: Labour Practices and Decent Work	Occupational Safety and Health; inclusive workplace; training and career development; recruiting and retaining employees; providing relevant skills; employee engagement and satisfaction
Social: Human Rights	Child & compulsory labour; non- discrimination; good employee/employer relations
Social: Society	Community engagement; stakeholder engagement; bribery and corruption; anti- competition; benefiting local communities; employee volunteerism and charities
Social: Product Responsibility	Customer feedback and satisfaction; customer privacy; public safety; quality management

The respondents indicated the level of importance they placed on each criterion on a scale of one (very unimportant) to four (very important). There were more responses from some stakeholder groups than others, skewing the results. A separate average score was calculated for each area within each stakeholder group before obtaining a final score from all stakeholder groups.

A similar survey was completed by 12 members of the Board and senior management, which represent the views of SunCon.

#### RESULTS

The matrix is presented in the following diagram. The areas in the top right of the matrix are deemed important to SunCon and its stakeholders. These issues have been reported in greater depth in this statement. Our nature of business has remained unchanged since 2016. Senior management reviewed the materiality matrix and considers it relevant.



Media

# **SUSTAINABILITY PERFORMANCE**

	2017	2016	2015	
ENVIRONMENT				
Total Water Use (m³)	332,279	274,318	237,844	
Note: Increase is in tandem with the Group's increased revenue.				
Electricity Consumption (kWh)	1,037,382	1,594,974	1,603,469	
Diesel Consumption (Litres)	5,292,948	5,386,869	6,298,241	
CO, Emissions from Company-Owned Vehicles and Machinery	13,992	14,240	16,650	
CO <sub>2</sub> Emissions from Purchased Electricity	720	1,181	1,188	
CO <sub>2</sub> Emissions from Air Travel Construction Waste Disposal (MT)	69	102	112	
Concrete	36,821	7,984	19,394	
Note: Increase in 2017 waste was due to more lower ground slab works.				
Steel	2,510	2,477	4,744	
Timber	1,473	517	676	
Materials Purchased (MT)				
Steel bar	49,518	37,683	32,540	
Cement	12,547	37,153	78,779	
Aggregate	208,759	344,863	117,552	
Note: Higher purchases in 2016 was due to a roadwork project.				
Sand	102,977	165,561	111,809	
Note: Sand & Cement, used predominantly in the architectural trade, reduced in 2017.				
Ready Mixed Concrete	910,841	522,366	928,266	
WORKPLACE				
(A) EMPLOYEES				
Total Number of Employees	2,097	2,025	1,997	
Executives	42%	40%	42%	
Non-Executives	35%	33%	35%	
Foreign-Skilled Labours	23%	27%	23%	
Permanent Staff	64%	63%	65%	
Non-Permanent Staff	36%	37%	35%	
Female	16%	15%	16%	
Male	84%	85%	84%	
<i>Note: Construction is still a male-dominated industry even in developed countries due to long working hours for night casting and a demanding work schedule.</i>				
Age group				
< 30	37%	37%	36%	
30 - 40	32%	32%	32%	
40 - 50	20%	19%	20%	
> 50	11%	12%	12%	
Number of Physically-Challenged Employees	2	2	2	
Total Number of JPA Graduates Under the Scholarship Talent		4	2	
Attraction & Retention (STAR) Programme by Talentcorp	6	4	2	
Percentage of Women In Management	23.38%	22.52%	22.40%	

	2017 (CONT'D)	2016 (CONT'D)	2015 (CONT'D)
WORKPLACE (CONT'D)			
	(A) EMPLOYEES (CONT'D)		
YEARS IN SERVICE			
Less than 1 year	15%	23%	129
1 - 3 years	28%	24%	419
3 - 6 years	37%	39%	339
6 - 10 years	12%	7%	8
10 - 15 years	5%	4%	4
15 years and above	3%	2%	2
	(B) DIVERSITY		
Malay	51%	49%	48
Chinese	34%	36%	37
Indian	12%	12%	12
Others	3%	3%	3
Note: Race demographic for Malaysia in 2017 are Malays	69%, Chinese 23%, Indians 7% and others 1%.		
(C)	EMPLOYEE TURNOVER RATES		
Industry Average	15%	11%	20
Attrition Rates	13%	13%	15
By Region			
In Malaysia	(100%) 13%	(92%) 12%	(93%) 14
Outside Malaysia	-	(8%) 1%	(7%) 1
By Gender			
Female	(17%) 2%	(17%) 2%	(27%) 4
Male	(83%) 11%	(83%) 11%	(73%) 11
By Age Group			
< 30	(46%) 6%	(38%) 5%	(47%) 7
30 - 40	(31%) 4%	(38%) 5%	(33%) 5
40 - 50	(15%) 2%	(15%) 2%	(13%) 2
> 50	(8%) 1%	(8%) 1%	(7%) 1
Note: Percentages in brackets indicate overall distribution	n of the attrition rate by age group.		
	(D) TOTAL NEW HIRES		
By Gender			
Female	(19%) 3.0%	(9%) 2.3%	(17%) 2.1
Male	(81%) 12.9%	(91%) 22.4%	(83%) 10.3
By Age			
< 30	(65%) 10.2%	(57%) 14.1%	(56%) 6.9
30 - 40	(21%) 3.3%	(29%) 7.1%	(28%) 3.4
40 - 50	(9%) 1.5%	(12%) 3.0%	(12%) 1.5
>50	(5%) 0.7%	(2%) 0.6%	(4%) 0.6
By Region			
In Malaysia	(99%) 15.7%	(100%) 24.6%	(98%) 12.0
Outside Malaysia	(1%) 0.1%	(0%) 0.1%	(2%) 0.3
Note: Percentages in brackets indicate overall distributio	n of the attrition rate by region.		

# SUSTAINABILITY PERFORMANCE (CONT'D)

	2017 (CONT/D)	2016	2015		
WORKPLACE (CONT'D)	(CONT'D)	(CONT'D)	(CONT'D)		
(E) COMPARISON					
Total Men Basic Salary (RM)	75,379,611	67,054,157	55,368,861		
Average Annual Men Basic Salary (RM)	60,264	57,702	43,677		
Average Number of Men Paid	1,251	1,162	1,268		
Total Women Basic Salary (RM)	20,193,860	17,296,738	14,228,263		
Average Annual Women Basic Salary (RM)	62,423	58,765	44,855		
Average Number of Women Paid	324	294	317		
Ratio of Men to Women Pay Equity	0.97:1	0.98:1	0.97:1		
Note: Women are paid slightly more than men on average.	0.77.1	0.70.1	0.77.1		
(F) TRAININ	G				
Employee Participation In Training	963	1,253	1,163		
Average Attendance Per Training Programme	20	15	23		
Average Training Budget Per Employee (RM)	805	800	2,029		
Average Man Days of Training Per Employee	1.23	2.70	3.60		
% of Employees With A Minimum of 3 Man Days of Training (An Employee Development Target Set By Management)	13%	32%	39%		
Note: SunCon prioritised on-the-job training in 2017 which explains the decreas	se in structured class trainii	ng.			
(G) OCCUPATIONAL SAFE	TY AND HEALTH	-			
Worked Man-hours	18,790,437	16,918,924	14,676,640		
Fatal Accidents	0	2	2		
Lost Time Injury Accidents	4	6	2		
Total Recordable Cases	4	8	4		
Accident Frequency Rate	0.21	0.47	0.27		
GOVERNANCE					
(H) GOVERNANCE LEVEL (BOA	RD OF DIRECTORS)				
By Gender					
Female	14%	12%	0%		
Male	86%	88%	100%		
By Age					
30 - 40	14%	13%	14%		
40 - 50	0%	13%	14%		
> 50	86%	74%	72%		
By Ethnicity					
Malay	14%	13%	14%		
Chinese	72%	75%	86%		
Indian	14%	0%	0%		
Others	0%	12%	0%		
Note: The majority of directors are aged >50 years as a highly experienced Boa	rd is desired which comes n	naturally with age.			



Building Index (GBI) or other industryrelevant green building ratings.

ACHIEVEMENTS	INVESTMENTS
* Details of our business operations can be found in the <b>Business Objectives and</b> <b>Strategies</b> section.	Stakeholder Engagement, Media and corporate events <b>RM3.0 million</b> Shareholder, Investors
	& Analysts RMO.5 million
Compound issued due to TSS level of water discharged exceeding standards. Fine was paid.	Cost spent at project sites on environmental-
Notice received on vector issues recorded at 0.042.	related issues
All project sites segregate construction waste.	
83.6% achieved.	RM13.0 million
ZERO life loss.	Centralised Labour
Average score of 80.0%.	Quarter /Foreign Workers Welfare/
Accident Frequency Rate (AFR) of 0.21.	Training
Achieved the second milestone as the highest number of man-hours without lost time injury in 2017 was 9,201,930.	RM13.0 million
94% of subcontractors were rated at Grade C and above in 2017, a 5% improvement from the previous year.	Project Quality Management
97% of suppliers agree that SunCon's comprehensive ESH Management Systems have enhanced their company's ESH awareness and implementation on the project site.	
Achieved an average score of 75.7%.	
Recorded a satisfaction rate of 96.7%.	
Achieved a response rate of 99.2%.	
Achieved an average QLASSIC score of 77.2%.	RM1.5 million
Zero cases.	Society / Donation Corporate Social
Zero cases.	Responsibility / SunCon Social Club
Zero contributions.	
All employees are briefed on ethics, corruption and bribery through the Employee Handbook upon joining the Company.	
10 GBI-certified projects completed.	
	RM1.0 million

# **ECONOMIC**

Construction is an important sector that contributes greatly to the economic growth of a nation. The economic pillar of sustainability concerns how SunCon impacts the economic conditions of its stakeholders and the economic systems at local, national and global levels.

### FINANCIAL ASSISTANCE FROM THE GOVERNMENT

SunCon has been granted pioneer status for the Sunway Concrete Precast Plant in Iskandar, Johor with a longer gestation period and high capital expenditure.

**Benefits for Companies with Pioneer Status Certification** 

Income tax exemption of 100% statutory income for **5 years**.

## SUSTAINABLE PROCUREMENT

principle has been embedded in our materials procurement practice.

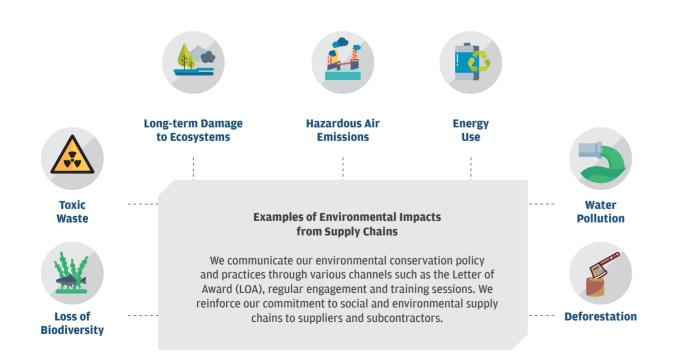
#### E-Invoicing

Supplier e-invoicing, which was introduced in 2016. has saved RM637,000 in processing costs. A total of 101.685 invoices had been submitted electronically since its implementation, which have saved significant amounts of paper.



## **INTEGRATING SOCIAL AND ENVIRONMENTAL RESPONSIBILITY INTO OUR SUPPLY CHAIN**

SunCon recognises the need to integrate social and environmental management into its supply chains. Social issues encompass product and process characteristics that affect the quality of life for a wide range of stakeholders such as customers, direct and indirect employees, and communities. Human-related Our sustainable business practices begin during the procurement implications are emphasised; when social performance is stage. The optimal utilisation of the critical natural resources combined with environmental and economic performance, the triple-bottom line emerges.



Environmental and Social Requirements for SunCon's Direct Buying and Using Block Work for the Workers, Suppliers, Contractors and Subcontractors

#### **Compensation Packages Must Comply With**

The Worker's Compensation (Foreign Workers Compensation Scheme) (Insurance) Order 1996 and/or the Social Security Insurance and/or Employer's Liability Insurance and/or any other insurance with statutory limits as requested by Malaysian laws.

#### Transportation Must Be Provided To and From The Site

All housed in our Centralised Labour Ouarter (CLO) with transportation provided.

#### **Fair Remuneration Must Be Provided**

That at least covers their living wage.

#### Valid Permits To Work

Must be issued before permanent or temporary workers can work in accordance with Malaysian immigration and Labour laws.

#### **Overtime**

SunCon goes to the extent of paying its subcontractors' workers directly.

#### Workers Must Not Be Exposed To Hazards Or Risks

When carrying out work in addition to being supervised by our safety personnel on site. Our workers undergo a comprehensive safety induction before they start work. They are also required to possess the relevant safety certification such as CIDB Green Card and Safety Passport under MRT projects.

#### **Workers Must Not Degrade The Environment**

From potential pollution as far as is practicable and mitigate the potential impacts on the environment.

#### Persons Committing Environmental Pollution Offences

Or accidents or dangerous occurrences in the sole opinion of the Site Environmental, Safety and Health Committee must be removed from site.

#### **Reduce The Impact of Their Operations**

Measured through emissions released, biodiversity impacts, waste disposal, pollution and other environmental issues resulting from their operations.

#### Share SunCon's Commitment To The Environment

SunCon is committed to using resources efficiently, supporting renewable power and purchasing high-quality carbon offsets. SunCon wants suppliers to conduct business in a similar way. Suppliers must work to reduce their consumption of resources including raw materials, energy and water throughout all aspects of the project.

# Environment

SunCon is now purchasing block works instead of conventional bricks and concrete blocks. Block works are becoming preferred in the construction of residential, hotel, industrial and public buildings due to their



natural composition and non-toxic properties. They are made using slurry mix containing cement, sand, lime and aerating agent. It also saves energy and is environmentally friendly. Block works have similar durability as normal concrete or stone, yet with a better workability than wood.

Lightweight	Block works are approximately one-fifth of the density of normal concrete blocks, making them more easily handled.
Impact Resistant	Walls erected using 100mm-thick block works products are classified as "Severe Duty" grade and able to withstand impact loads potentially resulting from rough usage.
Sound Resistant	Scientifically proven to provide better insulation to sound transmitted by air compared with other solid building materials.
Durable	Usage history of more than 50 years protecting building envelopes and remaining durable even under extreme weather conditions.
Eco-Friendly	Reduces at least 30% of environmental waste, 50% of greenhouse radiation and over 60% integrated energy on the surface of brick.
Good Workability	Easily sawn, cut, carved, nailed or drilled using ordinary hand tools.
Thermal Comfort & Energy Saving	Excellent thermal insulation properties result in improved comfort and reduced heating and cooling costs.
Water Resistant	Contains millions of closed microscopic cells which strongly resist moisture.
Fire Resistant	Fire resistant up to four hours for a nominal block works thickness of 100mm.
Cost-Effective	Speed and ease of installation result in cost savings compared to traditional masonry construction.
Dimensional Accuracy	Blocks and panels are manufactured in a factory environment using state-of-art modern machinery resulting in products with tighter dimensional tolerances.

# **ECONOMIC** (CONT'D)

#### SUSTAINABLE PROCUREMENT (CONT'D)

**SUBCONTRACTOR ASSESSMENT** Our annual subcontractor assessments check if subcontractors possess the necessary skills, knowledge, experience and capability to

perform work safely, at the expected quality without jeopardising the health of fellow workers and members of the public.

We also conduct an annual subcontractor satisfaction survey to improve our business relations by understanding their opinions. This survey was conducted during the first quarter of 2017. We achieved a response rate of 76%. In general, our subcontractors are happy working with us and will work again on future projects. We score particularly highly on our comprehensive ESH Management Systems and Quality Assurance. However, we need to work on our processes such as expediting the VO process, simplifying the evaluation procedure and improving communication between site supervisor and quantity surveyor.

Direct workers, suppliers, contractors or subcontractors violating our environmental and social requirements may have their positions or status terminated.



**17** PARTNERSHIPS FOR THE GOALS

B

of suppliers agree that SunCon's comprehensive **ESH management systems** have enhanced their company's ESH awareness and implementation on the projects.

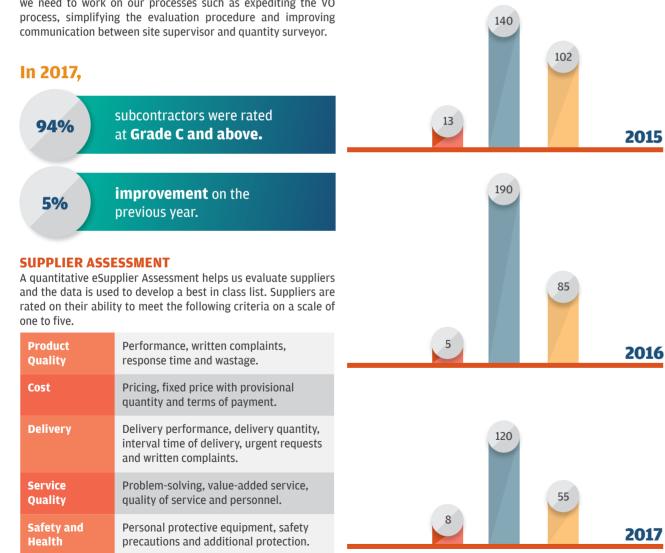
#### Supplier Assessment Scores

Δ

B

• C

The percentage of suppliers assessing us with a **C grading** and better has increased from 60% in 2015 to 70% in 2016 and 2017.



# OUR CONTRIBUTIONS TO THE INDUSTRY

Master Builders Association Malaysia (MBAM) is the oldest organisation representing the Malaysian construction industry and service sector. MBAM helps



develop and expand the industry by improving techniques, procedures and methods.

SunCon has been actively involved in MBAM over the past few years as council members. Having representatives on the MBAM Committee demonstrates our dedication to promoting and developing the construction industry in Malaysia.

#### **Issues Discussed by the MBAM Committee**



**2** 

Managing Safety Aspects On Construction Sites Managing Environmental Impacts In The Supply Chain

Protecting the Human Rights of Local and Foreign Workers

#### SunCon's Past and Present Representations in Industry Organisations

Managing Director, Sunway Construction Group Berhad Vice President, Publication and Outreach Committee Chairman, MBAM
Advisor, Sunway Construction Group Berhad Honorary Advisor, MBAM
Executive Director, Sunway Geotechnics (M) Sdn Bhd Publication and Outreach Committee Deputy Chairman, MBAM
Senior General Manager - Commercial/Business Development, Sunway Construction Sdn Bhd International Affairs Committee Member, MBAM
General Manager - Legal, Sunway Construction Sdn Bhd Contracts and Practices Committee - Deputy Chairman I, MBAM Information and Communication Technology Committee Member, MBAM
Senior General Manager - Environmental, Safety and Health, Sunway Construction Sdn Bhd Safety and Health Committee Member, MBAM Technical Committee Member of CIDB's Safety and Health Assessment System in Construction (SHASSIC)

#### **MEMBERSHIPS IN ASSOCIATIONS**

Construction Industry Development Board (CIDB) was established under the Construction Industry Development Board Act (Act 520).

CIDB promotes and stimulates the development, improvement and expansion of the construction industry. Construction companies are classified according to their technical and financial abilities.



#### SUNWAY PRECAST INDUSTRIES

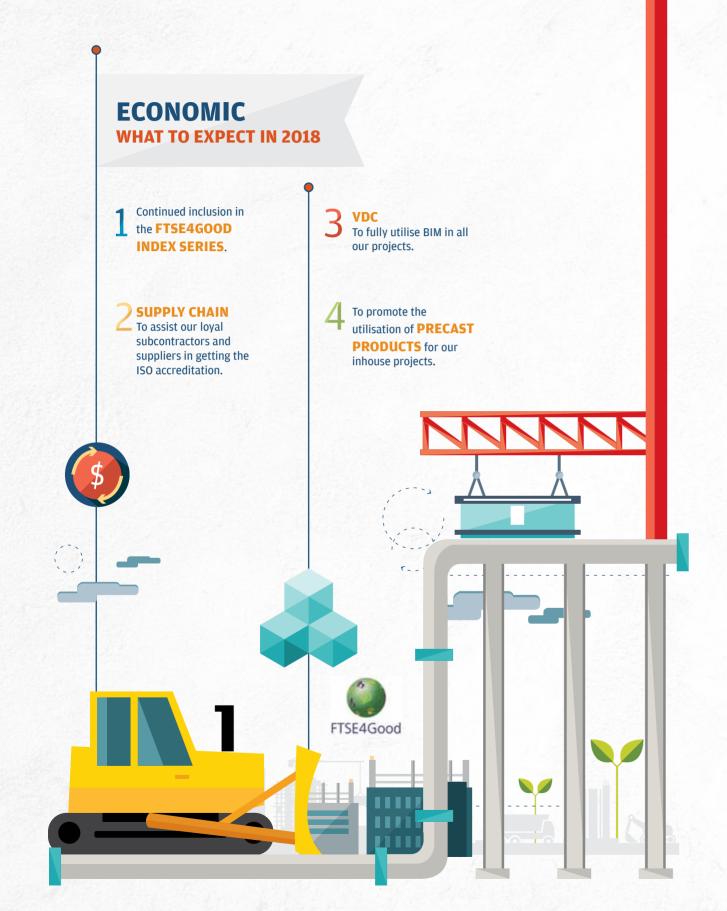
#### Licenced to Manufacture Precast Concrete in Senai and Iskandar, Johor

SunCon is a Grade 7 contractor, which is the highest possible classification. This allows the Group to tender for contracts of unlimited value, which is important, particularly when vying for government contracts.

SunCon can leverage on the combined resources of the entire Sunway Group including:

- Accessing the invaluable experience and expertise of the Group's management team.
- Its financial strength.
- Reliable sources of materials and services from companies within the Group.

This synergy strengthens SunCon's capabilities and provides an advantage in terms of competitive pricing, assured quality and shorter project completion periods.



# **ENVIRONMENTAL**

Environmental excellence is an integral part of our business operations. Applying initiatives that mitigate our environmental impact and increase our alternative energy capacity is one way of achieving this.



Constructing buildings and other infrastructure significantly Water affects the environment. Direct impacts include land use, materials and energy, which produce greenhouse gas emissions and other wastes.

Construction also negatively affects flora and fauna to some extent. However, we have set key targets to prevent environmental pollution, manage construction waste and conserve resources. A systematic environmental aspects-impacts evaluation combined **Siltation &** with implementing operational controls and training help Sedimentation minimise this irreversible environmental damage.

**Environmental Highlights** 

## 100%

of project worksites conduct environmental monitoring

#### **A** construction raw materials are sourced locally

### 78%

cost saving achieved through reuse initiatives

64% of our machines are less than 5 years old

8 **Green Buildings** completed and certified and 4 ongoing

Achieved average monthly environmental inspection score of 83.6%

## 100%

of our sites are ISO 14001 certified

Our Environmental Management System (EMS) helps us comply with ISO 14001 and other stipulated legal requirements.

We have also adopted essential best practices to control and prevent environmental pollution which comprises water management.



SunCon owns a fleet of machines used in construction. Our pollution control, air and noise pollution control as well as waste Machine Renewal Programme has been established to evaluate the repair and maintenance costs of this machinery and decommission any that are not cost-effective. This promotes productivity and minimises adverse effects on the environment. 26 machines underwent this programme in 2017 and an additional 31 machines were purchased.



Our Revitalisation Programme rebuilds or replaces the engine, main pump, control valve and wire harness of a machine. This preventive action is taken each time machines have worked for 10,000 hours to keep them working optimally and avoid major breakdowns. Five boring machines underwent this programme in 2017.

#### **USE OF MORE ENVIRONMENTALLY-FRIENDLY** DIESEL

Euro5 Diesel is a technologically-advanced fuel with zero emissions for a sustainable cleaner environment. Euro5 Diesel costs RM0.10 per litre more than regular diesel. However, in the long run, it is better for the environment and maintenance of vehicles.

#### **Environmental Benefits of Euro5 Diesel**

Improved engine performance for acceleration from cleaner fuel injectors	Reduced ignition delay enhancing cold start performance for a complete combustion that delivers maximum power	
Better fuel economy	Increased protection against engine corrosion	

Tan Sri Dr Jeffrey Cheah Ao advised all Sunway Petrol Card holders, who drive diesel cars, and all Sunway diesel vehicles to use Euro5 Diesel with immediate effect. This instruction is in line with Sunway's commitment to the UN Sustainable Development Goals.

#### **PRECAST RC STRUCTURES**

SunCon's Building Information Modelling (BIM) adoption has extended to Sunway Concrete Products fabricating precast RC structures. Fabricating precast concrete cladding offsite offers many efficiencies and advantages over traditional methods. which benefit the environment.

Reduced Panels are manufactured while the site is time being prepared, which can reduce project construction times and impact on the local community by over 50%. Efficient. Panels benefit from manufacturing efficiencies, innovations and design innovative and flexible flexibility as much of the work is performed in the factory. Off-site manufacturing allows work to be Safe, fewer carried out in a controlled, comfortable and defects and safe environment where safety requirements less wastage are met and policed more easily. Working in this environment improves quality, which reduces defects and wastage. Materials can be stored in safer conditions Safer storage and in a factory than on site, which reduces the reduced risks of pollution significantly. ollution 90% less As panels are delivered without packaging and there are no site offcuts. off-site vaste construction generates up to 90% less waste. Any produced waste is easier to segregate for recycling and collection. \* With large panels, crane time and the number Reduce of lifts are optimised, which reduces energy crane time and energy consumption. Reduce Off-site manufacturing uses less water than water on-site. consumption Fewer Generally, off-site manufacturing leads to a deliveries reduction in site deliveries compared with traditional construction methods. **Easy process** Panels can be designed to be manufactured, transported and installed easily. Site deliveries can be coordinated to minimise Fewer

emissions emissions and traffic disruptions. and traffic disruptions Recyclable All panels are 100% recyclable at their end

\* Source: WRAP - Waste & Resource Action Programme

of life.

#### Did vou know?

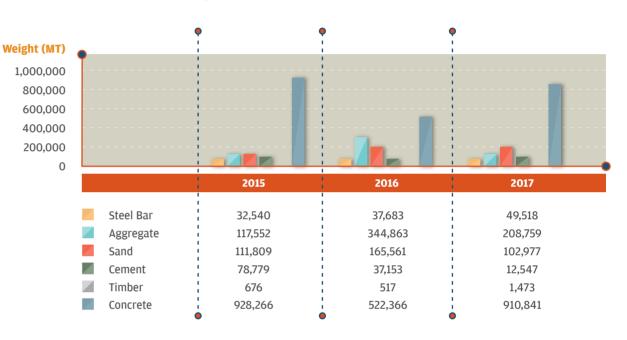
The Sunway M3 project in Iskandar, which comprises 88 retail units, was constructed with almost 100% precast components.

#### MATERIALS MANAGEMENT

SunCon uses large amounts of sand, aggregate and cement in construction. The responsible use of resources is vital and we monitor materials wastage across all project sites as a quality objective. The tabulated results are presented during management review meetings.

Generally, our principal raw materials are widely available and sourced from local suppliers on a project or purchase order basis.

#### Raw Materials Used in Malaysia and Singapore



#### Notes:

i. Civil and building roadworks were completed in 2016, leading to a significant reduction in the consumption of aggregate and sand in 2017. ii. The majority of building superstructure works were completed in 2016, which resulted in a 66% reduction of cement used in 2017.

iii. The consumption of timber increased by 185% in 2017 due to the MRT project.

iv. The consumption of concrete increased by 74% in 2017 due to the Parcel F project and KLCC's big pour.

v. The concrete used in 2015 and 2016 has been restated due to improved data monitoring process.

#### TIMBER MANAGEMENT

for decades due to being lightweight, easy to handle and costefficient. Timber girders used in SunCon's projects are lightweight, being recycled for the next project. yet have a high load-bearing capacity and are compatible with prefabricated wall formworks or slab formworks.

formwork components during construction.

Our centralised warehouse storage system ensures formwork materials are properly kept before being delivered to the project SunCon also introduced a more modular formwork which requires site. Our sheltered warehouse keeps timber dry to prolong its less timber and a shorter assembly time.



- Timber has been used as formwork in the construction industry lifespan. Damaged timber girders returned from project sites are
  - inspected and salvaged by being cut into standard lengths before

- We work with our team of design engineers from the design stage to maximise the use of systematic formwork instead Prefabricated formworks reduce the risk of missing and damaging of conventional formwork. We also prioritise the use of in
  - house system formwork to reduce the idling of materials in the warehouse.

#### PAPER MANAGEMENT

externally when tendering for projects.

### Percentage of

#### Paper Recycled by HQ



#### WASTE MANAGEMENT

The amount of construction waste is directly proportionate to the number of buildings and infrastructure construction managed: the more work we perform, the more waste is generated.

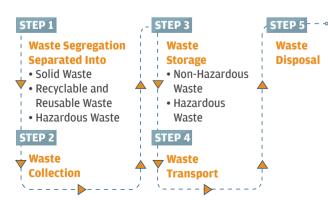
SunCon recognises that:

- Waste generation is directly linked to consumption and business operations.
- Waste in landfills represents a substantial loss of materials.
- The impact on the environment arises from the whole supply chain process especially in terms of the cradle to grave concept.

We minimise waste at all worksites by managing it onsite as efficiently as possible. A systematic waste management plan maximises waste segregation and encourages its use as a resource. We monitor and report the waste generated on each project and the amount diverted from landfill through recycling and recovery.

Each of our sites has a waste champion. Our environmental managers visit sites regularly to audit operations and ensure procedures that minimise the environmental impact of our operations.

#### **SunCon's Waste Management Process**



SunCon minimises its paper usage and waste paper is recycled **Our Objectives: Maximum Wastage Allowed by Work Type** wherever possible. However, the majority of the paper is sent Project accountants audit materials wastage at the project sites to ensure adherence to the QESH objective.

	ALLOWABLE WASTAGE (%)	ACTUAL WASTAGE (%)
Ready Mixed Concrete		
Piling Works for Foundation	25%	24%
Basement works for Foundation	15%	27% *
Building Works	5%	9% *
Civil Works	8%	5%
Steel Bar		
Piling Works	10%	6%
Building Works	8%	11% *
Civil Works	8%	4%
Bricks		
Building Works	7%	7%
Tiles		
Building Works	8%	N/A**

\* The actual wastage is higher than the allowable wastage due to changes in construction design. It takes time for the design changes to be incorporated into the built drawing as there is a lengthy approval process. The built drawing is used to tabulate the materials required on site. The actual materials used at the immediate period are greater than what is required, which is eventually normalised as the project progresses.

\*\* There were no tiles wastage records in 2017. All jobs were outsourced to subcontractors, so the risk was borne by them



Reuse of Wooden Pallets As Demarcation Tools

#### **MATERIALS MANAGEMENT** (CONT'D) WASTE MANAGEMENT

#### **3R – NOW. TODAY AND FUTURE**

Waste disposal is a major issue for the government and community. The Reduce, Reuse and Recycle (3Rs) slogan reminds all consumers to minimise the burden that their waste creates.

SunCon has inculcated good 3R habits in its working culture. Waste is either reduced and reused or recycled into goods.

#### Our 3R Model



#### Scheduled Wastes Disposed Off in 2017

WASTE TYPE	SCHEDULED WASTE	AMOUNT (KG)		
	CODE	2016	2017	
Spent Lubricating Oil	SW 305	796	796	
Spent mineral oil – water emulsion	SW 307		70	
Oil-water mixture such as ballast water	SW 309		50	
Waste Oil or Oily Sludge	SW 311	3,784	1,361	
Contaminated soil, debris or matter resulting from cleaning-up of a spill of chemical, mineral oil or scheduled wastes	SW 408*	1,996	2,194	
Disposed containers, bags or equipment contaminated with chemicals, pesticides, mineral oil or scheduled wastes	SW 409*	356	542	
Rags, plastics, papers or filters contaminated with scheduled wastes	SW 410	263	147	
TOTAL		7,194.7	4,518.72	

Recycling bins are placed near the pantry area of our main office. Stakeholders are also invited to contribute to our recycling efforts through this 3R campaign. 3R efforts at our head office include recycling bins for paper, plastic and recyclable waste.

#### **REUSE INITIATIVES**



\* The increased disposal of SW408 and SW409 is primarily due to improved awareness of scheduled waste management. Operational demands at project sites also contribute to the increased disposal of *SW409*.

#### WATER MANAGEMENT

Water is a key aspect of almost any construction project. SunCon reduces its water footprint by implementing best practices to ensure the proper management of potable water onsite. We concentrate our efforts on installing high-efficiency lowflow water fixtures to reduce water usage and minimise water discharge. We also reach out to our employees, contractors and their workers to emphasise the importance of reducing water consumption.

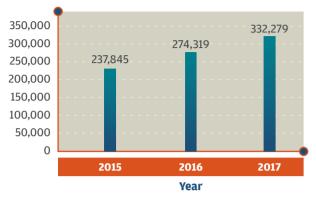
#### Water-Saving Initiatives

Rain water accumulated on the ground level KLCC is channelled to a collection tank at the substructure level for use in skim coating works.

> Water pumped from the wells is used to wash tyres and reduce the height of the water table.

- Water is pumped from Putrajaya Lake for dust PARCEL F suppression which reduces carbon emissions as lake water does not require purification or present problems from leaking or being pumped long distances. Project sites are increasingly reusing and recycling water for wash troughs.
- MRT V201 Water is pumped from Putrajaya Lake.

#### Water Consumption (m<sup>3</sup>)



Water consumption for 2015 and 2016 has been restated due to improved data monitoring process.

#### **GREEN CONSTRUCTION = SMART CONSTRUCTION**

Since 1981, SunCon has dedicated itself to building smart and remaining at the cutting edge of the construction industry. We have kept abreast with construction techniques and materials as they have evolved. Today, we build green because it is building smart.

A green building reduces or eliminates negative impacts in its design, construction or operation. Green buildings positively affect our climate and natural environment, preserving precious natural resources and improving our quality of life.

How Our Properly-implemented Green Initiatives Pay Off \_\_\_\_\_

1 Environmental	2 Direct	3 A More	4 A Higher
Impact And	Financial	Livable	Property
Sustainable ROI	ROI	Facility	Value

Our commitment to green building addresses all issues including biodiversity, GHG emissions, energy management, resource use, pollution, waste management and water management. Table below presents the Green Building Index (GBI) rating of our completed and ongoing Green Building projects.

#### **Completed Projects**

PROJECT TITLE	RATING
PZ10, Everly Hotel & Office	GBI Certified
Sunway Pinnacle Tower	GBI Certified & Green Mark Gold
Sunway Pyramid Phase 3	GBI Certified & Green Mark Gold
CP4 Office Tower	Green RE Certified
Afiniti Johor - CIMB Leadership Academy	GBI Certified
Afiniti Johor - Somerset Medini	GBI Certified
Afiniti Johor - Wellness Centre	GBI Certified
Sunway Southern Region Office	GBI Certified

#### **Ongoing Projects**

PROJECT TITLE	RATING
Parcel F	GBI Gold
ISKL	GBI Platinum
KLCC Package 2	GBI Gold & LEED Platinum
LRT 3 Stations	GBI Silver

#### **BIODIVERSITY AND CONSERVATION**

Biodiversity refers to the variety and variability of life on Earth. SunCon is committed to protecting biodiversity in the areas in which it operates.

#### **SunCon's Initiatives That Protect Biodiversity**

Analyse the potential impact of our projects prior to commencing work

#### **Conduct biodiversity**

assessments at each phase of a project before developing site construction plans that minimise our impact

#### **Meet permit conditions** regarding biodiversity management

**Develop mitigation measures/** offsets if risks to biodiversity are identified

environmental regulatory approvals and consent before work commences

**Obtain all necessary** 

All clearing activities performed in a manner that minimises habitat loss and/or degradation

Implement offset or relocation programme if protected flora or fauna is located in clearance zone and disturbance is unavoidable

We are committed to conserving and not developing on river buffer zones at our Sunway Southern Region Projects including: • The natural mangrove areas within at least 50 metres of the boundary of the project areas; and

The Straits of Johor and Pendas River.

#### Did vou know?

Categories being assessed for GBI certification include: Energy efficiency

- Indoor environmental quality
- Sustainable site and management
- Materials and resources
- Water efficiency
- Innovation

Sunway is examining the feasibility of a solar renewable energy drive. We aim to install a solar grid by 2020, by which time the energy-conversion technology should be sufficiently high and the total life-cycle costs will become more viable.

### **CLIMATE CHANGE AND OUR CARBON FOOTPRINT**

We are working to reduce our emissions through several methods such as maintaining a temperature of between 23 and 25 degrees Celsius at Menara Sunway. We also adopt green features, implement technical and operational measures to improve fuel efficiency and purchase energy-efficient equipment.

Our emissions calculations conform to the internationally recognised GHG Protocol established by the World Business Council for Sustainable Development (WBCSD) and World Research Institute (WRI). Emissions accounting is based on the GHG Protocol classification of direct and indirect emissions.

SCOPE	CATEGORY	INDICATORS MEASURED	EMISSIONS SOURCE
1	Direct GHG Emissions	Company- owned vehicles and machinery	Direct GHG emissions are emissions from sources that are owned or controlled by SunCon
2	Indirect GHG Emissions	Electricity	Indirect GHG emissions are emissions that are a consequence of SunCon's activities
3	Other Indirect GHG Emissions	Air travel	Other indirect emissions cover transport-related activities that are not owned by SunCon

#### **SCOPE 1**

Fuel purchases made for Sunway Construction, Sunway Geotechnics Sdn Bhd and Sunway Southern Region are monitored and recorded to calculate GHG emissions from company-owned vehicles and machinery.

Significant amounts of diesel are required to run SunCon's construction machinery such as cranes, backhoes and piling equipment. CO, emissions from the consumption of fuel were derived from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories.



(0)



# CO. Emissions From Company-Owned Vehicles and Machines

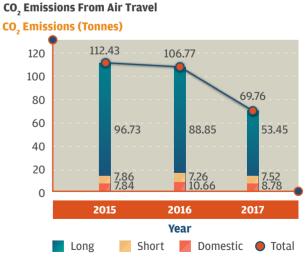
#### SCOPE 2

Scope 2 emissions are in the form of purchased electricity. The CO<sub>2</sub> emissions from the use of electricity were derived using the emission factor published by the Malaysian Green Technology Corporation for the Peninsular grid.



#### **SCOPE 3**

Air travel GHG emissions were calculated point to point including the number of employees on board and the distance travelled. Air travel data was extracted from a centralised booking system used for all SunCon flights. The GHG Protocol tool for mobile combustion (version 2.6) by the WRI was used to calculate the CO<sub>2</sub> emissions from air travel.



Diesel and electricity consumption for 2015 and 2016 were restated due to improved data monitoring processes. This have effected CO<sub>2</sub> emissions for these two years.

#### 91

#### **ENVIRONMENTAL MONITORING POLLUTION CONTROL**

environmental degradation and SunCon minimises the environmental damage it causes.

#### **Pollution Control to Avoid Environmental Degradation**



#### Installing

Temporary protection for slopes and stockpiles to control soil erosion and any turbid surface runoff when it rains.



#### Constructing

Silt fences and silt ponds to avoid sediments being discharged into natural water bodies.

#### Undertaking

Air, water quality and noise monitoring, regularly.

#### Providing

Hoardings and noise curtains to lower construction site noise.

#### Scheduling

Dust suppression with a water bowser to reduce airborne dust at construction sites.



Washing Trucks' wheels at the exit to prevent mud, dust and dirt from being spread on public roads.

#### **AIR MONITORING**

SunCon monitors the air quality at various stations surrounding its Construction sites make a significant contribution to project sites. Total suspended particulates (TSP) are taken on a biweekly, monthly or quarterly basis depending on the requirement. TSP must not exceed the Department of Environment (DOE) limit of 260 µg/m<sup>3</sup>. The readings across all sites ranged from 13.8 to 250  $\mu$ g/m<sup>3</sup>. All were within the DOE limit.

> SunCon also monitors its Nitrogen Oxide (NOx) and Sulphur Oxide (SOx) although very few are produced during construction. These gases are highly noxious and are very harmful to the respiratory systems of humans and other animals.

#### NOx (µg/m<sup>3</sup>)

PROJECT	BASELINE	2016		2017	
PROJECT	DAJELINE	MIN	MAX	MIN	MAX
MRT V201	<1*	<1	4	<1	12
MRT V205	<1			<1	22
KLCC P1	<5	<5	<5	<5	14
KLCC P2	<5	<5	<5	<5	<5
SMC	-			<5	<5

\* NOx was monitored at 11 stations: the baseline at nine stations was <1. one was 3.3 and one was 4.9.

#### SOx (µg/m³)

PROJ	FCT	BASELINE	20	2016		17
PR03		DAJELINE	MIN	MAX	MIN	MAX
MRT	V201	<0.5	<1	4	<1	12
KLCC	P1	<5	<5	<5	<5	<5
KLCC	P2	<5	<5	<5	<5	<5
SVMC	2	N/A	N/A	N/A	<5	<5







In Situ Total Suspended Solids and Water Turbidity Testing

#### **VOLATILE ORGANIC COMPOUNDS (VOCS)**

Breathing in low levels of VOCs for long periods of time may Noise is unavoidable in construction sites, especially in areas increase some people's risk of health problems. SunCon aims that were quiet beforehand. SunCon minimises this nuisance for to minimise stakeholders' exposure to products and materials neighbours by installing noise barriers at receptive areas. that contain VOCs. It is normal practice to use low-VOC paints at all project sites. Where low-VOC paints are not feasible, paints Real-time noise levels were taken in the day and night containing VOCs have to be used such as to paint iron bars. at several stations at each of our construction sites.

#### WATER MONITORING

We take monthly readings of the total suspended solids at each site at various monitoring stations to comply with the Environmental Assessment Plan. Total suspended solids must remain below 100 mg/l to be within DOE compliance limits.

#### Total Suspended Solids (mg/l)

PROJECT	BASELINE	MIN	MAX	AVERAGE
ER	88	17	49	37
MRT V201 *	11	N/D	184	21
MRT V205 *	19	<2	2,760	142
CP 3	N/A	<2	25	10
M3 *	117	14	174	42
Big Box	48		304	51
KLCC P1	N/A	<2	49	13
KLCC P2	N/A		48	19
Parcel F	N/A	N/D	575	27
SMC 4	N/A	10	123	56
SVMC	N/A	24	48	40
ISKL	N/A		174	62

#### \* Average baseline reported:

N/D = Not detected, N/A = Not available

#### Notes:

*i.* Water discharge from neighbouring project close to our monitoring station at MRT V205.

ii. Erosion at gabion wall caused water to be discharged without filtration at Parcel F, Putrajaya.

iii. Design change resulted in initial silt trap being unable to cope with the amount of silt water discharged from the project site at Big Box. iv. Heavy rainfall at upstream at MRT V201. M3 and ISKL.

v. No check dam in place at SMC 4.

Immediate actions was taken to address the high readings at all project sites. Discussions were held with representatives from neighbouring project at MRT V205 to prevent recurrence. The damaged gabion wall was also repaired at Parcel F and a check dam was installed at SMC 4. Silt traps and check dam, which are measures to control erosion and sedimentation, will be maintained more frequently to ensure the limits are not exceeded.

In 2017, SunCon pleaded guilty to DOE Malaysia charges that TSS exceeded the standards in 2014. SunCon has taken measures to ensure all discharges from project work sites comply with standards through proper soil erosion and sediment management and control.

#### **NOISE MONITORING**

Weekly or quarterly readings are submitted to the DOE as required by the Environmental Assessment Plan. Both the daytime and night-time noise levels were not significantly higher than the baseline at any project sites.

PROJECT	NOISE MONITORING (DAY)		NOISE MONITORING (NIGHT)		
	GENERAL LIMIT : 65 DB(A)		GENERAL DB		
	BASELINE	AVERAGE	BASELINE	AVERAGE	
ER	58	59	44	48	
MRT V201 *	66	66	50	60	
MRT V205	59	63	58	59	
CP 3 *	70	64	65	56	
M3	60	55	50	50	
Big Box	64	63	53	55	
KLCC P1 *	76	65	75	62	
KLCC P2 *	78	68	74	63	
Parcel F *	61	63	50	55	
SMC 4 *	65	64	59	57	
SVMC	84	77	-	-	
ISKL	-	65	-	56	

\* Average baselines reported



Noise Barrier Installed to Minimise Nuisance Caused by Our Activities



# **SOCIAL: LABOUR AND DECENT WORK**

People with different ideas, strengths, interests and cultural backgrounds are key to our success. We reject any form of discrimination and present all employees with the same opportunities. Candidates' personalities and skills-based assessments are pivotal in both the hiring and development of our workforce.

# **OUR PROMISES TO OUR PEOPLE**



# QUALITY

SunCon collaborates with other organisations to provide employees with continuous training promotion, training programmes and bridge the gap between the skills possessed and required.

EDUCATION

### **GOOD HEALTH AND** WELL BEING

**3** GOOD HEALTH AND WELL-BEING

-4/0

SunCon establishes health and safety policies to protect the health of its employees, families and communities, ensuring safe and healthy work environments. Supply chain partners familarise themselves with these policies so they can follow our high standards.

#### SUNCON'S MANAGEMENT OF HUMAN RESOURCE RISKS FACTS ON HUMAN RESOURCES RISKS SUNCON'S MANAGEMENT OF THE **TOP FOUR IDENTIFIED HR RISKS**

Staff T People can be a source of risk if there is a shortage of employees, poor work quality or high turnover. People are important in mitigating Succes risk. Employees may go the extra Key Po mile for the good of the company. People can help or hinder the execution of management plans. Legal F at Proj

> Compe (Value



**GENDER EQUALITY** SunCon's internal processes ensure gender equality in the recruitment, and remuneration of all professionals.

#### REDUCE **INEOUALITY**

SunCon provides equal opportunity to all races (employees are diverse culturally) and we promote meritocracy.



#### **DECENT WORK AND ECONOMIC GROWTH**

SunCon transforms the way in which work is performed, integrating technology and new processes. This helps us provide quality employment while encouraging economic development in the areas surrounding the project areas.

rnover	<ul> <li>Identify suitable staff for internal transfers.</li> <li>Train suitable staff to fill capability gaps.</li> <li>Build pipeline of external candidates for possible hire.</li> </ul>
ion to itions	<ul> <li>Identify potential successors internally.</li> <li>Deploy development intervention such as experiential learning, coaching, mentoring and training.</li> </ul>
reign Workers ct Sites	<ul> <li>Project PICs and ESH representatives enforce requirements at site and to subcontractors.</li> <li>Perform regular tool box attendance checks and monitor worker fluctuations on site.</li> </ul>
ent Workforce Chain)	<ul> <li>Identify value chain and bridge gaps in project management, project supervision and product quality control by delivering on-the- job training, coaching and assessments such as SQMS and QLASSIC.</li> </ul>

#### SUSTAINABLE DEVELOPMENT THROUGH LOCAL HIRING

We hire local employees wherever possible as creating jobs will help develop local communities. While our operations provide direct employment opportunities, we also encourage local businesses to be part of our supply chain. We work with governments and other partners to deliver training that builds local skills and expertise.

We collaborate with TalentCorp under the Scholarship Talent Attraction & Retention (STAR) Programme. The STAR programme provides Public Service Department (JPA) overseas scholars with employment opportunities so they can serve the conditions of the Government bond in the private sector. A total of 12 JPA fresh graduates have joined SunCon under this programme to date.

We have built strong collaborative partnerships with publicprivate universities and polytechnic schools. Previously, our collaborations with universities and academic institutions such as the Politeknik Ungku Omar and Institut Kemahiran Belia Negara (IKBN) provided work-based learning and internship programmes at our project sites.

In 2017, we formed a collaborative partnership with Consist College to hire their best students based on academic performance. Students who received the Best Students Awards are automatically given a conditional offer to join us as permanent employees. In 2017, we enrolled two students as frequently held across all SunCon projects in order to: Safety Supervisors in Environmental, Safety and Health.

#### Local Recruitment

262 university	Connected with more
students completed	than 22 private and
their internships at	local universities in
SunCon in 2017	Malaysia
<b>3 to 6</b> month placements	Up to <b>8.4%</b> of interns were offered full-time employment upon graduation in 2017

#### **UNIVERSITIES WE WORK WITH**

#### LOCAL UNIVERSITIES

- Universiti Malaysia Pahang
- Universiti Malaya
- Universiti Malaysia Sarawak • Universiti Tun Hussein Onn
- Malavsia • Universiti Putra Malaysia
- Universiti Malaysia Perlis
- Politeknik Ungku Omar
- Consist College
- KLIA Professional College
- Universiti Teknologi Malaysia
- Universiti Sains Malavsia

#### SKIM LATIHAN 1MALAYSIA (SL1M)

Program Skim Latihan 1Malaysia (SL1M) is an employability enhancement initiative championed by the Economic Planning Unit (EPU) under the Prime Minister's department. This programme aims to provide a platform for specific targeted groups of university degree graduates who are either: • Unemployed:

• Come from poor families or rural areas: or

• Employed in occupations that do not match their gualifications.

In support of this nation-building project, SunCon registered with SL1M on September 2017 and conducted a walk-in interview on October 2017. Thirty of the 80 applicants who came forward were enrolled under this programme for eight months and placed in various project sites.

The structure of this programme involves classroom training and on the job exposure. The trainees' development will focus on the areas of Communication, Creative and Analytics Thinking, Organisational Adaptability, Value Driven Professional and Grooming and Etiquette.

Our three-year target is to bring on board a minimum of 150 trainees.

#### **OPTIMISING HUMAN CAPITAL**

Holistic and integrated workforce planning discussions are

- Proactively forecast the resources required based on business needs
- Rigorously review the skill sets of our current workforce to mitigate any workforce surplus or shortage.

Weekly and monthly review meetings are held with key business heads to discuss workforce needs and strategise internal employee deployment before hiring externally. This initiative is driven by Top Management and Human Resources.

#### **DIVERSITY AND EQUAL OPPORTUNITIES**

In 2017, the percentage of women in management was **23.38%**, an increase from 22.52% in 2016. As construction is a maledominated industry, we believe the participation of women at the present ratio is healthy.

SunCon is a diverse organisation that provides equal opportunity to all employees who demonstrate the right values, potential and willingness to grow their careers.

We adhere to the equality and diversity practices of Sunway Group and actively participate in initiatives that promote effective equality. Our Code of Conduct sets out the principles of conduct regarding equality throughout the Group.

The right person is chosen for the job, regardless of gender, race or creed, when developing the careers of our talents.

Excluding foreign workers, our organisation comprises 50% Malays, 35% Chinese and **12% Indians**, which roughly represents the demographics of Malaysia.

### FOREIGN WORKERS MANAGEMENT: HOW WE LOOK AFTER OUR FOREIGN WORKERS

During recruitment at the workers' home country, they are assessed to match their skills against available vacancies. We often prefer to hire workers who are either semi-skilled or fullyskilled for our construction projects. This ensures our manual labour workforce is both efficient and effective.

Upon arrival of the workers in Malavsia, they are given a safety and legal briefing. Their subsequent FOMEMA health checks and CIDB card application are facilitated by us. Workers are given an advanced daily meal allowance of up to RM500 for the first month. They are also covered by three types of insurance: insurance guarantee, foreign workers hospital and surgical insurance, and the foreign workers compensation scheme.

Insurance is subject to availability at the point of renewal. However, the coverage limit is up to RM10,000 and only limited to medical treatment at government hospitals. Since 2017, we have deducted 28% from the workers' monthly salaries in line with the government's ruling. Our foreign workers are also not eligible for tax relief or rebates.

The average basic pay for each worker is RM1,521. Additional overtime is paid for extra working hours. Incentives amounting • Medical treatment to RM3,200 are given when workers have:

- Completed a two-vear contract with a good behaviour record. • Achieved a 95% attendance over two years.
- Received less than three show cause letters and no warning letters.
- Fulfilled all requirements stated in their contracts.

We also provide Central Labour Quarters and workers' transportation to the respective project sites.

• Australia National University Monash University Sunway University • Universiti Tunku Abdul

PRIVATE UNIVERSITIES

• University of Nottingham

- Rahman
- Curtin University College
- Heriott Watt University College
- Imperial College London
- Infrastructure University
- Kuala Lumpur UCSI University
- Universiti Tenaga Nasional



#### **COMPETITIVE BENEFITS**

We value our people and appreciate their hard work in many different ways. Investing in our employees allows us to continue growing and maturing as a professional and productive company.

SunCon wants to be competitive in the industry by hiring great people and providing competitive benefits that are designed to promote happy, healthy employees that feel satisfied and enriched.



#### Leave

Medical

Insurance

coverage

programme

Dental

Health screening

Optical benefits

- Annual leave (up to 25 days depending on work schedule and years of service)
- Special leave\* (up) to 10 days) and examination/study leave (up to 5 days)



#### **Health Benefits**

- Medical and hospitalisation leave
- Maternity leave Prolonged illness leave



#### Education Assistance

 Tuition refund scheme (up to RM 10.000) and tuition fee discount (up to a maximum value of RM8.000 per academic year)



#### Staff Discount

- Discounts on room rates at Sunway Group hotels and property developed by the Group
- Sunway Lagoon entrance fees



- Company car and/or fixed car allowance
- Club membership entrance
- Mobile device (subject to business needs)

\* For a breakdown of the categories defined under special leave, please refer to table overleaf.

#### **COMPETITIVE BENEFITS (CONT'D)**

provision of facilities such as flexible working arrangements, • Sunway Leaders Series a mother's room and also a designated car park for expectant • The Invention of High-efficiency Blue LEDs and the Future of mothers. Currently, six employees are utilising the flexible working arrangement. In 2017, we have introduced childcare/ parental leave which entitles employees to two days of leave to care for their sick family members.

The number of employees who have utilise our various types of leave over the past three years is presented in the table below. As the childcare/parentcare leave was only introduced in 2017, the utilisation rate for previous years was zero. Employees may take Ministry of Human Resources Malaysia. up to two days leave.

#### Number of Employees Who Utilised Leave by Type of Leave

TYPES OF LEAVE	2017	2016	2015
Study/Examination Leave	42	46	60
Childcare and/or Parent Care Leave	115	0	0
Critical illness of near relative	25	33	35
Death of near relative	108	89	79
Natural disaster	3	0	
Paternity	67	61	60
First legal marriage	49	53	49
Overall Total (Utilised by Headcount)	409	282	284

#### **CAPABILITY BUILDING**

SunCon's long-term training and development plan aims to develop the skills of all professionals. This strategy allows SunCon to engage a more capable workforce while helping individuals grow their careers.

Our Human Resource Department performs learning needs analyses to ensure all employee development plans are designed purposefully. We also sponsor high-performing employees who wish to pursue their studies. Academic sponsorships cover diplomas, tertiary, professional and postgraduate qualifications.

#### **Examples of Evening Talks, Sharing Sessions and Short Courses Available for Employees in 2017**

- HVAC/R Training
- PAM Contracts (With Quantities) and (Without Quantities)
- OLASSIC Awareness Training
- Liebherr Product Talk
- EDMS User Training
- Talk On "Bi-Directional Static Load Test"
- Concrete Technology

- We are supportive of the needs of working mothers through the Talk on Third Generation Polymer for Soil Stabilisation

  - Solid-state Lighting
  - Briefing on the Latest QESH Manual

#### SUNWAY MACHINERY TRAINING ACADEMY

The Sunway Machinery Training Academy was established in October 2010. It is accredited by the Department of Skills Development (Jabatan Pembangunan Kemahiran) under the

The academy follows the National Dual Training System:

- 30% theory (portfolio and daily log book report).
- 70% practical (practical assessment and final examination/PPL).

Our academy delivers certified technical training for heavy construction machinery mechanics. The training also benefits employees by teaching the skills, knowledge and expertise required to repair heavy construction machinery.



#### **Training Objectives**



**Technician** of Apprenticeship Programme - Technician **Construction** of Earthmoving Equipment (SKM Level 3) Machinery • Technology Automotive in After Sales Service (DKM Level 4) Backhoe Loader Machine Operation Construction Competency - Levels 1 & 2\* Machine Operations • Hydraulic Excavator Machine Operation -Levels 1 & 2\* Hydraulic Bored Pile Machine Operation Competency - Levels 1 & 2\* Forklift Operations & Safety

#### \* Accredited by Construction Industry Development Board of Malaysia.

Leveraging on Sunway Machinery Training Academy's training facilities and expertise, we were accredited by CIDB in January 2014 to deliver our first operator competency training programme for hydraulic bored piling machines.

Currently, SunCon is collaborating with IFT Engineering Sdn Bhd to establish the Sunway-IFT Training School in Mantin, Negeri Sembilan. The school, which will offer a Tower Crane Operator Competency Training Programme, is currently awaiting approval from the JKKP Accreditation Training Centre.

Sunway Machinery provides other types of trade training programmes that are aligned with its training objectives. The forklift operation and safety training syllabus introduces an elementary knowledge of forklift trucks, essential safety instructions, operations knowhow, instruments control, service and maintenance.

The tower crane maintenance checker training programme concentrates on improving operational safety and awareness through multi-skilled development and effective repair maintenance. The acquisition of these skills helps us improve tower crane efficiency while reducing the risk of accidents, repair costs and operational downtime.

#### **9** candidates

Graduated from our Hvdraulic Excavator **Operator Competency** Training Programme.

Graduated from our Diploma Kemahiran Malavsia (DKM).

5 candidates

## SUNWAY LEADERSHIP CRITERIA

Sunway Leadership Criteria (SLC) is a behavioural competency framework measured and observed by Sunway Group. SLC clearly defines the expected leadership behaviour of employees at every level in the organisation.



#### Strategic Thinking

Applies broad and conceptual thinking with a big-picture and long-term view when formulating strategies. Practices analytical rigour and considers internal and external factors that impact the organisation.



#### Interpersonal Skills

Demonstrates emotional maturity and seeks to understand others in order to interact effectively and build sustainable relationships.



#### Passion for Excellence

Sets high standards and drives performance with energy and determination to achieve ambitious outcomes. Pursues change and innovation that leads to higher performance.

## Leading Others

Sets direction, engages and influences others to work towards organisational goals. Leads with integrity.



#### **Developing Others**

Facilitates the development of others to meet organisational goals. Inspires and motivates others to grow and develop in order to realise their full potential.



#### **Customer Focus**

Committed to providing quality products and services that respond to changing customers. Aim to exceed the expectations of internal and external customers and build win-win relationships.

#### SUNWAY LEADERSHIP CRITERIA (CONT'D)

#### **BUILD FLM**

The BUILD Front Line Managers (Build FLM) is a management and leadership development programme designed to engage learners through self-assessment, group discussions, case study, debate, video examples, experiential exercises and peer learning. This programme consists of two phases, both of which are two days.

Phase 2

• Selecting the right talent

• Building effective teams

Managing team conflict

10 REDUCED INEQUALITIES

Managing difficult

employees

• Leadership

at workplace

Accountability

interviewing skills

### Phase 1

- The foundation
- Self awareness: DISC • Effective manager
- communication
- Effective delegation • Creating a motivating
- environment Managing change
- Decision making at workplace

## Obiectives

- Understand self, individual differences and how to communicate and lead the differences.
- Equip managers with core managerial skills so they can develop and engage their team to strive for excellence and growth.
- Provide the fundamental skills for managers to lead and build their team effectively.

#### LEADERSHIP CONTINUITY

Our Talent Management and Development provides a unique development and career advancement opportunity for employees with different talents and potential.

This process supports SunCon's continuous effort to improve its talent and leadership bench strength.

#### SunCon's Approach to Talent Management and Development

Talent Identification Process	Involving Business Unit Heads, Line Managers, subsidiary HR, Group HR and employees.
Assessment Tools	Such as the Sunway Annual Talent Review (ATR), MFE Moderation and Assessment Centres help identify key potentials that have the capability of succeeding in key leadership roles in various departments.
High Potential Employees	Who have consistently performed "Above Expectation" and have demonstrated leadership potential are closely monitored by the Senior Leadership Team on their career progress and development needs.
Talents	Are considered for an accelerated career progression with support from internal mentors and differential learning experiences. Differentiated rewards are applied to recognise differentiated performance and potential, provided such standards of performance are sustained.
Employees	Have an equal responsibility for their own career development and are encouraged to drive their own growth to maximise their potential.

SunCon strengthens in-house sourcing capabilities and market intelligence. A pipeline of potential candidates with the right fit are created:

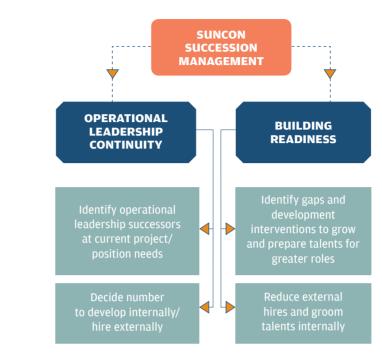
- Through strategic university relations and branding by establishing strategic collaboration among higher learning institutions. authorities and associations.
- By developing IT tools that enhance sourcing capabilities and match needs with skills through SAP recruitment and workforce planning meetings.

#### SUCCESSION PLANNING

Succession planning is vital for identifying key potentials and successors through assessment and evaluation tools using the Leadership Potential Indicator (LPI) as a benchmark.

This process involves mapping identified talents to successors and both preparing and following through an Individual Development Plan (IDP) to accelerate the growth of talents, speeding up their readiness to take over the role or other opportunities that arise in the organisation.

Succession and talent management progress is reviewed periodically during SunCon Management meetings.



#### EMPLOYEE ENGAGEMENT

We endeavour to remain the most sought-after employer and continue focusing on implementing a holistic strategy for employee engagement and organisational development.

We recalibrated our engagement strategy by holding frequent discussions throughout the year.

#### SUNCON EMPLOYEE ENGAGEMENT JOURNEY

SunCon has partnered with Aon Hewitt to gauge employees' The award commemorates passionate and committed feedback since 2012. The first employee engagement survey employees' loyalty and contribution to Sunway Group's continous was commissioned to capture employees' opinions as part of development and improvement of services. the success factor in creating impact in Sunway's engagement roadmap. We achieved a 93% response rate with a total of 1.203 employees taking part in the recent survey conducted in 2017. This significant increase from the response rate of 69% in 2015 is due to our enhancement of employees' experience as part of the SunCon family.

The key dimensions of our employee experience include collaboration, work-life balance, work, task delegation and supervision.

In view of the recent positive survey results, the management team aims to improve employees' experience in the organisation by executing and implementing identified action plans.

## **OTHER EMPLOYEE ENGAGEMENT INITIATIVES**



#### Sunway Managers' Conference (SMC)

Close to 2,000 Sunway Group managers gather during this oneday event. Business leaders and visionaries share their insights on corporate strategies and business management while advising on self-motivation.



#### Long Service Award (LSA)



#### **Sunway Annual Family Day**

The annual family day is attended by all Sunway employees with free entry to Sunway Lagoon. The one-day event includes a telematch and other games that foster closer rapport between colleagues while strengthening family relationships.

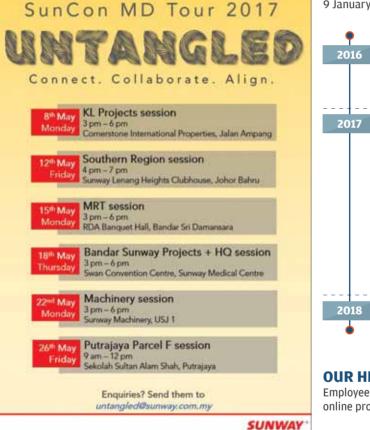
#### **BRIDGING COMMUNICATION GAPS: SUNCON MD TOUR**

This series of engagement sessions is the first attempt of its kind Sunway had invested in one of the best global HR systems to move away from the top-down management approach. Our Managing Director, Mr Chung, personally listened to employees' work challenges and encouraged two-way communications implemented the Human Capital Management SuccessFactors between employees and the top management. SunCon MD to capture a single and integrated source of records for all Tour 2017 recorded an attendance rate of 38.5%, which is good considering all project sites had to operate as usual. This series of communication sessions has reached out to all levels of employees Employees now have easy access to their own personal data. We rather than the regular one-day manager conferences.

#### **CLOUD BASED INTEGRATED HR AND TALENT** MANAGEMENT SYSTEM: SAP SUCCESSFACTORS

that provide an enabling technology to effectively reengineer our human resource management. In 2017, we successfully workforce data.

have recorded 60% of users logging in with 506 active SunCon executive-level users since the launch of SAP SuccessFactors on 9 January 2017.





CONSTRUCTION

Untangled Townhall Briefing at Sekolah Sultan Ahmad Shah For Parcel F Employees

102

#### DEVELOPMENT **My Profile** Perfomance Succession Planning **GO LIVE Mv Profile** Perfomance **Succession Planning** DEVELOPMENT Compensation My Learning Recruitment **GO LIVE My Profile** Recruitment

**GO LIVE** Compensation

#### **OUR HR POLICIES ARE NOW ONLINE**

Employees can now access the mandatory HR policies through online programmes in My Learning, which was developed in 2017.

#### TWO PLATFORMS ACCESSIBLE IN THE MY **LEARNING PORTAL**

Code of Conduct and **Business Ethics** This policy provides guidance on the standards of behaviour expected of all directors and employees. All employees are required to acknowledge it annually.

**E-Policy** This policy establishes a guideline for the use of Sunway Group information assets. information processing facilities and networking infrastructure.

#### **KNOWLEDGE MANAGEMENT**

SunCon is a learning organisation that empowers its employees Benefits of SSC to continually enhance their capabilities, productivity and quality. Knowledge Management (KM) is part of SunCon's initiative to transform its workplace into a knowledge-based environment by leveraging on the organisation's knowledge base.

To achieve this, a KM Portal has been established as a centralised platform for staff to easily store, view and share knowledge and lessons learnt in a secure environment. Developed on a web-based collaboration platform, the KM Portal acts as a one-stop centre and repository for the organisation's documented knowledge so that it can be easily accessible by staff from anywhere and anvtime.

Contents in the KM Portal are relevant to each employee including Standard Operating Procedures, Safe Work Method Statements (SWMS) and How-to-Guides. In 2017, over 1,000 SWMS have been posted in the KM Portal. During the year, the KM Portal has been accessed over 10.000 times by staff.

#### **Examples of SunCon's Standard Practices** That are Accessible from the KM Portal

- Guide to Reinforced Concrete
- Guide to Brickwork
- Guide to Plastering Works
- Guide to Waterproofing Works
- Minimum requirements for lorries used within project sites

#### **CULTURE OF KNOWLEDGE SHARING**

We encourage knowledge sharing within the organisation. Sending employees for formal external training may be SSC provides an avenue for inter-departmental collaboration relevant, but it is also important that this knowledge is shared between employees. This internal social club delivers fun with other team members. We train our management staff and activities to colleagues while instilling a culture that values and subject matter experts as internal trainers who can cascade the supports employee engagement, internally. knowledge down to the rest of the team.

#### SUNCON SOCIAL CLUB

The SunCon Social Club (SSC) was established in 2004 to boost employee engagement and motivation. The club focuses on sports, leisure and corporate social responsibility. Primarily, it brings employees together through social platforms that also benefit society. Members are encouraged to suggest activities they would like to volunteer for.







SSC's exciting activities range from sports activities, blood donation campaigns as well as both local and overseas trips.

In 2017, SSC also held a Corporate Social Responsibility (CSR) initiative by giving 100 school stationery sets to eligible employees' children before the start of the new school term. The sets were presented to those on low incomes to lessen the financial burden of schooling. The club also took part in the distribution of food to the poor which is an initiative championed by the Sunway Group under its Stop Hunger initiative.

#### SUNCON SOCIAL CLUB (CONT'D)

#### Featuring Run for a Cause

Run for a Cause is an SSC initiative that collected donation pledges for the achievements of Ms Lim Siaw Hua. Ms Lim participated in the Al Andalus Ultimate Trail (AAUT), a 5-stage, 230-km ultra-marathon over five days in Andalus, Spain. Each pledge was structured by the number of stages the runner completed. Each successful pledge was channelled to the Build a Home Programme, a CSR project held by SSC in September 2017. SSC raised a total of RM77,800.

#### **Featuring Build A Home Programme**

The Build a Home Programme was organised by SSC in collaboration with EPIC Homes. The programme involved building a home at Kampung Orang Asli Ulu Geruntum in Gopeng, Perak. Consisting of four villages with an average of 40 families living in each, Kampung Orang Asli Ulu Geruntum is located 30 minutes from the main roundabout in Gopeng town. EPIC has built eight homes in this village to date and this initiative has been well received by the community.

EPIC Homes, an initiative by Hati.my, builds homes for underprivileged Malaysian communities with help from volunteers from the public or participating companies. EPIC homes have completed more than 90 homes with the assistance of more than 4,000 builders. The Build a Home Programme event also helps SunCon build relationships through this good cause.



Ms Lim Completed The Al Andalus Ultimate Trail (Aaut), A 5-Stage, 230-km Ultra-Marathon Over Five Days In Andalus, Spain

SunCon Family Day 2017	Over 200 employees and their family members attended the SunCon Family Day on 19 February 2017 at Jumpstreet, Petaling Jaya.
Southern Region Blood Donation	65 SunCon employees selflessly donated their blood at the M3 Project Site Office or 2 March 2017. Another blood donation was held at CLQ MRT on 13 October 2017 during the employee health screening day.
Mountain and Cave Expedition 2017	32 climbers conquered the peak of Gunung Ledang on 19 March 2017. Subsequently another team conquered the Mulu Caves on 2 to 4 September 2017. Both expedition fostered a feeling of togetherness among employees.
MBAM and TEEAM Sports Tournament	SunCon employees took part in various sports tournaments hosted by MBAM and the Electrical and Electronics Association of Malaysia (TEEAM).
Tioman Island Trip	Employees took advantage of a trip to Tioman Island from 5 to 7 May 2017.
SSR Bowling Tournament	Employees took part in an SSR Social Club Bowling Tournament on 21 May, 8 October and 10 December 2017.
Bubur Lambuk Giveaway	During the month of Ramadhan, SunCon employees distributed <i>bubur lambuk</i> at its corporate headquarters and five project sites in the Klang Valley and one in the Southern Region.
Basic Health Screening	Staff basic health screening was conducted at the Southern Region project site on 4 October 2017 and CLQ MRT on 13 October 2017.
SunCon Trip to	A trip to Korea was organised from 3 to 8

November 2017.



SunCon Social Club Korea Trip

#### TREATING OUR EMPLOYEES WITH RESPECT **EMPLOYEE PRIVACY**

SunCon is committed to protecting stakeholders' personal SunCon has a strict Occupational Health and information and their privacy. How we collect and handle Safety Policy which sets out the guidelines to personal information in accordance with the Malaysian Personal safeguard health and safety at all projects. Data Protection Act 2010 is explained in the Personal Data The Company's Occupational Health and Protection Notice. This may be amended at any time without Safety Management System, certified under the OHSAS 18001 prior notice. However, notifications of the changes will be posted standard, currently covers 100% of its activities. on the Company website or sent through email.

#### GRIEVANCES

Our grievance procedure provides employees with a mechanism to resolve their grievances or disputes. It is imperative that employees' grievances are treated both fairly and impartially.

#### SEXUAL HARASSMENT

Sexual harassment is defined as any unwanted conduct of a sexual nature in the workplace, having the effects of verbal, visual, psychological or physical harassment against a person of the opposite sex or same sex. Our staff handbook contains a comprehensive Sexual Harassment Policy that aims to keep all employees free from sexual harassment in the workplace. It covers all work-related settings and extends to over-thetelephone and electronic media. We are committed to providing a safe and conducive working environment and this policy covers all employment-related sexual harassment occurring outside the workplace as a result of employment responsibilities or employment relationships.

#### SUNCON COMMITMENT TO OSH

Driven by its motto, "Quality, Environmental, Safety and Health, Our Culture, Our Shared Commitment", SunCon aims to prevent accidents, preserve environmental sustainability and achieve highest standards of work quality in every processes company wide. OESH policies, procedures and comprehensive frameworks have been developed and implemented to achieve these objectives:

#### **OESH Policy**

It is the policy of SunCon Group of Companies to meet and satisfy the quality, environmental, safety and health requirements of its clients through the following:

- To ensure that all staff are effective, efficient and consistent in the performance of their duties and responsibilities by providing requisite leadership, training, support and motivation.
- To optimise total costs by doing right things right the first time and every time.
- To strive towards a ZERO life loss at all project work sites.
- To continually improve and innovate to achieve the highest standards of work quality and service excellence.
- To continually improve environmental, safety and health management practices.
- To comply with applicable, environmental, safety and health laws, legal and other requirements.
- To prevent environmental pollution, managing construction waste and conserving resources through systematic environmental aspects and impacts evaluation, implementing operational controls and training.
- To prevent accidents, near misses and health hazards through systematic hazard identification, risk assessments, determining controls and training.

#### **OCCUPATIONAL SAFETY AND** HEALTH





Morning Toolbox at Parcel F

#### **OCCUPATIONAL SAFETY AND HEALTH (CONT'D)**

This policy reflects the company's fundamental thrust towards inculcating total quality, environmental, safety and health management principles, practices and values.

It is the policy of SunCon Group of Companies to meet and satisfy the quality, environmental, safety and health requirements of its clients through the following:

To ensure that all staff are effective, efficient and consistent in the performance of their duties and responsibilities by providing requisite leadership, training, support and motivation.

To prevent environmental pollution, managing construction waste and conserving resources through systematic environmental aspects and impacts evaluation, implementing operational controls and training.

To strive towards a ZERO life and health loss at all project work sites. practices.

To optimise total costs by doing rights things right the first time and every time.

To prevent accidents, near misses and health hazards through systematic hazard identification, risk assessments, determining controls and training.

To comply with applicable, environmental, safety and health laws, legal and other requirements.

To continually improve environmental, safety and health management practices.



We Strive to Maintain Good Housekeeping at All Areas



Edge Barricade As Fall Prevent On The Job Training For Workers On Measures



Edge Barricade As A Fall Prevention Measure



Fall Prevention Measures For Tower Crane Operators

#### **High-Risk Activities and Protection**

The construction industry has always been labelled as a 3D industry: **Dangerous and Difficult**, and recently with an additional "D": Demeaning.

Its internal workforce is constantly exposed to danger due to many unavoidable high-risk activities embedded in the construction operations. The Hierarchy of Control has always been the cornerstone for developing a mitigation and control plan to minimise the risk. This includes engineering controls, administrative controls and Personal Protective Equipment (PPE).

The following checklist must be performed prior to work commencement:

#### **PPE WORN ON SUNCON SITES**



#### Working at Height

Working at height is an integral part of work. Almost all workers work at height in some way, especially on a construction site.

The risk of working at height and its corresponding consequences remain the greatest challenge facing the construction industry.

SunCon considers working at height as a high-risk activity. We remain committed to reducing accidents and incidents from falling from height by minimising risks related to unsafe working practices.

Required PPE consists of a Personal Fall Arrest System (PFAS) which includes a full body harness, anchorage point, safety helmet, double lanyard and connectors.

- Comprehensive hazard identification and risk assessment.
- Permit to Work (PTW) must be approved.
- Pre-task talk to all workers involved in the work.
- Risk identification and control.
- Personal Protective Equipment (PPE) must be applied especially for high risk activities including working at heights, excavation, confined spaces, lifting operations and hot work.

#### **PERMITS REQUIRED FOR HIGH-RISK ACTIVITIES**

s J	Hot work	Excavation
5,	Scaffolding	Confined spaces
).	Working at height	Lifting
).	Working at height	Lifting

**Night Work** 



#### **Lifting Operations**

Lifting operations are inherent to many activities in the construction industry. Safe lifting allows the efficient transportation of large objects and reduces manual handling operations. However, unsafe lifting can often expose people to injury, jeopardise public safety, incur significant costs and damage our reputation. SunCon reverberated with the recent string of reported accidents involving public members which arise from lifting operations by implementing lifting plan requirements for all lifting activities. Enforcement driven at SunCon echoed the special order issued by the Director General of Department of Occupational Safety and Health (DOSH) on Management and Safe Operation of Tower Cranes, which came into force on 5 June 2017. SunCon acknowledges lifting operations as a high-risk activity and remains committed to ensuring zero accidents from lifting activities through extensive and meticulous planning and the implementation of the highest safety standards.

#### **Employees' Commitment to OSH**



#### **Contractor Safety Standards**

SunCon requires all contractors working at its sites to meet its safety guidelines and standards. Contractors must comply with all provisions of statutes, codes of practice and laws pertaining to environmental, safety and health. Contractors and subcontractors must meet the minimum safety requirements, which is to comply with all relevant laws including:

- Guidelines for Public Safety And Health at Construction Sites by A formalised set of best practices are also in place to reduce Department of OSH, Ministry of Human Resources Malaysia, 1994;
- The Code of Practice for Safe Working in a Confined Space by Jabatan Keselamatan dan Kesihatan Pekerjaan, Kementerian Sumber Manusia Malaysia;
- Guidelines on First Aid in the Workplace, Department of OSH, Ministry of Human Resources Malaysia, 2004;
- Guidelines on OSH (Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease) Regulations 2004:

• Guidelines on trenching for construction safety, Department of OSH. Ministry of Human Resources Malaysia. 2000:

- Guidelines for the preparation of a chemical register, Department
- of OSH, Ministry of Human Resources Malaysia, 2000;
- Occupational Safety and Health Act (OSHA) 1994;
- Factories and Machinery Act (FMA) 1967; and
- Environmental Quality Act (EQA) 1974.

#### SAFETY HAZARDS IDENTIFICATION, PREVENTION **AND MITIGATION**

"To achieve ZERO life loss" is one of the Key Performance Indicators (KPIs) in the annual year-end appraisal for all SunCon employees.

A structured management system has been developed at all operational levels to ensure that everyone contributes to achieving this goal. This management system includes measures and practices, especially engineering and administrative controls.

The Safe Work Method Statement is communicated to all personnel who are involved prior to work commencement. This statement is also accessible through the Company's Knowledge Management Portal.

#### What is in SunCon's Safe Work Method Statement

- Resource management
- Relevant training required
- Comprehensive hazard identification
- Risk assessment and risk control
- Environmental aspects and impacts evaluation

construction risks in our workplace.

#### Handling of Accidents and Incidents

We investigate every accident and incident that occurs to identify their root causes before mapping future corrective and preventive actions. Report findings and lessons learnt in respective areas including Building, Civil, Geotechnical and Engineering are circulated to key personnel and reported to both the top management and High Level ESH Council.

#### **OSH PERFORMANCE**

We recorded outstanding ESH achievements in 2017. The most noteworthy accomplishments included:

Meeting the target	A 50% reduction in the number of	Significantly fewer cases
of ZERO	reportable cases	of falling from
life loss	under OSHA 1994	height

INDICATOR	2017	2016	2015
Worked man-hours	18,790,437	16,918,924	14,676,640
Fatal accidents	0	2	2
Lost time injury accidents	4	6	2
Total recordable cases	4	8	
Accident frequency rate	0.21	0.47	0.27

#### **OSH Target vs Performance**

TARGET	PERFORMANCE IN 2017
ZERO Life Loss	ZERO Life Loss
Monthly inspection score of 75% and above	Average score of 80.0%
Accident Frequency Rate (AFR) of less than 0.3	Accident Frequency Rate (AFR) of 0.21
Achieve 3 milestones: 3.9 million, 7 million and 10 million company-wide man-hours without lost time accident	Highest number of man-hours without lost time injury in 2017 was 9,201,930

#### Awards and Recognitions

On 29 February 2017, our Parcel F project at Putrajaya was awarded a 5-star rating by the Department of Occupational Safety and Health (DOSH) Malaysia. The award acknowledged its strict compliance and commitment to:

• Ensuring occupational safety and health for working at height, and Concreting and lifting work undertaken throughout the project site.



YB Dato' Sri Richard Riot, Ministry of Human Resources Malaysia Site Walk at Parcel F

SunCon also received several Occupational Safety and Health (OSH) awards from the Malaysian Society for Occupational Safety and Health (MSOSH) under the Construction and Engineering Construction Sectors:

- Parcel F: Gold Award Class I
- KLCC PKG 1: Gold Award Class II
- MRT V201: Gold Award Class II
- KLCC PKG 2: Gold Award Class II
- Emerald Residence SSR: Gold Award Class II
- Velocity Hotel: Silver Award

SunCon project sites were rated with "Very Good OSH Performance" for the Gold Award Class I and II. The Silver Award winner was rated with "Good OSH Performance".



Parcel F Team With Client Representatives at MSOSH Award Ceremony

#### Minimum Requirements of SunCon's ESH

Our minimum ESH requirements, as prescribed in the QESH Manual, are enforced and accentuated in all SunCon business operations. These requirements are aligned with those imposed by the authorities and regulatory bodies including:

- The appointment of a dedicated Safety and Health Officer
- The formation of a dedicated Safety and Health Committee
- A valid license is required to work including a CIDB Green Card
- The introduction of the OHSAS 18001 Management System

SunCon has also standardised its safety practices which include:

- ESH programmes such as daily morning toolbox talks and compulsory safety inductions
- PPE requirements being a part of workplace safety
- Obtaining the necessary Permit to Work (PTW) for high-risk activities
- Safe work methods that emphasise fall prevention, electrical safety and safe lifting
- Implementation of 5-S system at all project sites



Dato Dr Ir Johari and Mr Teh Hang Loong Receiving Award at MBAM Safety and Health Conference 2017

#### **RECOGNITION FROM THE INDUSTRY**

Dato' Dr Ir Johari bin Basri, Senior Independent Non-Executive Director, High Level ESH Council Chairman, Sunway Construction Group Berhad was awarded the Golden Helmet Award at the annual MBAM Safety and Health Conference 2017. Mr Teh Hang Loong of Sunway Construction Sdn Bhd received the MBAM Safety and Health Award for Site Personnel.

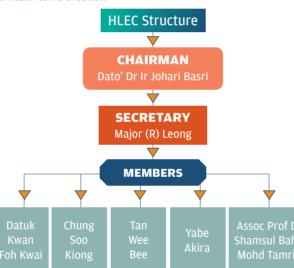
The Golden Helmet Award for Leadership in Safety and Health is presented to individuals who have made an outstanding leadership contribution to safety and health in the construction industry. The Safety and Health Award for Site Personnel is presented to individuals who are highly committed the implementing safety and health at construction sites.

#### **ESH GOVERNANCE**

**High-Level Environmental, Safety and Health Council (HLEC)** Officially established in August 2015, the HLEC serves as a platform to identify, articulate and provide feedback on strategic environmental, safety and health issues in SunCon. HLEC is led by YBhg. Dato' Dr Ir Johari bin Basri, Independent Non-Executive Director and Senior Independent Non-Executive Director at SunCon.

The HLEC continues to take the lead in developing ESH strategies and policies to improve SunCon's ESH performance and achieve better ESH standards. During its quarterly scheduled meetings, emerging ESH issues from construction activities on the ground and details of accidents were discussed. Preventive measures were developed to prevent recurrence.

HLEC visited SunCon project sites regularly throughout 2017. The council also conducted an ergonomics study at the Precast Division to reduce stress and eliminate injuries and disorders resulting from a bad working posture.





High Level ESH Council Meeting at Menara Sunway

#### ENVIRONMENTAL, SAFETY AND HEALTH COMMITTEE

In compliance with OSHA 1994, ESH committees are formed at all SunCon work sites. The committee, led by the project manager as committee chairman, is responsible for reviewing workplace ESH performance. The chairman is assisted by the secretary, who is a competent ESH Officer, with both SunCon representatives and business partners being part of the committee. The ESH committee meets at least once every month.

An ESH Committee has also been established at SunCon's Headquarters. Members include representatives from each level of SunCon offices at Menara Sunway. ESH matters are discussed by the committee and highlighted to the building management team for further action.

#### **Roles and Responsibilities of the ESH Committee**



Reviewing the effectiveness of ESH management programmes

Investigating accidents, incidents, near misses, environmental impacts, dangerous occurrences, occupational poisoning or occupational disease



**Discussing** the findings of investigations and proposing recommendations for corrective and preventive action



Evaluating the analysis and trends of accidents, incidents, near misses, environmental impacts, dangerous occurrences, occupational poisoning or occupational diseases



Inspecting the workplace at least once a month to observe ESH practices and noncompliance



Anti-Dengue Awareness and Communication

During the year, we upgraded the SSMS inspection process. A cross-inspection system is performed by a pool of inspectors. Crosslearning is allowed across all work sites while maintaining the SSMS system, which can result in improved ESH implementation and performance. We have also identified potential inspectors as part of our succession planning.

Moving forward, SSMS will contribute to the annual Overall Champion Award. The winner will be an all-round achiever in time, cost, quality and ESH.

## **ESH INITIATIVES**

#### SunCon Environmental, Safety and Health (ESH) Pledge

- Strive for excellence and take ownership of our Environmental, Safety and Health as our culture
- Care for public safety and reduce public inconvenience
- Always wear Personal Protective Equipment (PPE) at work
- Ensure a clean and safe working environment by adopting the 5S principles
- Prevent workplace accidents, injuries and environmental pollution through continuous learning and training
- Identify, control and minimise all work hazards
- Use fall protection equipment and safe working platforms when working at height
- Conduct all lifting operations according to the Lifting Plan
- Stop and eliminate all unsafe acts and conditions immediately
- Act according to the Emergency Response Plan as and when required



#### Sunway Safety Merit System (SSMS)

SunCon embarked on the journey of self-regulatory compliance with the applicable Environmental, Safety and Health (ESH) regulations by establishing the Sunway Safety Merit System (SSMS) in 2012. This is consistent with the vision of Malaysia's Department of Occupational Safety and Health (DOSH).

The SSMS is implemented during monthly ESH inspections that are performed by the Inspectorate Team. The inspection, which gauges the achievement of project sites in inculcating a sustainable ESH culture in their workplaces, covers documentation, awareness and implementation.

#### Zero Larvae. Zero Dengue

SunCon is committed to eradicating dengue. We continue to strive for "Zero Larvae, Zero Dengue" at all work sites through a • Competency training on basic occupational first aid. CPR. structured four-pronged anti dengue.

We also continued to participate in the Communication for Behavioural Impact (COMBI) programme championed by State Health Department at:

- Wilayah Persekutuan Kuala Lumpur and Putrajaya Federal Territory Health Department; and
- Petaling District Health Office Level.

In November 2017, the Parcel F project participated in the Mini Konvensyen COMBI Tapak Bina Peringkat Putrajaya 2017, which raised residents' and construction site workers' awareness of the COMBI programme. SunCon's four-pronged anti-dengue strategy and programme was presented and was well received by the audience.

#### SunCon's Four-Pronged Anti-Dengue Strategy



Our four-pronged strategy has proven to be effective as the notices received from federal and local authorities on vector issues has reduced by 77%.

During the launch of the COMBI programme at our CP3 project in October 2017, it was announced that Lagoon Perdana, which was once identified as a dengue hotspot area, has had ZERO dengue cases reported recently.

In November 2017, our Velocity Phase 2 project won third place as the best COMBI project work site in the Wilayah Persekutuan Kuala Lumpur and Putrajaya Federal Territory region during the Majlis Anugerah COMBI Wilayah Persekutuan Kuala Lumpur dan Putraiava.

#### **Continuous Learning**

Continuous learning is emphasised at our head office and across all construction sites to promote a behavioural-based safety culture and practices. Some examples include the following.

· Construction Safety and Hazard Identification, Risk Assessment and Risk Control (HIRARC) training.

- forklift operation, signalling, rigging and scaffolding.
- Certified Erosion, Sediment and Storm Water Inspector (CESSWI).
- Certified Environmental Professional for Scheduled Waste Management (CePSWAM) courses.

#### **OTHER CHANNELS THAT REINFORCE THE IMPORTANCE OF SAFETY**



#### SMOKE FREE WORKPLACE

Sunway Group is dedicated to providing a healthy, comfortable and productive workplace for all employees. Cigarette smoking harms nearly every organ of the body, causes many diseases and reduces the health of smokers in general. These health hazards impact both smokers and non-smokers who are exposed to secondhand smoke.

Sunway values the health of its employees, clients and visitors. In order to protect our stakeholders, Sunway Management has declared that all the Sunway Group's Company premises, areas and vehicles are smoke-free. SunCon supports the vision of a completely smoke-free society.



Portable Rest Area Fabricated From Used Shipping Container

# SOCIAL: HUMAN RIGHT



SunCon has embraced key human rights principles regarding work ethics and is dedicated to developing and nurturing a culture of respect, diversity and equal opportunity. These principles are of paramount importance to our everyday life and business.

Our respect for human rights is consistent with relevant national laws and the United Nations Guiding Principles on Business and Human Rights in all places in which we operate. SunCon's Code of Conduct explicitly addresses respect for human rights. Many human rights risks lie outside our sphere of influence, the main being abuses that occur when using migrant labour in construction.

We operate in a manner that respects the human rights of all associates including supply chain personnel and local communities. While governments have the primary responsibility to protect human rights, SunCon's activities can potentially impact the human rights of individuals affected by business operations.

#### SunCon's Commitment to Human Rights

- Pay at least the minimum wage.
- Do not use child labour.
- Provide associates with a safe and healthy workplace.
- Do not use forced, prison, indentured, bonded or involuntary labour.
- Suppliers and contractors must not allow their workers to work excessive hours.
- Prompt action required by our grievance procedure.
- Prohibit discrimination in hiring and employment practices including gender, race, religion, age, disabilities and nationalities.
- Prohibit physical abuse and harassment of associates and threats of either.

#### **OCCUPATIONAL HEALTH, WELFARE** AND WELLBEING

The welfare and wellbeing of our people is a priority for us. Providing basic amenities such as toilets, canteens, water stations, first aid facilities and rest areas is compulsory at all SunCon work sites.

We are in the process of developing a structured health surveillance programme for our site workers, focusing on over exposure to dust and physical hazards such as noise and vibrations.

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Fair Treatment	All people should be treated with dignity and respect and we conduct business in a manner consistent with this principle.
Regulations For All	All applicable employment and human rights regulations are adhered to regardless of where operations are based and suppliers are expected to follow.
Fatigue Management	Construction work is fatiguing and employees cannot work more than four hours overtime.
	This complies with Section 2 of the Employment (Limitation of Overtime Work) Regulations 1980, Employment Act 1955 which prohibits working more than 104 hours of overtime in any one month, which is equivalent to 26 working days.
	Excessive working is discouraged as tiredness results in a higher risk of accidents.
	All associates review and receive annual awareness briefings on this code. These principles form the basis of our human rights risk assessment for existing and potential projects.
Performance	There have been no reported incidents of risks of child, forced or compulsory labour. There were no human rights violations of indigenous people at any time in the Company's history.

### SUNCON CENTRAL LABOUR OUARTERS (CLO) **PROVIDE WORKERS' BASIC RIGHTS**

SunCon relies on the contribution of its workforce, which includes foreign workers. As a responsible employer, SunCon provides adequate necessities to safeguard the welfare of its workers.

#### **CLOs** at a Glance

- Three full-fledged CLQs to house direct workers and subcontractors.
- CLQs accommodate all foreigners.
- Meet all criteria set by the Code of Practice Malaysian Standard for temporary construction site workers' amenities and accommodation.
- CLOs are also equipped with 24-hour CCTV and an on-site clinic.
- Serve as proper rest areas and are equipped with toilets, showers, a cafeteria, a futsal and table tennis court, cooking bays, washing bays and prayer rooms.

SunCon has been collaborating with CIDB on a pioneer

programme for the application of MS 2593:2015 (Temporary Site

Worker's Amenities and Accommodation Code of Practice). Our Sunway Southern Region CLQ was accredited with this Malaysian Standard in 2016 and the Dengkil CLQ accreditation was received this year. The local authorities inspected the CLQs several times throughout the year and were happy with the state, cleanliness and functionality of the facilities.

# **SOCIAL: SOCIETY**

We are accountable for the socio-economic impact our businesses create and take ownership of the welfare and development of the local community and our value chains.

All community development efforts are championed by the Corporate Communications Department or the SunCon Social Club.

SunCon's corporate responsibility commitment manifests itself through corporate citizenship programmes. This approach to business

decisions balances company growth and improving the quality of life of employees, their families as well as communities and societies at large.

#### ADDRESSING PUBLIC INCONVENIENCE

We maintain a strong rapport with stakeholders at our project sites and engage effectively with local community members. Feedback is encouraged during site walks and meetings. Authorities are welcomed during their regular inspection visits. Those wishing to raise their concerns may do so through our Investor Relations email contact.

#### **CORRUPTION AND FRAUD**

Corrupt practices are operationally defined as the misuse of entrusted power for private gain. Corruption includes bribery, fraud, money laundering, embezzlement, obstruction of justice and trading in influence. SunCon places great emphasis on anti-corruption and anti-bribery. The Company ensures that its firm stand against corruption and bribery is communicated to all employees.

#### Gifts That Are Permitted but Should Be Accepted with Caution

- Inexpensive non-cash 'token' gifts.
- Occasional, customary gifts during festive or special occasions.
- · Gifts from social events attended by directors or emplovees.
- Infrequent and moderate business meals and entertainment with clients.
- Infrequent invitations to attend local social events and celebratory meals with clients.

#### Our Strict Enforcement of Corrupt Practices

- 1. Corrupt activities prohibited in the public or private sectors.
- including facilitation payments is prohibited.
- reporting and accounting of SunCon or its third parties.

- 1. Any violations may result in sanctions and/or criminal charges.
- 2. Employees are responsible for taking appropriate action to understand and comply with the laws, rules and regulations
- that are applicable to their positions and work. 3. Employees found to have committed bribery are subject to
- disciplinary action that could result in termination. 4. Board oversees the Company's anti-corruption policies and
- compliance, which include bribery.
- 5. Heads of department and heads of section ensure all employees adhere to the Anti-Bribery Policy.
- 6. Suspicious acts, on-going investigations and proven cases are presented in Board and Management meetings.

#### **Elements of Anti-Corruption Efforts**

- Proportionate procedures
- Top level commitment
- Risk assessment
- Integrity due diligence
- Communication and training
- Monitoring and review
- Enforcement and sanctions

A keen understanding of our corruption risk exposure is the cornerstone and an essential first step in building an effective anticorruption compliance programme. Corruption risks including bribery are an important element in SunCon's risk register. This helps the Company to properly design mitigation strategies and strategically deploy resources to combat potential instances of bribery, corruption and fraud. This is especially important for operations that are deemed to be 'high risk'.

#### SunCon's Anti-Corruption Policy Extends to Third Parties

- Anti-corruption policy is communicated to suppliers, contractors, subcontractors, agents, joint-venture companies and third parties that the company works with.
- Every contractor, subcontractor and third-party is subject
- to a corruption and bribery risk assessment.
- All third parties must sign a declaration that they are not involved in any corrupt, unethical misconduct and illegal behaviour.
- New and existing business partners are screened for corruption and bribery is part of due diligence in the context of SunCon's compliance requirements.

A keen understanding of our corruption risk exposure is the cornerstone and an essential first step in building an effective anticorruption compliance programme. Corruption risks including 2. Offering, giving, requesting, accepting or receiving any bribes bribery are an important element in SunCon's risk register. This helps the Company to properly design mitigation strategies and 3. Employees must not engage in fraudulent acts or dishonest strategically deploy resources to combat potential instances of conduct involving property or assets or in the financial bribery, corruption and fraud. This is especially important for operations that are deemed to be 'high risk'.

# SOCIAL: PRODUCT RESPONSIBILITY

#### **PROJECT SAFETY IS PUBLIC SAFETY**

Whether delivering a project in a denselypopulated city or a remote town, the line between a project and public safety is often blurred. Our strong safety record demonstrates our unwavering commitment to preventing incidents on every job site. We also proactively engage with local authorities, communities and businesses to advance existing public-safety systems.



9 NDUSTRY, INNOVATIO



Subcontractors, technical consultants and other building Building local safety-promoting capabilities professionals are required to have relevant experience and helps us achieve our goal of zero incidents. It is also an important proven track records. Regular inspections are performed at each enabler of social progress in the areas and communities where construction stage to ensure adherence to the specifications as we operate. well as the prescribed procedures and methods.

#### OUALITY

#### **CLIENT / CONSULTANT SATISFACTION SURVEY** Achieved an **Recorded** a Achieved a average score satisfaction rate response rate of 75.7% of 96.7% of 99.2% Achieved an average QLASSIC score of 77.2%

UPGRADING OUALITY MANAGEMENT SYSTEM (OMS) CERTIFICATION

Sunway Construction Sdn Bhd, Sunway Concrete **Products Pte Ltd and Sunway Precast Industries** Sdn Bhd have been successfully upgrading their OMS certifications to ISO 9001:2015. from the previous of ISO 9001:2008.

## ACHIEVEMENT HIGHLIGHTS 2017





**BV Site Audit** Bureau Veritas ISO 9001:2015 Certification Audit at MRT V201 project



**17** PARTNERSHIPS FOR THE GOALS B

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

We are passionate about excellence and doing our work right the first time. Our reputation depends on delivering value in the eyes of every stakeholder. We measure, monitor, analyse and improve productivity, processes, tasks and ourselves to satisfy clients and our own high expectations.



We introduced an integrated Quality, Environmental, Safety and Health (QESH) Management System in 2009. This integrated management system conforms to the international standards such as ISO 9001, ISO 14001 and OHSAS 18001. It optimises resources and standardises processes throughout SunCon for both domestic and overseas projects.

Our products and services are well defined at each stage of construction in terms of quality, environmental, safety and health requirements.

SunCon's in-house Quality Assurance Support Team (QAST) assists the project team on quality assurance requirements. Instrumentally, the team upgraded SunCon's ISO 9001 certification to the 2015 version in 2017.





**BV** Closing Bureau Veritas ISO 9001:2015 Certification Audit Closing Meeting

#### **Standards and Certifications**

DIVISION	SCOPE	STANDARDS	DATE AWARDED (CURRENT STANDARDS)
Sunway Construction Sdn Bhd	Provision of design management and construction services for building and civil engineering works	ISO 9001:2015 OHSAS 18001:2007 ISO 14001:2004	1 June 2017 16 June 2015 16 June 2015
Sunway Geotechnics Sdn Bhd	Provision of design management and construction services for geotechnical engineering works	ISO 9001:2008 ISO 14001:2004 OHSAS 18001:2007	16 February 2015 16 February 2015 16 February 2015
Sunway Engineering Sdn Bhd	Provision of design management and construction services for mechanical, electrical and information technology engineering works	ISO 9001:2008 ISO 14001:2004 OHSAS 18001:2007	21 December 2011 21 December 2011 27 October 2015
Sunway Concrete Products Pte Ltd	Design, production and supply of precast components	ISO 9001:2015 OHSAS 18001:2007 ISO 14001:2004	8 November 2017 30 October 2017 29 October 2014
Sunway Precast Industries Sdn Bhd	Design, production and supply of precast components	ISO 9001:2015	1 November 2017



### KAIZEN

We are committed to promoting a culture of Kaizen, or continuous improvement, in the provision of high-quality products and services. Kaizen activities were self-driven initiatives in 2017. Employees were encouraged to put forward their ideas for improvement in their daily work, carry out improvements and celebrate the successes.

A simple communication tool and problem-solving technique, A3 Report, is employed for all Kaizen activities. The elements follow one another in a logical sequence and help Kaizen teams identify the root cause of the issues and resolve them systematically.

#### A3 Report Kaizen Steps



Kaizen teams are able to present their successfully implemented Kaizen activities and results to the Top Management who may choose to incorporate them into SunCon's standard practices.

#### Examples of Kaizen Activities Implemented in 2017 • Bore Pile Management System.

- Bore Pile Management System.
- Optimising use of aluminium formwork for service apartments to achieve cycle time and cost savings.
- To maintain zero larvae pledge at site.
- To raise awareness of latest policies & company activities among Southern Region staff.
- To reduce time taken in drawing distribution from SunCon to external and internal parties.
- To reduce cost of pier rectification work at MRTV201 project.

#### SUNWAY QUALITY MERIT SYSTEM (SQMS)

#### SQMS Covers



QLASSIC/CONQUAS Requirements To measure product workmanship.



ISO 9001 Standards To measure the effectiveness of inspections and tests, and document/ record management practices.



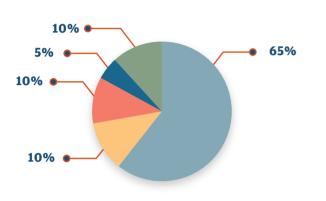
The SQMS Team Helping The Project Team Prepare For The Actual QLASSIC Assessment by the CIDB Assessor



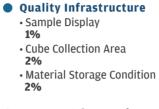
#### SUNWAY OUALITY MERIT SYSTEM (CONT'D)

SOMS scores are used to benchmark the guality of all SunCon projects. Monthly SOMS assessments for all projects cover all trades including piling, reinforced concreting, precast installations, steel structures, brickwork, plastering, painting and other architectural finishing works.

#### Five SOMS Criteria Assessed and Their Weightages

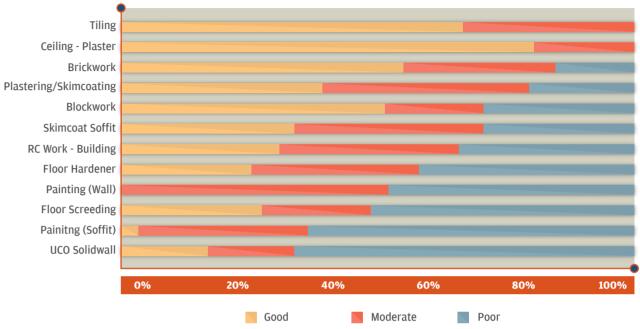


- Product Ouality • Workmanship 60% Material Use 5%
- Inspection and Test - 10%
- Response to Complaints
- NCR Closure Rate 7% • Site Memo/ Complaints 3%



- Document & Record
- Management 10%

Workmanship Rating in 2017

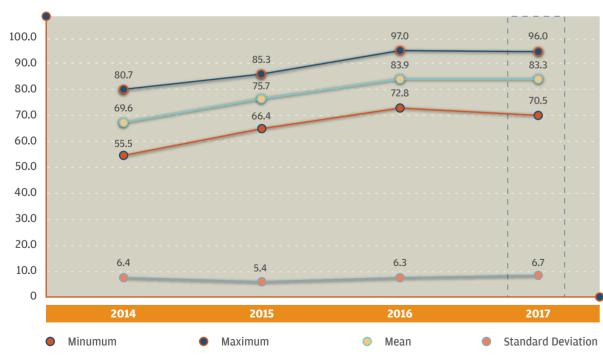


## In 2017.

The weightage of the assessment categories was modified slightly: workmanship increased from 55% to 60% and Document Management reduced from 15% to 10%.

This increased focus on physical workmanship was introduced to improve quality standards. In addition to NCR closure rate, SQMS now includes 'Site Memo/Unattended Complaint' to ensure all complaints received from the client are addressed.

#### Yearly Comparison of SQMS Score



Overall SQMS shows a good improvement with an average score of 83.3% achieved in 2017 compared to 69.6 % in 2014.

We also produce a snagging list and pre-QLASSIC assessment towards the end of a project. This process also allows us to identify any outstanding or defective work as well as the project's strengths and weaknesses so we can advise on the upcoming QLASSIC assessment.



Preparatory Works For QLASSIC Assessment by CIDB at Lenang Heights Project

#### **QLASSIC Assessments in 2017**

## ASSESSMENT DATES SCORE (%) 19 - 21 April 2017 Lenang Heights Sunway Medical Centre 3 19 April 2017 Citrine 18 August 2017



Internal Inspection Prior to QLASSIC Assessment by CIBD Assessors and Task Force Workers At Lenang Heights Project



CIBD's QLASSIC Assessors Working In A Buddy System Inspecting Principal, Service and Circulation Area At Lenang Heights Project





Welcome Ceremony and Photo Session Between CIBD's QLASSIC Assessors and Lenang Heights Project Team

#### ENSURING SATISFACTION

The satisfaction of our clients and partners is an important prerequisite for our long-term success. Satisfying their individual needs and varied requirements requires continuous work to improve our products and services.

We want to build long-term relationships and ensure our clients and partners place their trust in us. This is achieved by working together and maintaining open, face-to-face dialogue. We update all clients throughout the construction progress and keep customers engaged by:

- Fully explaining each step
- Answering all questions
- Offering clear and understandable options
- Ensuring the project follows the schedule within budget

SunCon monitors clients' perceptions to ensure their requirements have been met. Information is obtained through:

- Client complaints during the defect liability period:
- Annual client/consultant satisfaction surveys; and
- · Client comments during the construction stage.

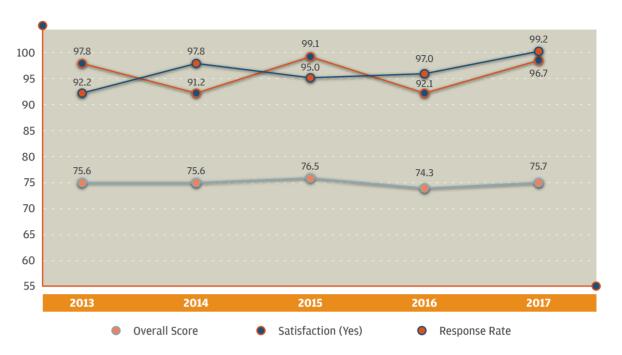
SunCon continues to operate a customer-driven operation. We conduct client/consultant satisfaction surveys at the end of each year. This survey allows clients and consultants to assess the different aspects of our service.

#### **Factors Rated in the Customer Satisfaction Form**

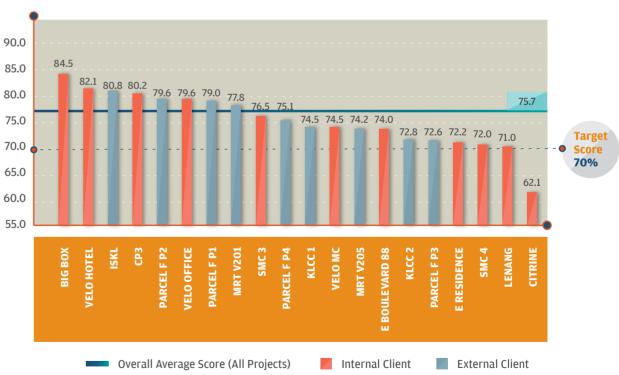


performance

#### **Clients and Consultants Satisfaction Scores for the Past Five Years**



#### **Client/Consultant Satisfaction Survey Performance by Projects**



#### SunCon Hotline

SunCon Hotline was introduced in 2017 to serve as the first point of contact for the public. There were 57 complaints received in 2017. Each complaint received must be addressed in 30 minutes and to ensure that the case is close with a solution and rectification is done within the given time frame depending on the nature of the complaint. These are the KPIs set by Project Delivery Partner (PDP) for MRT and LRT projects. As at 31 December 2017, SunCon met both KPIs with the average rectification period of 7 days.

# SUNCON HOTLINE

# **WE WANT TO HEAR FROM YOU!**

As Sunway Construction embarks on its journey of sustainability, we are working harder than ever to ensure that we hear from our stakeholders and provide support in any way we can.

In doing so, we have launched the **SunCon Hotline Whatsapp** service that serves as the first contact point to reach us 24/7.

If you live near our projects, share your experience with us!

# Snap a picture and send a message to **SunCon Hotline Whatsapp Service Q** 019 328 6115

We value feedback from our stakeholders to help us improve as a responsible and sustainable construction corporation.

## SUNWAY CONSTRUCTION



## SOCIAL WHAT TO EXPECT IN 2018

We will **REINFORCE** our desired leadership behaviors in our managers and employees to inculcate a culture of accountability, ownership and engagement to create a more empowering and energising work environment.



## We will STRENGTHEN our

organisational alignment and objectively recognise the contributions and impact of individuals through a more robust and progressive performance management framework.



We will **ENHANCE** organisational productivity through more robust workforce planning and deployment of our people for the right iob at the right time.

We will strengthen our strategic talent acquisition processes to enhance our talent pipeline and **ENSURE** we hire people with the right fit.

# 5

Towards achieving operational excellence, we will **BUILD** core and critical capability and competencies (technical and leadership) of our people through more holistic and personalised career development interventions.







# SUSTAINABLE DEVELOPMENT GOALS

# SUSTAINABLE GOALS

As a subsidiary of Sunway Berhad, Sunway Construction is committed to 15 of the 17 United Nations' Sustainable Development Goal (SDGs). We strive to provide a greater and more positive impact to each goal. We are unable to commit to the other two goals due to our nature of operations. We will continue to uphold our parent company, Sunway Berhad's commitment to the remaining goals.

#### **ZERO HUNGER & NO POVERTY**

- Build a Home Run for a cause to build homes for Orang Asli in Gopeng, Perak.
- Light for Life Through MBAM, we raised the standards of the Orang Asli Community in Belum, Perak.
- iM4U fm Fabrik Kasih bersama Sunway 2017 - Initiative by iM4U fm in collaboration with Sunway Group, SunCon contributed by performing light refurbishment work on three homes across Klang Valley.

#### **GOOD HEALTH AND WELL BEING**

- · Comprehensive health screening for staff. Promote worklife balance and emphasise employees' well-being. Our Employee Engagement Score improved from 59% in 2015 to 69% in 2017.
- SunCon Social Club employees have a variety of activities for teambuilding and social interaction.



2 ZERO HUNGER

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**3** GOOD HEALTH

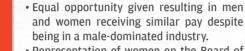
#### **OUALITY EDUCATION**

- Established a Training Academy that is accredited by the Department of Skills Development (Jabatan Pembangunan Kemahiran) under the Ministry of Human Resources Malaysia that delivers certified technical training for heavy construction machinery mechanics.
- · Encourage self-improvement with study leave.
- 12 JPA graduates have joined us under the Scholarship Talent Attraction & Retention (STAR) Programme by Talentcorp.
- We have built strong collaborative partnerships with public-private universities and polytechnic schools.
- Formulated BUILD FLM which is designed to engage learners through self-assessment, group discussions, case study, debate, video examples, experiential exercises and peer learning.



6 CLEAN WATER AND SANITATION

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**GENDER EOUALITY** 

- and women receiving similar pay despite being in a male-dominated industry. Representation of women on the Board of
- Directors and in Top Management.

#### **CLEAN WATER AND SANITATION \***

#### AFFORDABLE AND CLEAN ENERGY

 Green energy – installation of a solar PV system around Sunway City.

#### **DECENT WORK AND ECONOMIC GROWTH**



· CLQ provides direct workers with nice and clean accommodation.

 SunCon supports the country's vision of building the infrastructure landscape by participating in the LRT 2: Package B Kelana Java and LRT 3, MRT Line 1 and Line 2 and BRT Sunway.

#### **INDUSTRY, INNOVATION 9** INDUSTRY, INNOVATIO AND INFRASTRUCTUR AND INFRASTRUCTURE



 System formwork use has reduced cycle time and timber wastage.

- IBS technology used by the precast segment will improve quality and reduce construction time.
- · Publish the QLASSIC quality monitoring system score against the industry average rating.
- Employee 3D to 6D Virtual Design and Construction (VDC) in our construction that changes the landscape of the way construction is done traditionally.



#### **REDUCE INEOUALITY**

- Equal opportunity provided for all races and meritocracy is promoted. • Culturally diverse employees. Managing excellence for employees
- in which bonuses and increments are based on verifiable and quantifiable KPI/KRA.



#### SUSTAINABLE CITIES AND COMMUNITIES

- Promote green building construction eg, Parcel F, Putrajaya (GBI - Gold) and International School of Kuala Lumpur (GBI - Platinum).
- SunCon's involvement in Program Skim Latihan 1Malavsia (SL1M), an employability enhancement initiative championed by Economic Planning Unit (EPU) under the Prime Minister's department. This programme aims to provide a platform for specific targeted groups of university degree graduates who are either unemployed or come from poor families or rural areas.

#### **RESPONSIBLE CONSUMPTION** AND PRODUCTION

- Social Supply Chain : Usage of block works vs red bricks which are more environmentally-friendly.
- Proper management of construction waste by recycling.
- · Good Safety initiative to ensures staff working at construction site are aware of risk surrounding them and potential risk prone areas are well managed.
- Good Dengue prevention programme at all sites.
- Foreign workers are fairly remunerated and do not perform excessive overtime to prevent fatigue.
- 100% of our sites are ISO 14001 certified.

# **CLIMATE ACTION** 13 CLIMATE ACTION

- Machines utilised at project sites are mostly less than 10 years old and regular service to reduce carbon emissions.
- A more environmentally-friendly diesel. Euro5 Diesel, a technologically-advanced fuel with zero emissions is used for a sustainable cleaner environment.

\* Due to the nature of our business, SunCon does not have much involvement in 2 specific pillars, i.e Clean Water and Sanitation & Life Below Water. In the longer term. SunCon will attempt to support these 2 SDG goals.



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# AFFORDABLE AN



17 PARTNERSHIPS FOR THE GOALS

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14 LIFE BELOW WATER

\*\*\*\*

15 LIFE ON LAND

#### **LIFE BELOW** WATER \*

#### LIFE ON LAND

- Plant a Tree Event in conjunction with World Town Planning Day.
- PJKITA, a community initiative by MBPJ, aims to achieve sustainable, creative and community-driven city and bring communities together.

#### PEACE. JUSTICE AND **STRONG INSTITUTION**

- Advocate of reporting transparency. recognised by Malaysian Institute of Corporate Governance, achieving 4<sup>th</sup> place out of the top 100 public-listed companies in 2017.
- Good corporate governance practices recognised by winning industry excellence award under MSWG-ASEAN Corporate Governance award 2016 & 2017.
- Strong and diverse of Board of Directors.
- FTSE4Good inclusion is a testament to our sustainable goals initiatives.

#### **PARTNERSHIP FOR THE GOALS**

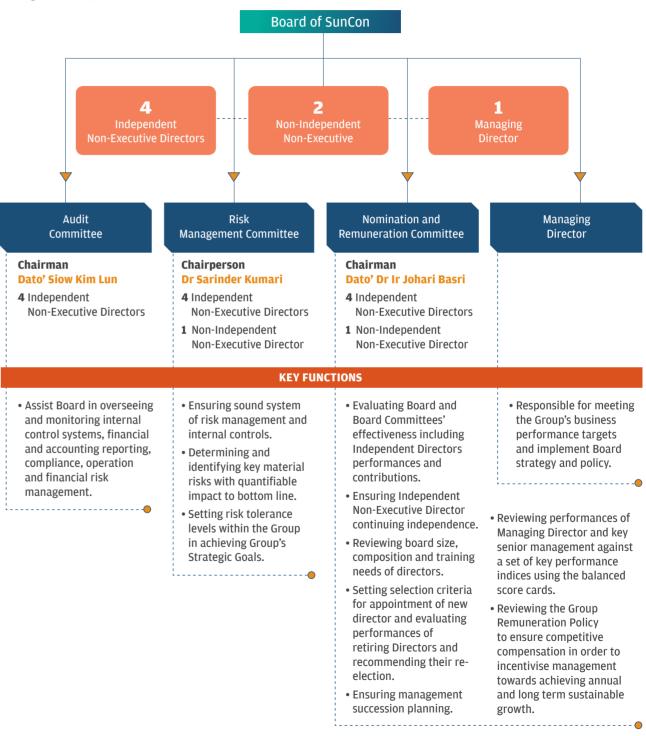
- · Good investor relations (IR) division provides shareholders with a proper channel of communication. We won 3 categories under MIRA award in 2016 and were nominated in several categories in 2017.
- Annual customer satisfaction survey and subcontractor/supplier survey are conducted to obtain feedback and improve our service offering.
- · Common hotline for all projects to obtain feedback from stakeholders affected by our construction activities.
- Through our involvement in MBAM, we demonstrate our dedication to promoting and developing the construction industry in Malaysia.

# GOVERNANCE WITH INTEGRITY

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# THE GOVERNANCE FRAMEWORK OF SUNWAY CONSTRUCTION GROUP BERHAD

The Board operates within the following governance framework in order to systematically fulfil its roles and responsibilities under the Companies Act 2016, Main Market Listing Requirements of Bursa Malaysia Securities Berhad and all other relevant laws and regulations. Relevant Board Committees are empowered by the Board to assist the Board in providing oversight over specific aspects of the governance process.



## VIRTUES SPARKED FROM QUALITY EXPERTISE

A system that is guided with integrity is a system that guarantees quality. This is one of the many virtues that inspire and enable us to guide our path to success.

# **CORPORATE GOVERNANCE OVERVIEW STATEMENT**

line with our core values of integrity, humility and excellence.

Development Goals (SDG), and continues to align its business and 10 January 2018 to be in line with the CG Code. strategies to meet the needs of its communities in line with the SDG agenda. The Group's commitment to strong Economic. There is a clear segregation of roles and responsibilities between organisation - from its policies and social impact initiatives to balance of power and authority as defined in the Board Charter. day-to-day operations so that it delivers enduring growth for thriving communities. The ultimate objective is to achieve good The Chairman provides leadership to the Board and guidance financial performance of the Group in order to fuel long term to the Group. He chairs the board meetings, sets the agenda sustainable growth and thereby, enhancing shareholders' value.

this annual report.

### **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS**

#### I. BOARD RESPONSIBILITIES

and ensure long term success of the Group by focusing on mandate on recurrent related party transactions. All potential formulation of appropriate strategy, business model, risk conflicts of interest were disclosed to the Board and recorded tolerance, management succession planning and development in the minutes with interested Directors abstaining from all of competitive compensation plan. It also seeks to align the deliberations and decision making. interests of the Board and Management with that of shareholders the entire Group.

responsible for formulating and reviewing the Group's strategic addressed on a proactive basis. plan and direction, performance objectives, business plans of the Group operates with integrity and in compliance with the rules for its fiduciary duties. and regulations. The Board also appoints the Managing Director, approves policies and guidelines on remuneration as well as the The Board has a formalised code of conduct and business ethics remuneration for the Board and key Senior Management, and policy (Code) which provides an ethical framework to guide approves the appointment of Directors. In ensuring management actions and behaviors of all Directors and its employees while continuity, the Board also oversees the long term succession at work. planning for Senior Management.

The Board of Directors (Board) of Sunway Construction Group In discharging its roles and responsibilities, the Board is guided Berhad (Company) aspires to uphold good corporate governance by its Board Charter which outlines the duties and responsibilities in all that it does. The Company will continue to place emphasis of the Board and the delegated day-to-day management of on ensuring responsible and sustainable business practices the Group to the Managing Director. This formal structure of as well as adhering to the highest levels of corporate integrity delegation is further cascaded by the Managing Director to the throughout the Company and its group of subsidiaries (Group) in management team. The Managing Director and management team remain accountable to the Board for the authority that is delegated and for the performance of the Group. The Board The Group is committed to the United Nations Sustainable Charter has been reviewed by the Board on 20 November 2017

Environment and Social practices is embedded throughout the the Chairman and the Managing Director in order to ensure a

items, promote active engagement among Directors as well as between the Board and the Managing Director. He ensures the This Corporate Governance Overview Statement provides an smooth functioning of the Board including the effectiveness of overview on how the Company has applied the Principles and the overall governance systems and processes. The Managing the extent of compliance with the recommendations of good Director is subject to the control of the Board and focuses on the corporate governance as set out in the 2017 edition of the Group's businesses and manages the day-to-day operations of Malaysian Code on Corporate Governance (CG Code) throughout the Company as well as implements the Board's decisions. The the financial year ended 31 December 2017 and up to the date of positions of the Chairman and Managing Director are held by different individuals.

In respect of potential conflicts of interest, the Board is satisfied that there is no undue influence involved in all related party transactions. All such transactions were independently scrutinised by the Audit Committee to ensure that they complied with the Main Market Listing Requirements of Bursa Malaysia The Board aspires to create value for the shareholders Securities Berhad (Bursa Securities) and the shareholders'

and balance the interests of all stakeholders. In addition, the The Independent Non-Executive Directors regularly engage in Board sets the principles of business ethics and core values for discussion with senior management, Internal Audit Department (IAD), Risk Management team, External Auditors and other relevant parties to ensure that the concerns and issues raised The Board oversees the entire business affairs of the Group. It is in regard to the business operations of the Group are properly

each operating units, budgets, capital expenditures, investment The Board also delegates certain responsibilities to the Board proposals, compliance and accountability systems, core values Committees, all of which operate within their defined terms of and corporate governance practices of the Group to ensure that reference. Notwithstanding this, the Board remains responsible

The Senior Independent Director is appointed to co-ordinate BOARD COMMITTEES the activities of the Independent Non-Executive Directors in The Board has set up the following committees and will periodically circumstances where it would be inappropriate for the Chairman review their terms of reference and operating procedures. The to serve in such capacity. He also assists the Chairman and the Board Committees are required to report to the Board on all their Board to assure effective corporate governance in managing deliberations and recommendations, if any. Such reports are also affairs of the Board and the Company. He will also be available incorporated into the minutes of the Board Meetings. to shareholders if they have concerns relating to matters that contact through the Chairman, Managing Director or Chief a) Audit Committee Financial Officer has failed to resolve, or where such contact is The details are disclosed under Principle B: Effective Audit inappropriate. and Risk Management.

The Company also has in place a Whistleblowing Policy and **b)** Nomination Committee Procedures. The objective of this policy and procedure is to The Board had on 10 January 2018 combined the Nomination Committee and Remuneration Committee into a single committee namely, Nomination and Remuneration Committee. The Nomination and Remuneration Committee comprises majority of Independent Non-Executive Directors. The Chairman of Nomination and Remuneration Committee is Dato' Dr Ir Johari Bin Basri. The other members of the Committee are Dato' Ir Goh Chve Koon. Dato' Siow Kim Lun. Dr Sarinder Kumari and Dato' Chew Chee Kin. Dr Sarinder Kumari was appointed as a member of the Nomination and Remuneration Committee on 1 March 2018. The terms of reference of the Nomination and Remuneration Committee is available at the Company's website at www.sunwayconstruction.com.my.

provide a mechanism for all level of employees and stakeholders of the Group to report concerns about any suspected wrongdoing, inappropriate behavior or misconduct relating to fraud, corrupt practices and/or abuse on a timely basis for management action. Any employee or member of the public who has knowledge or is aware of any improper conduct within the Group is encouraged to disclose through the following reporting channels: Whistleblowing hotlines T (603) 5639 8025 F (603) 5639 8027

E whistleblowing@sunway.com.my

Prior to the above changes and in the financial year 2017, the Further details of the Code of Conduct and Whistleblowing Policy then Nomination Committee was chaired by Dato' Ir Goh Chye and Procedures are set out in the Corporate Governance Report Koon. The other members were Dato' Siow Kim Lun, Dato' Dr (CG Report). The Code, Whistleblowing Policy and Procedures, as Ir Johari Basri and Dato' Chew Chee Kin. well as the CG Report are available at the Company's website at www.sunwayconstruction.com.my.

The main role of the then Nomination Committee was to ensure that the Board comprises Directors with appropriate skills. In addition, all Directors have direct access to the advice and knowledge, expertise and experience, as well as to ensure a services of the Company Secretaries. The Company Secretaries proper balance of Executive Directors and Independent Nonattends all Board meetings and are accountable directly to the Executive Directors. Board, through the Chairman of the Board, on all matters to do with the proper functioning of the Board, including compliance In discharging its responsibilities, the Nomination Committee with the Company's Constitution, Companies Act 2016, Main has developed a set of criteria used for recruitment and for Market Listing Requirements of Bursa Securities, the Securities annual Board assessment. In evaluating the suitability of the Commission Guidelines, etc. The Company Secretaries are Board members, the Nomination Committee considers, inter associate members of the Malavsian Institute of Chartered alia, the competency, experience, commitment, contribution Secretaries and Administrators. The appointment and removal of and integrity of the candidates. In the case of candidates the Company Secretaries is subject to approval of the Board. All proposed for appointment as Independent Non-Executive Directors, whether as a full Board or in their individual capacity, Directors, the Nomination Committee would also assess the have the authority to obtain independent professional advice, candidate's independence in accordance with Paragraph 1.01 when necessary, at the Company's expense. and Practice Note 13 of the Main Market Listing Requirements of Bursa Securities.

All Independent Non-Executive Directors have access to the Managing Director and/or senior management should there be any explanations or clarifications needed on any aspects of the Group's operations or management issues.

# **CORPORATE GOVERNANCE OVERVIEW STATEMENT**(CONT'D)

#### **BOARD COMMITTEES (CONT'D)** b) Nomination Committee (cont'd)

During the financial year 2017, four (4) meetings were held to deliberate on the following matters:

- (i) At the meeting held on 23 February 2017, the Nomination Committee deliberated on the following matters:
  - Reviewed the results of the Board effectiveness assessment, Board Committees assessment, Audit Committee assessment, assessment of Independent Non-Executive Directors and Director's peers review for the financial year 2016. Based on the aforesaid assessments, the Nomination Committee was satisfied with the effectiveness and performances of the Board. Board Committees and the individual Directors.
  - The Committee reviewed and was satisfied with the existing size, structure and composition of the Board and Board Committees.
  - The Nomination Committee evaluated and was satisfied with the competencies and time commitment of the Board members as well as the independence of the Independent Directors. The Independent Directors had individually confirmed their continued independence in accordance with the Main Market Listing Requirements of Bursa Securities.
  - Having discussed the training requirements of the Directors, the Committee encouraged the Board members to attend specific training programmes in order to keep themselves abreast with the rapidly changing regulatory environment and financial reporting standards.
- (ii) At the same meeting held on 23 February 2017, the Nomination Committee also assessed the performances of the following retiring Directors for re-election at the Third Annual General Meeting of the Company held on 15 June 2017:
  - Dato' Ir Goh Chye Koon, Dato' Siow Kim Lun and Dato' Dr Ir Johari Bin Basri were subject to retirement by rotation pursuant to Article 107(1) of the Company's Articles of Association.
  - Tan Sri Datuk Dr Rebecca Fatima Sta Maria, who was due for retirement pursuant to Article 90 of the Company's Articles of Association.

All the above Directors offered themselves for re-election. Based on the peer review assessment of the retiring Directors, the Nomination Committee subsequently

recommended them to the Board and shareholders for re-election at the Third Annual General Meeting of the Company held on 15 June 2017. The resolutions to re-elect the said Directors were subsequently approved by the shareholders at the Annual General Meeting.

(iii) At the meeting held on 21 March 2017, the Nomination Committee reviewed and endorsed the Nomination Committee report to be included in the Company's Annual Report 2016. It also assessed the performances of Dato' Chew Chee Kin, aged above 70 years and under Section 129 of the Companies Act. 1965, had to vacate office at the Third Annual General Meeting.

Based on the peer review assessment of Dato' Chew, the Nomination Committee subsequently recommended him to the Board and shareholders for re-appointment at the Third Annual General Meeting of the Company held on 15 June 2017. The resolutions to re-appoint the Dato' Chew was subsequently approved by the shareholders at the Annual General Meeting.

- (iv) At the meeting held on 24 August 2017, the Nomination Committee reviewed and approved the methodology for evaluation of Board Effectiveness, Board Committees effectiveness as well as assessment of the Independent Non-Executive Directors and Directors' Peers Review.
- (v) On 20 November 2017, the Nomination Committee was updated on management succession plan by the HR General Manager. The potential successors to each key management position in the organization was tabled for consideration. The Nomination Committee received assurance that all candidates appointed to the senior management positions were of sufficient calibre and there was a plan in place to track their readiness in order to provide orderly succession of senior management.

The Group Human Resource Department has a systematic program to identify, train/mentor the next echelon of future leaders. The Nomination Committee conducts an annual talent review with the HR General Manager as well as reviewing succession planning for key management positions across all business units. The identified successors for top management will be presented to the Committee for review and endorsement on an annual basis. Currently, all senior management positions have successors in one or more of these stages in the pipeline i.e. ready now, ready soon or ready later.

The Nomination Committee had also reviewed its terms of reference to be in line with the CG Code and approved its schedule of meetings for 2018.

At the same meeting, the Nomination Committee also reviewed the position of Senior Independent Director. Having examined the role of Senior Independent Director. the Nomination Committee recommended that Dato' Dr Ir Johari Bin Basri be designated as the Senior Independent Non-Executive Director in place of Dato' Ir Goh Chye Koon, who is also the Chairman of the Board. The aforesaid recommendation was subsequently approved by the Board.

The Nomination Committee had also deliberated and recommended that the Nomination Committee be combined with the Remuneration Committee into one committee in order to improve efficiency. The combined committee renamed Nomination and Remuneration Committee was thereafter approved by the Board in January 2018.

The attendance of the Committee Members during financial vear 2017 are as follows:

NAME OF NOMINATION COMMITTEE MEMBERS	NUMBER OF MEETINGS ATTENDED
Dato' Ir Goh Chye Koon	4/4
Dato' Siow Kim Lun	3/4
Dato' Dr Ir Johari Bin Basri	4/4
Dato' Chew Chee Kin	4/4

#### c) Remuneration Committee

The Remuneration Committee has been combined with the Nomination Committee on 10 January 2018, Notwithstanding that, the details of the composition of the then Remuneration Committee, its scope of responsibilities, meetings and summary of activities during the financial year 2017 are disclosed in the CG Report, which is available at the Company's website at www.sunwayconstruction.com.my.

#### d) Risk Management Committee

The Risk Management Committee was established on 24 August 2017 to oversee the Company's risk management framework and policies. The Committee comprises exclusively Non-Executive Directors. The Committee was previously headed by Tan Sri Datuk Dr Rebecca Fatima Sta Maria as Chairperson. In view of her resignation on 1 March 2018, Dr Sarinder Kumari was appointed as the Chairperson of the Committee on even date. The other members of the Committee are Dato' Ir Goh Chye Koon, Dato' Siow Kim Lun, Dato' Dr Ir Johari Bin Basri and Evan Cheah Yean Shin.

During the financial year, one (1) meeting was held to approve the Group's risk management framework and risk appetite, as well as to discuss the top key risks identified for the Group by the risk management working team.

#### **II. BOARD COMPOSITION**

- The Board of Directors of the Company comprised majority Independent Directors with an Independent Non-Executive Chairman. It comprises seven (7) members, four (4) of whom are Independent Non-Executive Directors, two (2) are Non-Independent Non-Executive Directors, and a Managing Director.
- In accordance with the corporate governance best practices, Dato' Dr Ir Johari Bin Basri was appointed as Senior Independent Non-Executive Director on 20 November 2017, to whom concerns relating to the affairs of the Group may be directed at. He serves as the point of contact between the Independent Non-Executive Directors and the Managing Director on matters that may be deemed sensitive and the designated contact to whom the shareholders may direct their concerns or queries.

The Board recognised the benefits of having a diverse Board for a well-functioning leadership team to strengthen its strategy formulation and risk management by adding varying perspectives and insights. This will enhance the overall credibility of the Group.

The Board composition reflects a mix of suitably qualified and experienced professionals in the fields of accountancy. banking and finance, economics, human capital development, international trade, civil and mechanical engineering. construction, safety and health, property management, building material, trading, manufacturing, quarrying, and general management. This combination of different professions, experiences and skills working together enables the Board to effectively lead and control the Company. A brief profile of each Director is presented on pages 31 to 35 of this Annual Report.

# **CORPORATE GOVERNANCE OVERVIEW STATEMENT**(CONT'D)

#### II. BOARD COMPOSITION (CONT'D)

conducts an annual review of the size, structure and composition through a two-tier voting process. This is to facilitate the Board of the Board, competency and time commitment of the Board as renewal and hence, enhancing the effectiveness of the Board. well as the independence of the Independent Directors. It also undertakes an annual assessment of the Board effectiveness, As at the date of this report, the Board has yet to fulfil the the Board Committees and the individual Directors via peer requirement of 30% gender diversity. The Board is cognisant of Board was generally satisfied with the Board effectiveness, the gualified women director to join the Board. performance of the Board Committees and individual directors.

If the Board continues to retain the Independent Director after

The Board through the Nomination and Remuneration Committee the twelfth year, annual shareholders' approval must be sought

assessment. Based on the results of the assessments made, the this requirement and will endeavour to search for suitable and

The Board is satisfied with the level of time commitment given by The Board has a policy whereby an Independent Non-Executive the Directors towards fulfilling their roles and responsibilities. All Director who has reached the threshold of 9 years' tenure will Directors have given their full commitment to the Board Meetings be re-designated as Non-Independent Non-Executive Director, by attending all the Board meetings held during 2017. Their unless he or she has obtained shareholders' approval to be meeting attendance at Board and Board committees' meetings retained in the Board as Independent Non-Executive Director. is evidenced by the attendance record set out in the table below.

DIRECTORS	BOARD MEETING	AUDIT COMMITTEE MEETING	NOMINATION COMMITTEE MEETING	REMUNERATION COMMITTEE MEETING	RISK MANAGEMENT COMMITTEE MEETING
Independent Non-Executive					
Directors					
Dato' Ir Goh Chye Koon	7/7	5/5	4/4	3/3	1/1
Dato' Siow Kim Lun	7/7	5/5	3/4	2/3	1/1
Dato' Dr Ir Johari Bin Basri	7/7	5/5	4/4	3/3	1/1
Tan Sri Datuk Dr Rebecca Fatima Sta Maria <sup>(a)</sup>	7/7	5/5	N/A	N/A	1/1
Non-Independent					
Non-Executive Directors					
Dato' Chew Chee Kin	7/7	N/A	4/4	3/3	N/A
Datuk Kwan Foh Kwai <sup>(b)</sup>	7/7	N/A	N/A	N/A	N/A
Evan Cheah Yean Shin	7/7	5/5	N/A	N/A	0/1
Managing Director					
Chung Soo Kiong	7/7	N/A	N/A	N/A	N/A

Notes: (a) Resigned on 1 Mach 2018. (b) Resigned on 31 December 2017. (c) N/A means not applicable.

their roles and responsibilities effectively, the Board has agreed Nomination and Remuneration Committee. that one of the criteria for potential new directors is that they must not hold more than five (5) directorships in public listed During the financial year, all the Directors had attended various companies. This enables them to discharge their duties effectively training programmes and seminars organised by the relevant by ensuring that their commitment, resources and time are more regulatory authorities and professional bodies to broaden their focused. It is incorporated in the Company's Board Charter that a knowledge and to keep abreast with the relevant changes in law, Director is required to seek prior consent from the Chairman of regulations and the business environment. the Board before he or she accepts any new directorship outside the Group. The Company Secretary will monitor the number of The training programmes, seminars and workshops attended by directorships and the changes, if any, of each Director and report the Directors during the financial year were, inter alia, on areas to the Board during the Board meetings.

for the Directors to enhance their skills and knowledge to meet management and development, economic trends, strategic the challenges of the Board. The role to review the training and planning, risk management and corporate regulations.

In order to ensure the Directors have sufficient time to fulfil development needs of the Directors has been delegated to the

relating to corporate leadership and governance, sustainable development, occupational safety and health, internal audit, The Board recognises the importance of training and development fraud risk management, financial services, construction

#### TRAINING PROGRAMMES. SEMINARS AND WORKSHOPS ATTENDED BY DIRECTORS

NAME OF DIRECTORS	COURSE TITLE / ORGANISER	DATE
Dato' Ir Goh Chye Koon	Corporate Board Symposium 2017 (Malaysian Institute of Accountants)	25 October 2017
Dato' Siow Kim Lun	Kim Lun Sustainability Forum for Directors/CEOs: The Velocity of Global Change & Sustainability - The New Business Model (ACCA Malaysia / Talent Corp / Bursa Malaysia)	
	Sunway Leaders Conference 2017 (Sunway Group)	18 March 2017
Dato' Dr Ir Johari Bin Basri	20 <sup>th</sup> Conference and Exhibition on Occupational Safety & Health (COSH) 2017 <i>(National Institute of Occupational Safety and Health)</i>	18 & 19 September 2017
	Audit Committee (AC) Leadership Track - Effective Oversight of IA Functions - Are Board in Sync with Regulatory Expectations? <i>(The Institute of Internal Auditors Malaysia)</i>	9 October 2017
Tan Sri Datuk Dr Rebecca Fatima Sta Maria	Global Think-Tank Summit 2017 (Asian Development Bank Institute)	2 to 4 May 2017
(Resigned on 1 March 2018)	Capital Market Director Programme (Module 1-4) (Securities Industry Development Corporation)	15 to 17 May 2017
Dato' Chew Chee Kin	Sunway Leaders Conference 2017 (Sunway Group)	18 March 2017
Datuk Kwan Foh Kwai	Sunway Leaders Conference 2017 (Sunway Group)	18 March 2017
(Resigned on 31 December 2017)	43 <sup>rd</sup> IFAWPCA Convention Seoul 2017 - Convergence and Stepping Forward (International Federation of Asian and Western Pacific Contractors' Associations)	30 May 2017 to 2 June 2017
	Malaysian Construction Summit 2017 @ (Master Builders Association Malaysia)	11 April 2017
	Construction Contract Management Conference 2017 @ (The Chartered Institute of Building Malaysia)	12 April 2017
Evan Cheah Yean Shin	Sunway Leaders Conference 2017 (Sunway Group)	18 March 2017
Chung Soo Kiong	Sunway Leaders Conference 2017 (Sunway Group)	18 March 2017
	Professor Baba Shiv Workshop - Designing Solutions for the Human Brain <i>(Sunway Group)</i>	5 May 2017
	43 <sup>rd</sup> IFAWPCA Convention Seoul 2017 - Convergence and Stepping Forward (International Federation of Asian and Western Pacific Contractors' Associations)	30 May 2017 to 2 June 2017
	Fraud Risk Management Workshop (Bursa Malaysia Berhad)	13 July 2017

*ⓐ* Attended as moderator.

#### **III. REMUNERATION**

The Group recognises that in order to attract and retain Directors The Board as a whole resolves on the fees for the Independent is to have a fair and comprehensive remuneration package that Non-Executive Directors with individual Directors abstaining commensurate with their experience, skills and responsibilities from decisions in respect of their individual remuneration. The as well as benchmarking against industry's standards. In view fees payable to the Independent Non-Executive Directors are of this, the remuneration package for Managing Director and subject to the approval of shareholders at the Annual General directors' fees for Non-Executive Directors were determined Meeting. by benchmarking against remuneration packages of relevant position with similar industry and business size. It is structured The details of the Directors' renumeration for the financial year on the basis of linking rewards to corporate and individual 2017 are disclosed in the CG Report, which is available in the performance. The performance and remuneration package of the Company's website at www.sunwayconstruction.com.my. Managing Director is subject to evaluation of the Nomination and Remuneration Committee. **PRINCIPLE B:** 

For Independent Non-Executive Directors, the level of remuneration reflects their experience, level of responsibilities and industry's benchmark as well as complexity of the Group's **I. AUDIT COMMITTEE** businesses. The remuneration of Independent Non-Executive The Audit Committee comprises four (4) members who are all Directors consists of fixed directors' fees per annum and meeting Independent Non-Executive Directors. The members of the Audit allowances for every Board or Board Committee meeting Committee are Dato' Siow Kim Lun as Chairman, Dato' Ir Goh Chye attended. Koon, Dato' Dr Ir Johari Bin Basri and Dr Sarinder Kumari, who

## **EFFECTIVE AUDIT AND RISK MANAGEMENT**

# **CORPORATE GOVERNANCE OVERVIEW STATEMENT**(CONT'D)

#### I. AUDIT COMMITTEE (CONT'D)

was appointed as a member of the Committee on 1 March 2018. The Chairman of the Audit Committee is not the Chairman of the Board.

The Company has a policy requiring a former key audit partner to observe a cooling-off period of at least 2 years before being appointed as a member of the Audit Committee.

In the assessment and selection of the External Auditors, the Audit Committee is guided by the Policy on Selection of External Auditors. It also monitors the provision of non-audit services by the External Auditors to ensure that the non-audit services fees do not exceed 50% of the total audit fees payable to them.

During the year, the Audit Committee assessed the audit quality, suitability, effectiveness and independence of the External Auditors and ensures that the provision of other non-audit services by the External Auditors was not in conflict with their audit function. The annual assessment of the External Auditors encompassed areas such as objectivity and independence, competency, quality of services, communication and interaction, audit planning, delivery, fees and adequacy of resources. The outcome of the assessment was tabled to the Audit Committee on 21 March 2017. There were no major concerns highlighted in the External Auditors Assessment Report, The Audit Committee was generally satisfied with the performance of the External Auditors for financial year ended 31 December 2016. Therefore, the Audit for the financial year 2017.

of the audited financial statements of the Company and the Group once every five (5) years to maintain their independence from the 2017. Group. Nevertheless, the current audit engagement partner has held the position for only three (3) years. The Board also has an option of rotating an audit firm once every five (5) years.

Company's Annual General Meeting/Extraordinary General Meeting(s) and will be available to answer any questions from the shareholders on the conduct of the statutory audit and the contents of the audited financial statements as well as any corporate exercise undertaken by the Group where the External Auditors are involved.

The Audit Committee has also considered the non-audit services provided by the External Auditors during the financial year. Details of the audit and non-audit fees paid and/or payable to the External Auditors for the financial year ended 31 December 2017 are shown in the table below.

	FEES PAID AND/OR PAYABLE TO EXTERNAL AUDITORS OR ITS AFFILIATES	FYE 2017		
		COMPANY RM'000	GROUP RM'000	
	Statutory audit and related fees	17	565	
	Non-audit fees	-	3	
	Total	17	568	

The Audit Committee's performance is reviewed annually by the Nomination and Remuneration Committee. The evaluation covered key aspects such as the member' financial literacy levels. ability to pose probing questions, competencies in grasping complex issues and skills to discharge their duties under its terms of reference. Based on the assessment for 2017, the Board was satisfied with the performance of the Audit Committee. The Audit Committee members had also attended various training programmes and seminars to broaden their knowledge and to keep abreast with the relevant progress and changes in law, regulations, internal control systems and the risk environment in which the Company operates.

#### **II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK**

The Board is assisted by Risk Management team in identifying. mitigating and monitoring the critical risks highlighted by the Committee had recommended for shareholders' approval at the Business Divisions. The IAD which is in-charge of the internal audit Third Annual General Meeting of the Company held on 15 June function, assists the Audit Committee in reviewing, evaluating 2017, the proposed re-appointment of BDO as External Auditors and monitoring the effectiveness of the Group's governance, risk management and internal control processes.

The External Auditors will rotate their engaging partner in charge Based on the annual evaluation conducted, the Audit Committee was satisfied with the performance of IAD for the financial year

## **PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING** In addition, the External Auditors will be invited to attend the AND MEANINGFUL RELATIONSHIP WITH **STAKEHOLDERS**

#### I. COMMUNICATION WITH STAKEHOLDERS

The Company is committed to continuously disclose and disseminate comprehensive and timely information to its shareholders as well as to the general investing public in its effort to strengthen its relationship with the shareholders.

The Company has in place a Corporate Disclosure Policy which serves as a guide to enhance awareness among the employees of corporate disclosure requirements. The policy outlines the Company's approach toward the determination and dissemination of material information, the circumstances under which the confidentiality of information will be maintained,

and restrictions on insider trading.

The Company also has put in place an internal policy on confidentiality to ensure that confidential information is handled This Corporate Governance Statement was approved by the properly by Directors, employees and relevant parties to avoid Board of Directors on 20 March 2018. leakages and improper use of such information. The Board is mindful that information which is expected to be material must Gohllychn be announced immediately.

The communication channels used in the Company's engagement with its stakeholders include:

- a) The Company's website:
- b) Establishment of an investor relations division:
- c) Announcements via Bursa LINK;
- d) Annual reports:
- e) General meetings;
- f) Investors, analysts and media briefings:
- g) Domestic and overseas roadshows and investors conference: and
- h) Investor Relations Mobile Application.

#### **II. CONDUCT OF GENERAL MEETINGS**

The Board recognises the importance of shareholders' participation in general meetings and encourages such participation. The Annual General Meeting of the Company provides the principal forum for dialogue and interaction between the Board and the shareholders. The participation is encouraged.

In 2017, the Company served notice of its 3rd Annual General Standards, the requirements of the Act and the Main Market Meeting more than 28 days before the meeting, well in advance Listing Requirements of Bursa Malaysia Securities Berhad. of the 21-day requirements under the Companies Act 2016 and the Main Market Listing Requirements of Bursa Securities. The Directors are responsible to ensure that the financial additional time given to the shareholders had allowed them to statements give a true and fair view of the state of affairs of the have sufficient time to scrutinise the Annual Report 2016 and Group and of the Company at the end of the financial year, and of to make necessary arrangements to attend the meeting. The the results and cash flows of the Group and of the Company for Company also distributed together with the notice of Annual the financial year. General Meeting, information on administrative details such as details of the meeting, shareholders' entitlement to attend the In preparing the financial statements, the Directors have: meeting, their rights to appoint proxy and information as to who (i) Adopted appropriate accounting policies and applied them may act as a proxy, etc. consistently:

The Chairman provided ample time for the Ouestions and Answers (iii) Prepared the financial statements on a going concern basis. sessions in the said general meetings. All the Directors together with the Managing Director, Chief Financial Officer, management and External Auditors were present to respond to all queries The Directors are responsible to ensure that the Group and the raised. All suggestions and comments given by the shareholders Company keep accounting records which disclose the financial position of the Group and of the Company with reasonable were also noted by management for consideration. accuracy, enabling them to ensure that the financial statements

In addition, any written queries raised by the Minority Shareholder comply with the Act. Watchdog Group will be presented to the shareholders at the general meetings together with the Group's response.

Securities, the Company had implemented poll voting for all the irregularities. resolutions set out in the notice of the general meetings. The poll voting was conducted via electronic means and the results of the

response to market rumours and adverse or inaccurate publicity voting were instantly displayed on the screen. The Company has appointed an independent external scrutineer to validate all the votes at the said general meetings.

Dato' Ir Goh Chye Koon Independent Non-Executive Chairman

# **DIRECTORS'** RESPONSIBILITY **STATEMENT FOR THE** ΔUDITED FINANCIAL **STATEMENTS**

of shareholders, both individuals and institutional at general The Directors are required by the Companies Act 2016 (Act) to meetings on clarifications of pertinent and relevant information prepare the financial statements for each financial year which have been made out in accordance with applicable Malavsian Financial Reporting Standards, International Financial Reporting

- (ii) Made judgements and estimates that are reasonable and prudent: and

The Directors are responsible for taking such steps as are reasonably open to them to safeguard the assets of the Group In line with the Main Market Listing Requirements of Bursa and of the Company and to detect and prevent fraud and other

# **AUDIT COMMITTEE REPORT**

## FORMATION

The Board of Sunway Construction Group Berhad (Company) is The AC held five (5) meetings in 2017. The attendance records of pleased to present the Audit Committee Report which provides the AC members are shown below: insights into the manner in which the Audit Committee (AC) has discharged its oversight functions during the financial year ended 31 December 2017.

## COMPOSITION

The AC currently comprises four (4) members, all of them are Independent Non-Executive Directors. This meets the requirements of paragraph 15.09(1)(a) and (b) of the Main Market Listing Requirements (MMLR) of Bursa Malaysia Securities (Bursa Securities). Members of the AC comprised the following Directors:

#### 1. Dato' Siow Kim Lun – Chairman

(Independent Non-Executive Director)

#### 2. Dato' Goh Ir Chve Koon

(Chairman of the Board/Independent Non-Executive Director)

#### 3. Dato' Dr Ir Johari Bin Basri

(Senior Independent Non-Executive Director)

#### 4. Dr Sarinder Kumari

(Independent Non-Executive Director) (Appointed on 1 March 2018)

#### Notes:

- (a) Tan Sri Datuk Dr Rebecca Fatima Sta Maria, who was an Independent Non-Executive Director, has resigned from the Board and as a member of the AC on 1 March 2018.
- (b) Evan Cheah Yean Shin, a Non-Independent Non-Executive Director, has stepped down from the AC on 1 March 2018. Notwithstanding that, he is still a Director **TERMS OF REFERENCE** of the Company.

Paragraph 15.09(1)(c) of the MMLR requires that at least one member of the AC must be a member of the Malaysian Institute of Accountants, or a member of one of the associations of accountants as specified in the Accountants Act 1967, or fulfils such other requirements as prescribed or approved by the Bursa Securities.

Dato' Siow Kim Lun, the Chairman of the AC, has been approved and recognised by the Bursa Securities as a person gualified for the purpose of paragraph 15.09(1)(c)(iii) of the MMLR. Accordingly, the Company complies with paragraph 15.09 of the MMLR.

#### **MEETINGS AND ATTENDANCE**

	NAME OF COMMITTEE MEMBERS	NUMBER OF MEETING ATTENDED
	Dato' Siow Kim Lun	5/5
	Dato' Ir Goh Chye Koon	5/5
	Dato' Dr Ir Johari Bin Basri	5/5
	Tan Sri Datuk Dr Rebecca Fatima Sta Maria <sup>(a)</sup>	5/5
	Evan Cheah Yean Shin <sup>(b)</sup>	5/5

#### Notes:

(a) Tan Sri Datuk Dr Rebecca Fatima Sta Maria has resigned from the Board and as a member of the AC on 1 March 2018

(b) Evan Cheah Yean Shin has stepped down from the AC on 1 March 2018.

The Managing Director and Chief Finance Officer were invited to attend all the meetings of the AC to provide clarification on risks, internal controls and audit issues relating to the Group's finance and business operations. The Head of Internal Audit Department (IAD) attended all the meetings to table the internal audit reports and annual audit plan. The External Auditors, Messrs BDO, were present at 3 of the total meetings held. Senior Management officers from the respective business units were invited to attend certain meetings as and when necessary to brief the AC on specific issues raised in the internal audit reports or on matters relating to their areas of responsibility.

The scope of responsibilities of the AC is outlined in its terms of reference which are set out in the Company's website: www.sunwayconstruction.com.my.

#### SUMMARY OF ACTIVITIES

During the financial year ended 31 December 2017, the AC carried out the following activities in the discharge of its functions and duties:

#### **1. OVERSEEING FINANCIAL REPORTING**

(a) At the AC meetings held on 23 February 2017, 25 May 2017. 24 August 2017 and 20 November 2017, the AC reviewed and discussed with Management the respective guarterly management accounts and quarterly financial results, taking into consideration that the necessary process and controls were in place in the preparation of the financial reports.

At each of the Meetings, the Chief Finance Officer presented the financial reports and confirmed to the AC. the following matters:

- (i) The accounting policies and methods of computation (b) The Management reported to the AC on a quarterly basis adopted by the Group were consistent with those (except for the third quarter risk review report 2017 which adopted in the previous audited financial statements was tabled to the RMC at its first meeting held on 20 except for the adoption of new or amended accounting November 2017), all identified risks that were recorded in standards that were effective for the financial year a risk management scorecard which facilitated systemic 2017: review and monitoring of the risk areas.
- (c) On 23 February 2017, the AC also reviewed and deliberated than those reported in the financial statements: on matters relating to internal control as highlighted by the External Auditors in the course of their statutory audit of the financial statements for the financial year ended going concern; and 31 December 2016. At the meeting, the External Auditors reported that there was no significant breakdown in the Group's internal control systems. Nevertheless, BDO requirements had been complied with in preparation highlighted a small area for improvement with regard to of the financial statements. the Company's accounting system.
- (ii) There were no significant and unusual issues other (iii) The Company and the Group continued to operate as (iv) The accounting standards, regulatory and other legal
- The AC focused its attention on the accuracy of the 3. EVALUATE THE AUDIT PROCESS reported financial figures and explanations to material variances or movements during the year. The AC's recommendations on the unaudited guarterly financial results were presented for approval at subsequent Board Meetings for release to Bursa Securities.
- (b) On 21 March 2017, the AC together with the External Auditors and Management, deliberated on the Audited Financial Statements for the financial year ended 31 December 2016. Having satisfied itself that the Audited Financial Statements and Directors' Report complied with the relevant accounting standards and legal requirements, the AC duly recommended the same for the Board's approval and subsequent tabling at the Third Annual General Meeting of the Company held on 15 June 2017.
- (c) On 23 February 2017 and 20 November 2017, the AC also reviewed and took note of the changes and amendments to the regulations, accounting standards and other regulatory requirements tabled by Messrs BDO and Chief Finance Officer respectively that could have a significant financial impact to the Company. The Malaysian Financial Reporting Standards (MFRS) discussed included amendments to MFRS 12 (Disclosure of Interests in Other Entities), amendments to MFRS 107 (Disclosure Initiative), amendments to MFRS 112 (Recognition of Deferred Tax Assets for Unrealised Losses), MFRS 9 (Financial Instruments: Recognition and Measurement) and MFRS 15 (Revenue from Contracts with Customers) and MFRS 16 (Leases).

#### 2. ASSESSING RISKS AND CONTROL ENVIRONMENT

(a) The AC reviewed the adequacy and effectiveness of the risk management framework and the appropriateness of Management's responses to key risk areas and proposed recommendations for improvements to be implemented. The risk management function was, however, assumed by a newly established Risk Management Committee (RMC). The RMC was set up on 24 August 2017.

#### (a) Internal Audit

(i) The AC approved IAD's 2017 Audit Plan at the meeting held on 23 February 2017. The 2017 Audit Plan was developed using a risk based audit methodology where business units and processes were selected for audit based on risk assessments carried out periodically by IAD. The AC reviewed the adequacy and relevance of the scope and resources allocated for the plan and subsequently approved the plan and its proposed audit timetable and the budgeted man-hours.

The 2017 Audit Plan was also reviewed on a quarterly basis taking into account any developments which had an impact on the audit coverage.

IAD's audit engagements for 2017 were mainly carried out in the following key business components:

- On-going building projects:
- Government Office Buildings at Putrajaya (Parcel F Project);
- MRT Package V201;
- KLCC projects;
- International School Kuala Lumpur (ISKL); and
- Projects at Sunway South Quay, i.e. Commercial Property 3 (CP3).
- Major subsidiaries, i.e. Sunway Precast Industries Sdn Bhd and Sunway Concrete Products (S) Pte Ltd;
- Corporate governance compliance within the Group;
- Financial Reporting for the Group; and
- Human Resources for the Group.

# AUDIT COMMITTEE REPORT (CONT'D)

#### SUMMARY OF ACTIVITIES (CONT'D)

#### 3. EVALUATE THE AUDIT PROCESS (CONT'D)

#### (a) Internal Audit (cont'd)

- (ii) The AC reviewed the results of audit engagements carried out by IAD at every AC meeting and discussed the major findings and audit recommendations. The AC also reviewed the status of implementation of corrective actions taken by Management to ensure appropriate remedial actions were taken on a timely basis to address all areas of risk and internal control issues. In addition, IAD updated the AC on the progress of the 2017 Audit Plan and results of ad-hoc assignments including audit investigations.
- (iii) At the meeting held on 21 March 2017, the Internal Audit Function Evaluation Report was tabled for the AC to assess the performance of IAD. The AC assessed the effectiveness of the internal audit function in terms of scope and compliance with relevant regulatory standards as well as their collaboration with the External Auditors. The Committee also assessed the adequacy of resources and core skills and competencies of staff within the IAD.

The AC was satisfied with the performance of IAD in 2016 and was of the opinion that the internal audit function was appropriate to its size and the nature and scope of its activities.

- (iv) At the meeting held on 20 November 2017, the AC has met with the Internal Audit Department without the presence of the management staff to facilitate discussions on additional matters in relation to audit issues and internal control weaknesses noted in the course of their audit.
- (v) At the meeting held on 20 November 2017, the AC had reviewed and approved its revised terms of reference incorporating new requirements of the Malaysian Code of Corporate Governance.

#### (b) External Audit

- (i) The AC met with the External Auditors, Messrs BDO on the following dates:
  - The AC on 23 February 2017, reviewed and deliberated with the Management and the External Auditors, the Audit Report by the External Auditors in respect of their audit for the financial year ended 31 December 2016.

In the meeting, the External Auditors confirmed their professional independence in relation to the audit engagement for the financial year ended 31 December 2016. The External Auditors also reported their audit status versus the audit plan. The AC was briefed on the key audit and accounting issues which they had identified during the course of their audit and the justifications provided by the Management. The External Auditors had subsequently confirmed that they were not aware of any non-compliance of laws and regulations, as well as any material litigations and claims against the Group other than those brought forward from prior financial years.

The External Auditors also tabled the financial reporting standards which had been issued and would be applied to the Group in future financial years.

• The AC on 21 March 2017, discussed with the External Auditors, the final draft of the Audited Financial Statements for the financial year ended 31 December 2016.

The External Auditors was of the opinion that the Company's Annual Financial Statements gave a true and fair view of the financial position of the Company and its group in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 1965.

Based on its annual audit, the External Auditors reported the following key audit matters and its audit response in its auditors' report for the financial year 2016:

#### **Revenue Recognition for Construction Contracts**

The Group recognises construction contract revenue and expenses in the profit or loss based on the stage of completion method. The determination of the stage of completion requires the management to exercise significant judgement in estimating the total costs to complete.

In estimating the total costs to complete, the Group considers the completeness and accuracy of its cost estimation, including its obligations to contract variations, claims and cost contingencies. The total cost to complete including sub-contractor costs, can vary with market conditions and may also be incorrectly forecasted due to unforeseen events during construction.

# Assessment of Liquidated and Ascertained Damages (LAD) on Construction Contracts

Based on the assessment of LAD on construction contracts as at 31 December 2016, the Group is of the opinion that no LAD recognition is required at this juncture. The determination of whether there is any exposure to LAD or otherwise involves significant management judgement based on available facts and circumstances.

• The AC had on 20 November 2017, reviewed and discussed with the External Auditors, the Audit Planning Memorandum for 2017 which outlined the scope of work for the statutory audit for financial year ending 31 December 2017.

At the aforesaid meeting, the External Auditors explained their audit approach and system of evaluation including areas of audit emphasis and scope. New MFRS which would affect the financial reporting of the Company for financial year ending 31 December 2017 were highlighted. It was also noted that the Group would be adopting and implementing MFRS 9 and 15 in its financial reporting effective 1 January 2018. The External Auditors also highlighted the significant areas of focus in their audit.

- (ii) The AC had private sessions with the External Auditors to discuss any issues as well as reservations arising from their audit without the presence of management staff and the executive board members on 23 February 2017 and 20 November 2017. No major concerns were highlighted and the External Auditors had also confirmed that they had received full cooperation from the Management and had unrestricted access to all the Company's records.
- (iii) The AC had, at its meeting held on 21 March 2017, reviewed the audit and non-audit fees for the financial year ended 31 December 2016.

The AC having considered the nature, scope and amount of non-audit fees, was satisfied that there was no conflict of interest and it would not impair the independence of the present External Auditors.

- (iv) The AC undertook an annual assessment on the quality of audit of the External Auditors. The External Auditors were assessed based on the following criteria:
  - Audit performance;
  - Quality of communication;
  - Independence;
  - Objectivity;
  - Professionalism; and
  - Adequacy of resources.

The External Auditors had provided to the AC, their firm's policies and written confirmation on their independence.

The results of the evaluation was tabled to the AC at its meeting held on 21 March 2017. Based on the results of the performance assessment, the AC and Management was satisfied with the External Auditors' independence, performance and their audit quality for the financial year ended 31 December 2016.

As such, the AC had subsequently recommended to the Board that the External Auditors be reappointed for the next financial year subject to the shareholders' approval at the 3<sup>rd</sup> Annual General Meeting of the Company.

#### At the aforesaid meeting, the External Auditors explained their audit approach and system of avaluation including areas of audit emphasis

- (a) The AC had at its meetings held on 23 February 2017, 25 May 2017, 24 August 2017 and 20 November 2017, deliberated on any potential Management's conflict of interest, related party transactions and recurring related party transactions.
  - All related party transactions and recurring related party transactions were found to have complied with the following criteria:
  - i) Carried out in compliance with the MMLR of Bursa Securities and relevant rules and regulations;
  - Transactions/arrangement were carried out on an arms' length basis and under normal commercial terms;
  - iii) Transactions/arrangement were in the best interest of the Company;
  - iv) Interested parties abstained from deliberation and voting;
  - v) Adequate disclosure via Bursa Announcements, Quarterly Reports and Annual Report; and
  - vi) Prior approval by the shareholders, where applicable.

With the assistance of the IAD, the AC had satisfied itself the adequacy, appropriateness and compliance of the procedures established to monitor recurrent related party transactions.

The AC took note that there were no management conflict of interest situations for operational matters (including any transaction, procedure or course of conduct) as reported by the Managing Director at the quarterly meetings.

(b) On 23 February 2017, the AC reviewed and approved the Circular to Shareholders in respect of the proposed renewal of shareholders' mandate for recurrent related party transactions as well as the statements by the AC in respect of the proposed shareholders' mandate for recurrent related party transactions.

#### **5. OTHER MATTERS**

(a) On 21 March 2017, the AC reviewed and recommended for the Board's approval, the Corporate Governance Statement, AC Report and Statement on Risk Management and Internal Control for inclusion into the Annual Report 2016 of the Company.

The AC also had reviewed and recommended for the Board's approval, the Annual Report 2016 of the Company.

(b) At its meeting held on 23 February 2017, the AC was informed that the new Companies Act 2016 would be implemented on staggered basis with the first phase to be effective from 31 January 2017. Consequently, the Companies Act, 1965 would be repealed.

# AUDIT COMMITTEE REPORT (CONT'D)

#### SUMMARY OF ACTIVITIES (CONT'D) 5. OTHER MATTERS (CONT'D)

- (c) The AC was satisfied that there were no breaches of the MMLR of Bursa Securities as reported by the Company Secretary at the guarterly meetings during the financial vear
- (d) The AC had endorsed the Policy on Selection of External Auditors at its meeting held on 25 May 2017. Thereafter, the policy was presented to the Board for approval at the subsequent Board Meeting.
- (e) Minutes of the previous AC's meetings were tabled at the subsequent Board meetings by the AC Chairman. Significant issues and concerns discussed during the AC meetings together with the recommendations were highlighted and reported to the Board.

#### **PERFORMANCE EVALUATION**

The assessment on the performance and effectiveness of the AC are undertaken by the Board annually. The AC Members also undertook a Self and Peer Evaluation to assess whether the AC members had carried out their duties and responsibilities in accordance with its terms of reference.

Based on the assessment, the Board was satisfied that the AC was effective in discharging its duties and responsibilities as required under the terms of reference of the AC.

#### **CONTINUING EDUCATION**

The details of training programmes and seminars attended by each AC Member during the financial year ended 31 December 2017 are set out in the Corporate Governance Overview Statement under "Directors' Training".

#### **INTERNAL AUDIT FUNCTION AND** SUMMARY OF ACTIVITIES

framework and it is performed in-house and undertaken by IAD. The mission of IAD is to enhance and protect the Company and its Group's organizational value by providing risk-based and objective assurance, advice and insight. IAD helps the Group accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. IAD reports functionally to the AC and administratively to the Managing Director.

IAD is headed by Ms Celia Lee Kat Li who is a Chartered Member of the Institute of Internal Auditors Malaysia (CMIIA). IAD has 6 auditors and most of the IAD staff have professional gualifications and are members of the Malaysian Institute of Accountants (MIA). The Head of IAD and the audit executives have confirmed that costs and overheads amounted to RM963,000. they are free from any relationships or conflicts of interest which could impair their objectivity and independence in their audit assignments.

IAD is a member of the Malaysian Chapter of the Institute of Internal Auditors (IIA) and adopts the IIA Standards laid down in the International Professional Practices Framework issued by the IIA. IAD successfully completed its external Quality Assessment Review in 2015 and continues to meet or exceed the IIA Standards in all key aspects. IAD carried out its activities based on a riskbased annual audit plan approved by the AC. To ensure that the responsibilities of IAD are fully discharged, the AC reviews annually the adequacy of the scope, function and resources of the IA.

The internal audit reports arising from assignments were issued to the Management for their response, corrective actions and update on status of implementation of audit recommendations. The internal audit reports were subsequently tabled to the AC for their deliberation and approval. The Head of the IAD has unrestricted access to the AC and reports directly to the AC.

During the financial year ended 31 December 2017 and as at the date of this report, the IAD carried out the following activities:-

- (a) Prepared and presented the risk-based annual internal audit plan encompassing key business segments within the Group for the approval of the AC.
- (b) Performed audit engagements which covered reviews of internal control systems, accounting and management information systems, risk management and governance practices:
- (c) Issued internal audit reports to the AC and Management highlighting results of the assessments of internal controls identifying key areas of concerns as well as providing recommendations for improvements and follow-up audits;
- (d) Acted on suggestions made by the AC and/or senior management on concerns over operations or controls and significant issues pertinent to the Company and of the Group.
- The Internal Audit (IA) function is an integral part of the assurance (e) Performed investigative audits on allegations of mismanagement or improper acts reported through the whistleblowing procedures and other channels;
  - (f) Reported to the AC on review of the adequacy, appropriateness and compliance with the procedures established to monitor recurrent related party transactions.
  - (g) Performed independent evaluation on the operation of risk management framework focusing primarily on the adequacy and effectiveness of the said framework.

The costs incurred for the internal audit function in respect of the financial year ended 31 December 2017 including staff payroll

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors (Board) is pleased to present the INTERNAL CONTROL SYSTEM Statement on Risk Management and Internal Control, pursuant Planning, monitoring and review of the Group's performance and to Chapter 15. Paragraph 15.26(b) of the Main Market Listing conduct are done via scheduled periodic meetings of the Board, Requirements of Bursa Malaysia Securities Berhad and Principle Board Committees and management. The annual Business Plan B of the Malaysian Code on Corporate Governance 2017, with ensures that all operating subsidiaries prepare and present its guidance from the Statement on Risk Management and Internal outlook, expectations, budgets, performance and targets for the Control: Guidelines for Directors of Listed Issuers. forthcoming year.

THE BOARD'S RESPONSIBILITY During the financial year, the Group has set up a Risk Working The Board affirms its commitment and responsibility towards Committee (RWC) led by Mr Richard Wong, who is also the Executive Director for Building Central. The rationale of setting effective risk management and internal control. In doing so, the Board embeds risk management into activities, initiatives and up a RWC is to ensure that the Group's risk coverage is more processes of Sunway Construction Group Berhad (SCG) and its conclusive on exposures specifically to operational matters. subsidiaries (Group). The framework has been set in place by the Board to identify, evaluate, mitigate and monitor key risks faced The RWC communicates the Board's expectations to management by the Group. teams and employees during management meetings, managers'

adverse impact on the achievement of the Group's objectives their respective operations. and strategies. As such, it provides reasonable but not absolute assurance against material financial misstatement and COMPONENTS OF THE INTERNAL management information and records, or against financial losses CONTROL SYSTEM or fraud.

In pursuit of improving and integrating effective governance structures and processes into the framework, the Board has set up a Risk Management Committee (RMC) which comprises of independent directors in majority and as its Chairman to oversee the Group's risk management and internal control. Accountable to the Board of Directors, the RMC meets quarterly to:

- Identify, assess and monitor key business risks and review risk mitigation strategies;
- Review and recommend risk management strategies, policies and levels of risk tolerance;
- Ensure infrastructure, resources and systems are in place to manage risks.

During the financial year, the RMC has reviewed, appraised and assessed, controls and progress of action plans taken to mitigate and manage the Group's risk exposure. The RMC has subsequently provided assurance to the Board that the Group's risk management and internal control are operating adequately and effectively in all material aspects. This statement however, does not cover associate companies and joint ventures where risk management and internal control are managed by the respective management teams.

conferences and forums while the heads of the operating The Board recognises that the framework is designed to subsidiaries and departments are empowered with the mitigate rather than eliminate, risks or events with significant responsibility of planning, monitoring, reporting and managing

#### 1. Policies & Procedures

The Group's internal control system encompasses formalised and documented internal policies, standards and procedures to ensure compliance with internal controls, relevant laws and regulations. It enables all divisions and operating subsidiaries to effectively and efficiently, operate and respond proactively to potential business, operational, financial, compliance and other risks in achieving the Group's goals and objectives. These documents are regularly reviewed to ensure relevance and applicability and are published in the Group's intranet for employees' reference.

#### 2. Audits

The Internal Audit Department (IAD) carries out internal audits on divisions and business units of the Group based on a riskbased audit plan approved annually by the Audit Committee (AC). Based on these audits, IAD provides the AC with periodic reports highlighting observations, recommendations and action plans to improve the Group's internal control system. The AC reviews and deliberates on any matters relating to internal control highlighted by the External Auditors in the course of their statutory audit of the financial statements of the Group.

Additionally, subsidiaries accredited with certifications such as International Organisation for Standardisation (ISO) and Occupational Health and Safety Advisory Services (OHSAS) are audited as scheduled by auditors of relevant certification bodies. Results of these audits are reported to management.

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

## **INTERNAL CONTROL SYSTEM (CONT'D) COMPONENTS OF THE INTERNAL CONTROL SYSTEM** (CONT'D)

## 3. Employee Engagement and Performance

Key performance indicators, based on balanced scorecards are used to track and measure employee's performance while employee engagement surveys are conducted to gain feedback on effectiveness and efficiency of the Group to aid continuous improvement of employee competency, in line with the Group's goals and objectives.

## 4. Employee Conduct

Available for staff access in the Group Governance and Integrity portal, this is governed by a series of policies which define the core values of the Group - Integrity, Humility and Excellence.

- a) The Whistle Blowing Policy serves as a guideline for stakeholders and staff to report in a safe and confidential manner, any concerns regarding possible illegal, unethical conduct or malpractice to the management for further action. Whistle blowing avenues include a direct line telephone number, e-mail or written mail to the Head of Internal Audit Department.
- b) The Fraud Response Procedures guides management teams of respective business units to respond to allegations or suspicions of fraud and ensure that all cases of suspected or alleged frauds are reported promptly, and investigations are conducted effectively.
- c) The Integrity Pact serves to ensure transparency and fairness in the procurement process of the Group with an aim to promote efficiency in procuring products or services in accordance with approved specifications and prices while avoiding distortionary factors and corrupt practices.
- d) The Group's Code of Conduct and Business Ethics provides an ethical framework to guide actions and behaviors of directors and employees of the Group. It reflects the increasing need for effective corporate governance and compliance measures in the Group's businesses, domestically and internationally.
- e) The Staff Handbook provides information on employment terms and conditions in addition to compensation, leaves, health benefits, education assistance, discounts, expectations and career path to name a few. Also included in the policy is the Group's Personal Data Protection Notice on the collection and handling of personal information in accordance with the Malaysian Personal Data Protection Act 2010.

## 5. Risk Management

The Group's risk management framework is benchmarked against the ISO31000:2009 Risk Management - Principles and Guidelines and is designed to embed Enterprise Risk Management (ERM) into key activities, initiatives and processes of the Group. This enables the Group to identify, assess and mitigate risks that may prevent the Group from achieving its objectives. In doing so, the stakeholders are assured that their interest is protected. During the financial year, the Group constantly reinforces its risk management framework to remain relevant and effective given the present business environment.

The framework is enterprise-wide and outlines policies and practices for effective risk mitigation. It allows the Group to:

- Establish clear functional responsibilities and accountabilities within committee structures for management of risks;
- Enhance and improve corporate governance with a clear. concise and robust structure for the Group;
- Determine risk appetite and risk tolerance based on measurable parameters related to critical risks that may impact the strategy, performance and reputation of the Group:
- Set risk policies and limits consistent with the risk appetite and tolerance of the Group;
- Ensure appropriate skills and resources are applied to risk management.

Continuous risk assessment is fundamental to the Group's risk management process. Operating subsidiaries are tasked with reporting major risks on a quarterly basis to management as it aims for a holistic approach towards risk management. The respective operating subsidiaries being risk owners of their immediate sphere are responsible to develop the appropriate response strategies to mitigate the risks.

In providing assurance to the RMC and the Board, the Managing Director (MD) and Chief Financial Officer (CFO) continue to review the quarterly risk templates in identifying and mitigating all major risks of the operating subsidiaries under the Group. The quarterly risks from all operating subsidiaries are consolidated and updated to the Chairman, Managing Director and RMC, highlighting major risks and mitigating controls carried out.

The Group has four (4) core response **strategies** for risk management. These include:

## **1.** Risk Termination

In this instance, management chooses to terminate risks by eliminating the business or by significantly altering it. The Group may choose this route for risks that could have major or catastrophic impact on its businesses.

#### 2. Risk Reduction

reducing the likelihood of occurrence, thus reducing the processes. impact of these risks on the Group's businesses.

## 3. Risk Acceptance

Management may choose not to act and to consciously accept certain risks which are significantly low in likelihood of occurrence and/or impact. Factors to consider for risks of such nature would be:

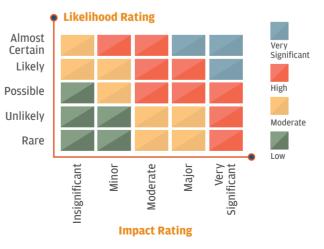
- Adequacy of current controls;
- Ouality and quantity of information on the controls:
- Likelihood and consequences of the risk occurring; and
- The cost of additional controls

## 4. Risk Transfer

risk to other parties via:

- Transferring an entire business process to another party as is the case with sub-contracting and
- RWC continues to support the Group's efforts in embracing change and evolution into a resilient conglomerate, allowing it to refine its focus and strategies to achieve goals and objectives Management may choose to transfer all or part of a certain while sustaining an ecological balance between employees. communities and environment. Thus, as the Group commits to provide Environmental, Safety & Health (ESH) standards and practices to enhance stakeholders' value, RWC's quarterly risk reporting exercise with operating subsidiaries goes beyond risk outsourcing arrangements; mitigation to ensure that operational processes are consistent Sharing the business process with another party as is the and remain compliant with the relevant standards such as OHSAS case with partnerships and joint venture arrangements; 18001 and ISO 14001 to name a few. and
- Retaining the process and transferring the legal and financial risks as is the case with insurance arrangements and the use of certain treasury/financial products.

Risk management discipline hence, ensures that risk assessment is an on-going process whereby risks and risk mitigation measures are regularly reviewed and adjusted accordingly. The continuous risk assessment process therefore, represents the cornerstone of an effective ERM programme for the Group.



Risk Map : SunCon monitors its risk via the above risk assessment

## **REPORTING STRUCTURE**

- The RMC will meet and deliberate on the top risks identified on
- a guarterly basis while its Chairman will subsequently update the Board on proceedings and updates from the RMC. Significant issues arising from changes in business environment are reviewed continuously to ensure minimal impact to the Group. The Group positions its business units towards a profitable objective while Risks may be reduced by taking specific actions aimed at incorporating risk management principles into our functions and
  - RWC is accountable for effectiveness of the risk management framework and is independently distinguished from risk owners the respective heads of operating subsidiaries being such person with vital insight of respective businesses and able to actively
  - influence the identified risks through decisions and actions.

Consequently, RWC undertakes the role of assisting Business Units by identifying, quantifying, managing and mitigating critical risks in addition to monitoring and reporting of action plans prepared by the Business Units.

## Apart from the above, RWC participate in other value-adding exercises such as:

- 1. Review Existing SCG's Standard Operating Principles (SSOP)
- The review of the Group's SSOPs is conducted by key relevant personnel from respective divisions or operating subsidiaries, covering credit control, procurement, products and services and operative guidelines.
- 2. Assist in Day-To-Day Operations for Operating Subsidiaries Upon instruction from management, key relevant personnel assist in fulfilling daily operative requirements to ensure minimal business interruption or delays that could hamper the achievement of goals and objectives.

## 3. Assist in Conducting Regulatory Research

Such research is conducted to ensure that the Group's projects and businesses (existing or new) remain compliant to laws and regulations.

4. Assist in Conducting Tender for Divisions and Operating **Subsidiaries** 

RWC participates in tender processes to form an independent party to ensure fairness in observance of due process, decision making and tender awards.

# **STATEMENT ON RISK MANAGEMENT** AND INTERNAL CONTROL (CONT'D)

## INTERNAL CONTROL SYSTEM (CONT'D) **KEY RISK FACTORS**

For the financial year under review, RWC has identified the following risks for the Group. These were presented to the Board where controls, mitigating plans and monitoring mechanisms were highlighted.

## **1. Project Completion**

As the Group strives to maintain its position as Malaysia's largest listed pure play construction group by revenue, this risk is perennial and holds a significant weight in risk analysis.

## Mitigation:

Group has successfully negated such risks for the financial period with effective and efficient procurement of necessary resources to mitigate any potential delays and claims including active negotiation with client to accelerate works due to unforeseen delays, deploying more resources and improving supervision for the purpose of increasing productivity.

#### 2. Cost Overrun

This risk concerns the Group as the fluctuations for raw **5. Workplace Safety and Health** material prices especially steel bar prices and preliminary cost due to prolongation of project. It could result in overrun of project operation costs from the tender costs.

## Mitigation:

In response to this, some contracts have pass through clauses in relation to steel price fluctuation. Where there are no pass through clauses, the Group negotiates with suppliers to hedge our steel bar purchases for 6 months interval. To control our preliminary cost like overhead and plant and machinery, we monitor the progress of our project actively to ensure timely delivery.

#### 3. Cyber & IT Risk

disclosure of sensitive business information, resulting in financial or reputational loss. It could also result in the disruption of critical business processes.

#### Mitigation:

To mitigate this risk, various policies, resources, processes, and systems have been developed and deployed. The Groupwide Information Security policy, called the SISP (Sunway Information Security Policies), was developed in accordance with ISO/IEC 27002 (2005) standards. In addition, continuous initiatives are in place to enhance the cyber defense capabilities and IT resiliency of the Group.

## 4. Human Capital

Risks arising from issues such as high staff turnover, loss of key and technical staff, competition from other industry players, succession planning and staff retention.

#### Mitigation:

Human Resources Department, together with respective divisions and operating subsidiaries continuously improves and enhance mitigation plans which include employee engagement surveys, team building exercises, training and development - internal and external and constant reviews of the Group's remuneration and compensation benefits for staff.

Risks arising from the intrinsic nature of construction activities, which often involves complex activities being carried out by teams of workers, we remain exposed to occurrence of accidents and incidents caused by human error or other factors. In addition, all construction activities generate dust, waste and noise pollution.

#### Mitigation:

Appropriate and effective policies and procedures are implemented and thoroughly monitored jointly by Environmental, Safety and Health Department and RWC to mitigate these risks. There is also strict compliance to various environmental laws and regulations.

## This risk, if left unattended, could result in the unauthorised 6. Dependence on the Property Market and Government Infrastructure Spending

Risks relating to decline in demand in the property sector and government infrastructure spending under the construction sector. In Singapore, the manufacturing and sale of precast concrete products business segment is also dependent on the number and timing of launches by the Housing Development Board (HDB).

## Mitigation:

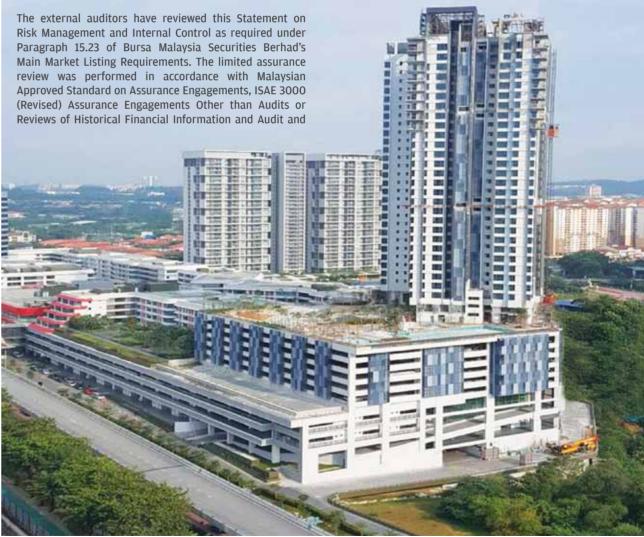
In response to this, the Group continuously improve our productivity and technical capabilities to enable us to take on more complex construction projects especially in the areas of mechanical, electrical and plumbing services, foundation and earthwork and industrialised building system (IBS). The Group has also started exploratory works within the ASEAN region.

## THE BOARD'S CONCLUSION

The Board is pleased to report that the state of the Group's risk management and internal control framework is able to meet the Group's objective to ensure good corporate governance. There was no potential or present failure or weakness that would have material adverse effect on the results of the Group for the year under review.

The Board has also received assurance from the MD and CFO that the Group's risk management and internal control framework is operating adequately and effectively in all material aspects. Continuous focus on measures to protect and enhance shareholder value and business sustainability will remain a core practice for the Group.

## **REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS**



Sunway GEO Retail Shops and Flexi Suites

Assurance Practice Guide 3 (AAPG 3), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control Included in the Annual Report.

Based on their procedures performed, the external auditors have reported to the Board that nothing has come to their attention which causes them to believe that this Statement is not prepared, in all material respects, in accordance with the disclosures required by paragraph 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is factually inaccurate.

This Statement on Risk Management and Internal Control was approved by the Board of Directors on 20 March 2018.

# **ADDITIONAL COMPLIANCE INFORMATION**

The information set out below is disclosed in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad:

## 1. STATUS OF UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSAL

There were no proceeds raised from corporate proposals during the financial year.

## 2. MATERIAL CONTRACTS INVOLVING DIRECTORS' AND MAJOR SHAREHOLDERS' INTERESTS

There were no material contracts (not being contracts entered into in the ordinary course of business) entered into by the Company and/or its subsidiaries involving directors' and major shareholders' interests during the financial year ended 31 December 2017.

## 3. RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE OR TRADING NATURE

The details of the recurrent related party transactions are disclosed in Note 40 of the Notes to the Financial Statements.



Mass Rapid Transit 2 - Package V201

# **INVESTOR RELATIONS (IR)**

SunCon's IR team has been actively promoting fair valuation for SunCon and attracting new investors who believe in our operational model and business strategies. The Government of Malaysia's pump-priming efforts especially in the infrastructure sphere has continued to generate interest in the construction counter especially in the run up to Malaysia's 14<sup>th</sup> general elections. SunCon being the largest pureplay listed construction company has garnered interest both locally and abroad. Our continuous engagement with both analysts and fund managers serves to convey our corporate developments in a timely and accurate manner.

## **RESEARCH COVERAGE**

The number of research coverage has increased to 15 research institutions from 13 research instructions in 2016 since our listing in July 2015.



7. Kenanga Research 8. UOB KayHian

10. Macquarie Research

11. Maybank Kim Eng

13. Nomura Securities

14. RHB Research Institute

12. MIDF Research

9. M&A Securities

1. Affin Hwang Investment Bank
2. AllianceDBS Group

Research
3. AmInvestment Bank

- (new initiation in 2017)
- 4. BIMB Securities Research
- 5. CLSA Securities
- (new initiation in 2017)
- 6. Hong Leong Investment Bank 15. TA Securities

## **CONFERENCES, ROADSHOWS** AND EXCLUSIVE INTERVIEWS

will continue to conduct one-on-one sessions with our analysts company's most recent updates and future prospects. and also fund managers which we believe is more productive as it tends to be more personalised.

STATISTICS				
Shariah Status	Market Capitalisation	Issued Share		
Yes	3.245 billion	1.293 billion		

	ORGANISER	EVENT	DATE	VENUE
1	DBS Vickers Securities	Pulse of Asia Conference	6 January 2017	Singapore
2	Daiwa Capital Markets and Affin Hwang Capital	Day in Singapore 2017 nd		Singapore
3	Nomura Securities	Malaysia Focus - video conference to Singapore, Hong Kong, and Tokyo based investors	5 May 2017	Malaysia
4	Citibank	ASEAN C-Suite Investors Conference 2017	25 - 26 May 2017	Singapore
5	CLSA Securities Malaysia	CLSA Construction Day	20 July 2017	Malaysia
6	Macquarie Research	Macquarie ASEAN Conference	21 August 2017	Singapore
7	CIMB	CIMB Construction and Infrastructure Day	23 October 2017	Malaysia

SunCon is also very honored to have been invited for exclusive interviews with local and international publications.

## FINANCIAL ANNOUNCEMENT

SunCon continues to engage with its stakeholders through a series of investor relations activities throughout the year. All major announcements, such as the release of the quarterly results, new construction orders, or new ventures were all announced through Bursa Malaysia. The information would then be disseminated in the form of flashnotes to analysts. We also ensure that these documents are made available immediately on the Group's Investor Relations website.

SunCon Group held it's 3rd Annual General Meeting on 15 June 2017 In 2017 we have attended and organised a total of 7 events at Sunway Resort Hotel and Spa where our Managing Director compared to the 15 events in 2016 which is depicted below. presented our financial performance and review for 2016. The As this is our 3<sup>rd</sup> year after listing, many analysts and fund Board of Directors and management also duly responded all the managers have already been acquainted with SunCon. As a gueries, opinions and feedback from the shareholders. SunCon's result, invitations and requests have reduced. Despite that, we board of directors and management team also shared the

## SHARIAH-COMPLIANCE

Further to our 2016 annual report whereby we reported our removal from Shariah-compliant securities list, we were reinstated on 25 May 2017 alongside 676 Shariah-compliant securities which constitute 75% of total listed securities on Bursa Malaysia. We believe that the market has already priced this in as our share price which closed at RM1.70 as at 31 December 2016 saw a gradual increase starting from end March 2017 to

RM2.07 when the Securities Commission announced the list on 25 May 2017. SunCon will continue to monitor and ensure a portion of our excess cash is placed in Islamic funds for continued inclusion.

## INITIATION OF SHARE BUYBACK

SunCon initiated its first share buyback on 20 June 2017 after obtaining the mandate fro the shareholders during its AGM on 15 June 2017. As at year ended 2017, the Company has bought 654,000 shares at an average price of RM1.98 per share. The Board of Directors believes that the share was undervalued then and does not commensurate with the potential of SunCon. The share buyback exercise was only performed twice as our share price eventually traded above the management's benchmark of RM2.00 per share.

## AWARDS RELATED TO INVESTOR RELATIONS

SunCon believes in transparent and comprehensive reporting and strive to provide accurate and timely disclosures to all stakeholders at all times. As such, we have been very honoured to receive several awards during the year.

SunCon was once again the award winner for the Industry Excellence Award 2017 under the Property & Construction sector in the Minority Shareholders Watchdog Group (MSWG) - ASEAN Corporate Governance Recognition 2017, on the 6<sup>th</sup> of December 2017. This prestigious award represents SunCon's commitment in upholding good Corporate Governance.

SunCon was also ranked 4th behind 3 Petronas-owned companies and ahead of Malayan Banking Bhd in the Malaysian Institute of Corporate Governance (MICG)'s report, titled "Transparency in Corporate Reporting - Assessing Malaysia's Top 100 Public Listed Companies" on 8 August 2017. As a smaller-sized listed company, we are pleased to have been recognised for our transparent and disclosure practises amongst the larger companies; more so because the construction industry has been perceived as opaque. The companies are ranked in 3 areas - organisational transparency, anti- corruption programmes and sustainability practices.

In 2017. SunCon's IR team's efforts were recognised at the 7<sup>th</sup> Malaysia Investor Relations Association (MIRA) Awards where SunCon was shortlisted for a total of 9 categories : Best Company for Investor Relations (Mid Cap), Best Chief Executive Officer for Investor Relations (Mid Cap). Best Investor Relations Website (Mid Cap), Quality of One-on-One Meeting (Mid Cap), Most Improved Services from Investor Relations Team (Mid Cap), Best Chief Financial Officer for Investor Relations (Mid Cap), Best Investor Relations Professional (Mid Cap), Business Knowledge & Insights of Investor Relations Team (Mid Cap) and Quality of Annual Reports/ Formal Disclosure.

## ANALYST REPORT AND COVERAGE

During the year we have a total of 52 reports from various research houses and we have tabulated the analysis in the table on the right.

REPORT DAY (2017)		INSTITUTION	SHARE PRICE AT REPORT DATE	TARGET PRICE	RECOMMENDATION
JAN	16	DBS Group	1.69	1.92	Buy
	18	Macquarie	1.69	1.90	Outperform
FEB	10	Affin Hwang	1.71	2.00	Buy
	23	Macquarie	1.78	1.90	Outperform
	24	DBS Group	1.80	2.13	Buy
	24	Kenanga	1.80	1.77	Market Perform
	24	TA Securities	1.80	1.90	Hold
MAR	10	Nomura	1.71	2.00	Buy
	27	Maybank IB	1.80	1.90	Buy
	27	, HongLeong IB	1.80	2.00	Buy
APR	25	Macquarie	2.00	2.50	Outperform
MAY	18	CLSA Securities	2.04	2.55	Buy
	26	Maybank IB	2.07	2.30	Buy
	26	Affin Hwang	2.07	2.13	Hold
	26	Macquarie	2.07	2.50	Outperform
	26	CLSA Securities	2.07	2.55	Buy
	26	TA Securities	2.07	2.26	Hold
JUNE		DBS Group	2.00	2.60	Buy
JULY	12	AmInvestment	2.02	2.01	Hold
AUG	21	Macquarie	2.33	2.50	Outperform
	24	Affin Hwang	2.32	2.34	Hold
	24	Maybank IB	2.32	2.30	Hold
	24	Macquarie	2.32	2.50	Outperform
	25	Kenanga	2.32	2.00	Underperform
	25	AmInvestment	2.32	2.01	Hold
	25	DBS Group	2.32	2.60	Hold
	25	TA Securities	2.32	2.26	Sell
	25	<b>CLSA</b> Securities	2.32	2.75	Buy
SEPT	15	AmInvestment	2.30	2.60	Buy
	15	Kenanga	2.30	2.00	Underperform
	15	Maybank IB	2.30	2.30	Hold
	15	DBS Group	2.30	2.60	Hold
	15	TA Securities	2.30	2.26	Sell
DCT	5	Macquarie	2.26	2.80	Outperform
	6	RHB IB	2.30	2.60	Buy
	6	Maybank IB	2.30	2.63	Buy
	6	Affin Hwang	2.30	2.34	Hold
	6	AmInvestment	2.30	2.65	Buy
	6	DBS Group	2.30	2.60	Hold
	6	TA Securities	2.30	2.55	Buy
	6	Kenanga	2.30	2.29	Market Perform
	6	<b>CLSA</b> Securities	2.30	2.80	Buy
	6	Hong Leong IB	2.30	2.59	Buy
	13	TA Securities	2.31	2.65	Buy
	19	DBS Group	2.30	2.60	Hold
NOV	21	TA Securities	2.40	2.65	Buy
	21	Maybank IB	2.40	2.63	Buy
	21	RHB IB	2.40	2.70	Buy
	21	<b>CLSA Securities</b>	2.40	2.80	Buy
	21	Kenanga	2.40	2.29	Market Perform
	21	DBS Group	2.40	2.60	Hold
DEC	29	RHB IB	2.44	2.70	Buy

# **FINANCIALS**

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## **CREATING VALUE BY CUTTING THROUGH THE CLUTTER**

The buck stops here when it comes to financial management. We consistently thrive by remaining steadfast in providing added value in everything that we do.

## **DIRECTORS' REPORT** SUNWAY CONSTRUCTION GROUP BERHAD

(INCORPORATED IN MALAYSIA)

## **DIRECTORS' REPORT**

with the audited financial statements of the Group and of the the financial year ended 31 December 2017. Company for the financial year ended 31 December 2017.

## **PRINCIPAL ACTIVITIES**

There were no material transfers to or from reserves or The principal activity of the Company is investment holding. The provisions during the financial year other than those disclosed in principal activities of subsidiaries are set out in Note 17 to the the financial statements. financial statements.

There have been no significant changes in the nature of these During the financial year, the Company repurchased 654,000 of principal activities during the financial year.

## Results

	GROUP RM'000	COMPANY RM'000
Profit net of tax	137,968	168,043
Profit attributable to:		
Owner of the parent	137,830	168,043
Non-controlling interests	138	-
	137,968	168.043

## Dividends

the end of the previous financial year were as follows:

	RM'000
In respect of financial year ended 31 December 2016:	
Second interim single-tier dividend of 2.5 sen per ordinary share paid on 20 April 2017	32,323
In respect of financial year ended 31 December 2017:	
First interim single-tier dividend of 3.0 sen per ordinary share paid on 28 September 2017	38,767
	71.090

On 26 February 2018, the Board of Directors declared a second Tan Sri Datuk Dr Rebecca Fatima Sta Maria interim single-tier dividend of 4.0 sen per ordinary share for (Resigned with effect from 1 March 2018) the financial year ended 31 December 2017. The total estimated dividend payable amounted to approximately RM51,690,000. The dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2018.

- The Directors have pleasure in presenting their report together The Board of Directors do not recommend any final dividend for

## **RESERVES AND PROVISIONS**

## **ISSUE OF SHARES AND SHARES BUYBACK**

its issued ordinary shares from the open market at an average price of RM1.98 per share. The total consideration paid for the repurchases was RM1,295,000 and was financed through internally generated funds. The shares repurchased are being held as treasury shares in accordance with Section 127 of the Companies Act 2016 in Malavsia.

As at 31 December 2017, the Company held a total of 654,000 ordinary shares as treasury shares out of its total issued and paid up share capital of 1,292,900,010 ordinary shares. Such treasury shares are recorded at a carrying amount of RM1,295,000.

The Company did not issue any new shares or debentures during the financial year.

## The dividends paid, declared or proposed by the Company since **OPTIONS GRANTED OVER UNISSUED SHARES**

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

## DIRECTORS

The Directors who have held office during the financial year until the date of this report are as follows:

Dato' Ir Goh Chye Koon Dato' Siow Kim Lun Dato' Dr Ir Johari Bin Basri Dato' Chew Chee Kin Chung Soo Kiong Evan Cheah Yean Shin Datuk Kwan Foh Kwai (Resigned with effect from 31 December 2017) Dr Sarinder Kumari (Appointed on 1 March 2018)

## **DIRECTORS' BENEFITS**

that year, did there subsist any arrangement to which the Company was a party, whereby the Directors might acquire benefits by means of the acquisition of shares in or debentures disclosed in Note 40 to the financial statements. of the Company or any other body corporate, other than as may arise from the share options granted under the Employees' Share **DIRECTORS' INTERESTS** Option Scheme and warrants issued by its intermediate holding According to the register of Directors' shareholdings kept by company, Sunway Berhad.

than benefits included in the aggregate amount of emoluments in the Company and its related corporations during the financial received or due and receivable by the Directors or the fixed year were as follows: salary of a full-time employee of the Company as shown in Note

11 to the financial statements) by reason of a contract made by Neither at the end of the financial year, nor at any time during the Company or a related corporation with any 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, except as

the Company under Section 59 of the Companies Act 2016 in Malaysia, the interests of the Directors in office at the end of the Since the end of the previous financial year, none of the Directors financial year in ordinary shares, non-cumulative redeemable have received or become entitled to receive any benefit (other preference shares, warrants and options over ordinary shares

	NUMBER OF ORDINARY SHARES			
	AS AT 1.1.2017	ACQUIRED	SOLD	AS AT 31.12.2017
The Company				
Direct interests:				
Dato' Ir Goh Chye Koon	5,000	-	-	5,000
Dato' Chew Chee Kin	334,355	-	-	334,355
Datuk Kwan Foh Kwai #	755,216	-	(80,000)	675,216
Chung Soo Kiong	200,046	-	-	200,046
Evan Cheah Yean Shin	13,435	-	-	13,435
Deemed interests:				
Datuk Kwan Foh Kwai <sup>#1</sup>	246,685	-	-	246,685
Dato' Chew Chee Kin <sup>2</sup>	34,695	-	-	34,695
Evan Cheah Yean Shin <sup>3</sup>	841,282,318	-	-	841,282,318

<sup>1</sup> Deemed interest by virtue of Section 8 of the Companies Act 2016 (CA 2016) held through spouse and children.

 $^{2}$  Deemed interest by virtue of Section 8 of the CA 2016 held through spouse.

<sup>3</sup> Deemed interest by virtue of Section 8 of the CA 2016 held through Active Equity Sdn. Bhd. (AE), Sungei Way Corporation Sdn. Bhd. (SWC) and parent.

# Resigned with effect from 31 December 2017.

ND
ION

	NUMBER OF ORDINARY SHARES					
	AS AT 1.1.2017	SHARE DIVIDEND DISTRIBUTION	BONUS SHARES	ACQUIRED	SOLD	AS AT 31.12.2017
Intermediate holding company Sunway Berhad						
Direct interests:						
Dato' Ir Goh Chye Koon	50,000	500	67,333	-	-	117,833
Chung Soo Kiong	-	-	600,000	645,000	(245,000)	1,000,000
Datuk Kwan Foh Kwai #	1,090,465	10,204	1,200,892	500,000	(700,000)	2,101,561
Dato' Chew Chee Kin	5,409,729	54,097	11,785,101	3,375,000	-	20,623,927
Evan Cheah Yean Shin	556,946	5,569	2,350,020	1,200,000	-	4,112,535
Deemed interests:						
Datuk Kwan Foh Kwai <sup>#1</sup>	466,854	4,668	628,696	-	-	1,100,218
Dato' Chew Chee Kin <sup>1</sup>	650,932	6,509	876,588	-	-	1,534,029
Evan Cheah Yean Shin <sup>2</sup>	1,236,452,384	12,365,771	1,682,457,538	13,150,000	(125,000)	2,944,300,693

	NUMBER OF ORDINARY SHARES						
	AS AT 1.1.2017	SHARE DIVIDEND DISTRIBUTION	BONUS SHARES	ACQUIRED	SOLD	AS AT 31.12.2017	
Intermediate holding company Sunway Berhad							
Direct interests:							
Dato' Ir Goh Chye Koon	50,000	500	67,333	-	-	117,833	
Chung Soo Kiong	-	-	600,000	645,000	(245,000)	1,000,000	
Datuk Kwan Foh Kwai #	1,090,465	10,204	1,200,892	500,000	(700,000)	2,101,561	
Dato' Chew Chee Kin	5,409,729	54,097	11,785,101	3,375,000	-	20,623,927	
Evan Cheah Yean Shin	556,946	5,569	2,350,020	1,200,000	-	4,112,535	
Deemed interests:							
Datuk Kwan Foh Kwai <sup>#1</sup>	466,854	4,668	628,696	-	-	1,100,218	
Dato' Chew Chee Kin <sup>1</sup>	650,932	6,509	876,588	-	-	1,534,029	
Evan Cheah Yean Shin <sup>2</sup>	1,236,452,384	12,365,771	1,682,457,538	13,150,000	(125,000)	2,944,300,693	

<sup>1</sup> Deemed interest by virtue of Section 8 of the CA 2016 held through spouse.

<sup>2</sup> Deemed interest by virtue of Section 8 of the CA 2016 held through AE, SWC and parent.

- # Resigned with effect from 31 December 2017.
- Receipt of ordinary shares on 28 April 2017 pursuant to the distribution of a second interim single tier dividend via a share Distribution).

<sup>^^</sup> Receipt of ordinary shares on 4 October 2017 pursuant to the bonus issue of new ordinary shares in Sunway Berhad (Bonus Shares) on the basis of 4 Bonus Shares for every 3 existing ordinary shares held by the shareholders of Sunway Berhad (Bonus Issue of Shares).

	NUMBER OF WARRANTS 2017/2024					
	AS AT 1.1.2017	WARRANTS*	ACQUIRED	SOLD	AS AT 31.12.2017	
Intermediate holding company Sunway Berhad						
Direct interests:						
Dato' Ir Goh Chye Koon	-	15,150	-	-	15,150	
Chung Soo Kiong	-	135,000	-	-	135,000	
Datuk Kwan Foh Kwai #	-	270,200	-	-	270,200	
Dato' Chew Chee Kin	-	2,651,647	-	-	2,651,647	
Evan Cheah Yean Shin	-	528,754	-	-	528,754	
Deemed interests:						
Datuk Kwan Foh Kwai <sup>#1</sup>	-	141,456	-	-	141,456	
Dato' Chew Chee Kin <sup>1</sup>	-	197,232	-	-	197,232	
Evan Cheah Yean Shin <sup>2</sup>	-	378,552,945	42,357,200	-	420,910,145	

#### Dire

Dato' Ir Goh Chye Koon	
Chung Soo Kiong	
Datuk Kwan Foh Kwai #	
Dato' Chew Chee Kin	
Evan Cheah Yean Shin	
Deemed interacts:	

## Dee

Datuk Kwan Foh Kwai <sup>#1</sup>
Dato' Chew Chee Kin <sup>1</sup>
Evan Cheah Yean Shin <sup>2</sup>

<sup>1</sup> Deemed interest by virtue of Section 8 of the CA 2016 held through spouse.

<sup>2</sup> Deemed interest by virtue of Section 8 of the CA 2016 held through AE, SWC and parent.

\* Receipt of warrants on 4 October 2017 pursuant to the bonus issue of warrants (Warrants) on the basis of 3 warrants for every 10 existing ordinary shares held by the shareholders of Sunway Berhad.

# Resigned with effect from 31 December 2017.

dividend distribution on the basis of 1 treasury share for every 100 ordinary shares held in Sunway Berhad (Share Dividend

## **DIRECTORS' INTERESTS (CONT'D)**

	NUMBER OF ORDINARY SHARES						
	AS AT 1.1.2017	ACQUIRED	SOLD	AS AT 31.12.2017			
Penultimate holding company							
Sungei Way Corporation Sdn. Bhd.							
Deemed interest:							
Evan Cheah Yean Shin ^	10,000,000	-	-	10,000,000			

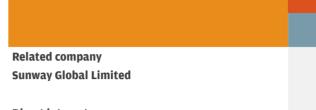
<sup>^</sup> Deemed interest by virtue of Section 8 of the CA 2016 held through AE and parent.

	NUMBER OF NON-CUMULATIVE REDEEMABLE PREFERENCE SHARES								
	AS AT 1.1.2017	ALLOTMENT	REDEEMED	AS AT 31.12.2017					
Penultimate holding company Sungei Way Corporation Sdn. Bhd.									
<b>Deemed interest:</b> Evan Cheah Yean Shin ^	50,000,000	72,000,000	-	122,000,000					

<sup>^</sup> Deemed interest by virtue of Section 8 of the CA 2016 held through parent.

		NUMBER OF ORDINARY SHARES						
	AS AT 1.1.2017	ACQUIRED	SOLD	AS AT 31.12.2017				
Ultimate holding company Active Equity Sdn. Bhd.								
<b>Direct interest:</b> Evan Cheah Yean Shin	12,750	12,750		25,500				
<b>Deemed interest:</b> Evan Cheah Yean Shin ^	102,000		-	102,000				

<sup>^</sup> Deemed interest by virtue of Section 8 of the CA 2016 held through parent.



**Direct interest:** Dato' Chew Chee Kin

Intermediate holding company Sunway Berhad

## **Direct interests:**

Chung Soo Kiong Datuk Kwan Foh Kwai # Dato' Chew Chee Kin Evan Cheah Yean Shin

Intermediate holding company Sunway Berhad

Direct interest: Chung Soo Kiong

NUMBER OF ORDINARY SHARES								
AS AT		COLD	AS AT					
1.1.2017	ACQUIRED	SOLD	31.12.2017					
869,684	-	(180,501)	689,183					
		OVER ORDINARY						
<u>`</u>		RM1.07 <sup>+</sup> PER SHA						
NUMBE	R OF OPTIONS O	VER ORDINARY S	HARES					
AS 1.1.20		VEDCICED	AS AT					
1.1.20	р17 E	XERCISED	31.12.2017					
320	,000	(320,000)	-					
	,000	(500,000)	-					
500,		. , ,						
3,375	.000	(3.3/5.000)	-					
3,375, 1,200,	·	(3,375,000)	-					
3,375, 1,200,	·	(3,375,000) (1,200,000)	-					
1,200,	,000	(1,200,000)	-					
1,200, SECOND GR	000							

EXERCISED

(225,000)

AS AT

1.1.2017

225,000

AS AT

31.12.2017

## **DIRECTORS' INTERESTS (CONT'D)**

		THIRD GRANT OF OPTIONS OVER ORDINARY SHARES (EXERCISE PRICE OF RM1.40 <sup>+</sup> PER SHARE)							
	NUM	NUMBER OF OPTIONS OVER ORDINARY SHARES							
	AS AT 1.1.2017	ADJUSTMENT**	EXERCISED	AS AT 31.12.2017					
Intermediate holding company									
Sunway Berhad									
Direct interests:									
Chung Soo Kiong	150,000	200,000	-	350,000					
Datuk Kwan Foh Kwai #	100,000	133,333	-	233,333					

	FOURTH GRANT OF OPTIONS OVER ORDINARY SHARES (EXERCISE PRICE OF RM1.26 <sup>+</sup> PER SHARE)						
	NUMBER OF OPTIONS OVER ORDINARY SHARES						
	AS AT 1.1.2017	EXERCISED	AS AT 31.12.2017				
Intermediate holding company Sunway Berhad							
Direct interest:							
Chung Soo Kiong	100,000	(100,000)	-				

+ Exercise price of the first, second, third and fourth grant of the options has been adjusted to RM1.07, RM1.23, RM1.40 and RM1.26 respectively pursuant to the Bonus Issue of Shares.

\*\* Adjustment made pursuant to the Bonus Issue of Shares.

# Resigned with effect from 31 December 2017.

The options over ordinary shares are pursuant to the Employees' Share Option Scheme 2013/2019 of Sunway Berhad.

By virtue of Evan Cheah Yean Shin's substantial interests in the Company and Active Equity Sdn. Bhd., he is deemed to have interest in the shares of all the subsidiaries of the Company and Active Equity Sdn. Bhd. to the extent the Company and Active Equity Sdn. Bhd. have an interest.

The other Directors in office at the end of the financial year did not have any interests in ordinary shares, warrants or options over ordinary shares in the Company or its related corporations during the financial year.

## DIRECTORS' REMUNERATION

The details of Directors' remuneration are disclosed in Note 11 to the financial statements.

## **INDEMNITY AND INSURANCE FOR OFFICERS AND AUDITORS**

During the financial year, the intermediate holding company of the Company, Sunway Berhad effected Directors' liability insurance to protect the Directors of the Group and of the Company against potential costs and liabilities arising from claims brought against the Directors. None of the Directors nor the Group paid for the insurance premium directly as the Group is under the effective cover of Sunway Berhad being its subsidiary company.

There were no indemnity given to or insurance effected for the auditors of the Group and of the Company during the financial year.

## OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

## (I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, 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 provision for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
  - (ii) to ensure that any current assets other than debts. which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of operations of the Group and of the Company during the financial year have not been substantially affected by any item. LIST OF DIRECTORS OF SUBSIDIARIES transaction or event of a material and unusual nature.

## (II) FROM THE END OF THE FINANCIAL YEAR TO and up to date of this report is as follows: THE DATE OF THIS REPORT

(c) The Directors are not aware of any circumstances:

- (i) which would render the amounts written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent:
- (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading: and
- (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

## (d) In the opinion of the Directors:

(i) there has not arisen 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: and

(ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

## (III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial vear.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in the report or financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

Pursuant to Section 253 of the Companies Act 2016 in Malavsia. the list of Directors of the subsidiaries during the financial year

- Chang Kim Long
- Chong Kok Keong
- Chung Soo Kiong
- Datuk Kwan Foh Kwai
- Eric Tan Chee Hin
- Evan Cheah Yean Shin
- Khor Seng Yan
- Kok Shin Lin
- Kong Heong Fook
- Kumaresan Varadu Rasu
- Kwong Tzyy En
- Liew Kok Wing
- Ng Bee Lien
- Ng Chong Beng
- Tan Sri Dato' (DR) R.V. Navaratnam
- Thomas Samuel A/L CT Samuel
- Wong Kwan Song

## **AUDITORS**

The auditors, BDO, have expressed their willingness to continue in office.

The details of auditors' remuneration of the Company and its subsidiaries for the financial year ended 31 December 2017 are disclosed in Note 9 to the financial statements.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 20 March 2018.

Dato' Chew Chee Kin Director

**Chung Soo Kiong** Director

# STATEMENT BY DIRECTORS

# PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Dato' Chew Chee Kin and Chung Soo Kiong, being two of the Directors of Sunway Construction Group Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 163 to 215 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2017 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 20 March 2018.

Dato' Chew Chee Kin Director

**Chung Soo Kiong** Director

# STATUTORY DECLARATION

# PURSUANT TO SECTION 251(1)(B) OF THE COMPANIES ACT 2016

man

Ng Bee Lien Chief Financial Officer

Before me,



No. 69A, Jalan SS21/37 Damansara Utama (Up Town) 47400 Petaling Jaya, Selangor D.E

## **INDEPENDENT AUDITORS' REPORT**

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SUNWAY CONSTRUCTION GROUP BERHAD (INCORPORATED IN MALAYSIA)

## **REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS**

## **OPINION**

We have audited the financial statements of Sunway Construction Group Berhad, which comprise the statements of financial position as at 31 December 2017 of the Group and of the Company. statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 163 to 215.

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 December 2017, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards (MFRSs), International Financial Reporting Standards (IFRSs) 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 Malavsia and International Standards on Auditing (ISAs). 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' Code of Ethics for Professional Accountants (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 judgment, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

## **KEY AUDIT MATTERS FOR THE GROUP**

(a) Revenue and profit recognition for construction contracts Revenue from construction contracts during the financial year as disclosed in Note 5 to the financial statements amounted to RM1.931.392.000.

The revenue and profit recognition on construction contracts involve significant judgements in estimating the stage of completion and assessing the estimated total costs to complete.

In estimating the total costs to complete, the Group considers the completeness and accuracy of its cost estimation, including its obligations to contract variations, claims and cost contingencies. The total costs to complete including subcontractor costs, varies with market conditions and may also be inaccurately forecasted due to unforeseen events during construction.

## Audit response

Our audit procedures included the following:

- i. Assessed estimated total costs to complete through inquiries with operational and financial personnel of the Group:
- ii. Inspected documentation to support cost estimates made including contract variations and cost contingencies;
- iii. Recomputed stage of completion determined by management for revenue recognition based on verified actual costs incurred to-date and budgeted costs:
- iv. Compared contract budgets to actual outcomes to assess reliability of management budgeting process; and
- Inspected correspondences from sub-contractors in ٧. relation to variations and claims to corroborate key judgements applied by management.

## (b) Assessment of liquidated and ascertained damages (LAD) on construction contracts

Based on Note 28 to the financial statements regarding key estimation uncertainty arising from the assessment of LAD on construction contracts as at 31 December 2017, the Group is of the opinion that no LAD recognition is required at this juncture.

otherwise involves significant management judgement based on available facts and circumstances, including:

- Extension of time submitted to contract customers due to circumstances that were beyond the control of the Group:
- The likelihood of impact on the outcome of the negotiations with contract customers; and
- iii. Consultations and opinions from technical expert.

## Audit response

Our audit procedures included the following:

- i. Inquired in-house operational, financial and legal personnel of the Group to assess the merits of the extension of time submitted to the contract customers:
- Inspected relevant correspondences and reports, including on-going negotiations with contract customers for the late delivery of contract works;
- iii Verified the evidences of acceptance by contract customers of the work performed by the Group to-date: and
- Inquired and inspected the correspondences from **OF THE FINANCIAL STATEMENTS** iv. the external technical experts to corroborate the key Our objectives are to obtain reasonable assurance about whether judgements applied by management. the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud

We have determined that there are no key audit matters to be communicated in our auditors' report of the audit of the separate financial statements of the Company.

## **INFORMATION OTHER THAN THE FINANCIAL** STATEMENTS AND AUDITORS' REPORT THEREON

The Directors of the Company are responsible for the other financial statements. information. The other information comprises the information included in the annual report, but does not include the financial As part of an audit in accordance with approved standards on statements of the Group and of the Company and our auditors' auditing in Malaysia and ISAs, we exercise professional judgment report thereon. and maintain professional scepticism throughout the audit. We also:

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, 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.

## The determination of whether there is any exposure to LAD or **RESPONSIBILITIES OF THE DIRECTORS FOR** THE FINANCIAL STATEMENTS

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with MFRSs, IFRSs 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 intends 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**

- 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 ISAs 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
- (a) 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.

# **INDEPENDENT AUDITORS' REPORT** (CONT'D)

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SUNWAY CONSTRUCTION GROUP BERHAD (INCORPORATED IN MALAYSIA)

## **AUDITORS' RESPONSIBILITIES FOR THE AUDIT** OF THE FINANCIAL STATEMENTS (CONT'D)

- (b) Obtain an understanding of internal control relevant to the We also provide the Directors with a statement that we Company's internal control.
- (c) Evaluate the appropriateness of accounting policies used From the matters communicated with the Directors, we disclosures made by the Directors.
- exists, we are required to draw attention in our auditors' 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 and the Company to cease to continue as a going concern.
- (e) 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.
- (f) 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.

audit in order to design audit procedures that are appropriate have complied with relevant ethical requirements regarding in the circumstances, but not for the purpose of expressing independence, and to communicate with them all relationships an opinion on the effectiveness of the Group's and of the and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

and the reasonableness of accounting estimates and related determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit (d) Conclude on the appropriateness of the Directors' use of the matters. We describe these matters in our auditors' report unless going concern basis of accounting and, based on the audit law or regulation precludes public disclosure about the matter evidence obtained, whether a material uncertainty exists or when, in extremely rare circumstances, we determine that a related to events or conditions that may cast significant doubt matter should not be communicated in our report because the on the Group's and of the Company's ability to continue as a adverse consequences of doing so would reasonably be expected going concern. If we conclude that a material uncertainty to outweigh the public interest benefits of such communication.

## report to the related disclosures in the financial statements **REPORT ON OTHER LEGAL AND REGULATORY** REOUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 17 to the financial statements.

## **OTHER MATTERS**

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.

**BDO** AF: 0206 Chartered Accountants

Kuala Lumpur 20 March 2018

Law Kian Huat 2855/06/18 (J) Chartered Accountant

## **STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

## FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

	GROUP			COMPANY		
	NOTE	2017	2016	2017	2016	
		RM'000	RM'000	RM'000	RM'000	
Revenue	5	2,076,290	1,788,844	166,300	132,500	
Cost of sales	6	(1,647,661)	(1,409,876)	-	-	
Gross profit		428,629	378,968	166,300	132,500	
Other income	7	16,741	35,853	-	-	
Administrative expenses		(274,477)	(256,103)	(1,717)	(1,842)	
Other expenses		(6,244)	(9,473)	-	-	
Operating profit		164,649	149,245	164,583	130,658	
Finance and other distribution income	8	13,477	10,488	3,462	310	
Finance costs	8	(6,084)	(6,056)	-	(39)	
Share of results of a joint venture		2,153	-	-	-	
Profit before tax	9	174,195	153,677	168,045	130,929	
Income tax expense	12	(36,227)	(30,039)	(2)	(4)	
Profit for the financial year		137,968	123,638	168,043	130,925	
Profit attributable to:						
Owners of the parent		137,830	123,519	168,043	130,925	
Non-controlling interests		138	119	-		
		137,968	123,638	168,043	130,925	
Other comprehensive income to be reclassified						
to profit or loss in subsequent periods:						
Foreign currency translation		(1,312)	2,505	-	-	
Reclassification of foreign currency translation						
reserve to profit and loss on deregistration of						
foreign branches and subsidiaries		(3,508)	-	-	-	
Total comprehensive income						
for the financial year, net of tax		133,148	126,143	168,043	130,925	
Total comprehensive income attributable to:						
Owners of the parent		133,080	126,024	168,043	130,925	
Non-controlling interests		68	119	-	-	
		133,148	126,143	168,043	130,925	
Earnings per share attributable to						
owners of the parent (sen per share):						
Basic	13	10.66	9.55	-	-	
Diluted	13	10.66	9.55	-	-	

	GROUP			СОМРА	NY
	NOTE	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Revenue	5	2,076,290	1,788,844	166,300	132,500
Cost of sales	6	(1,647,661)	(1,409,876)	-	-
Gross profit		428,629	378,968	166,300	132,500
Other income	7	16,741	35,853	-	-
Administrative expenses		(274,477)	(256,103)	(1,717)	(1,842)
Other expenses		(6,244)	(9,473)	-	-
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Share of results of a joint venture		2,153	-	-	-
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Profit attributable to:					
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Non-controlling interests		138	119	-	-
		137,968	123,638	168,043	130,925
Other comprehensive income to be reclassified					
to profit or loss in subsequent periods:					
Foreign currency translation		(1,312)	2,505	-	
Reclassification of foreign currency translation					
reserve to profit and loss on deregistration of					
foreign branches and subsidiaries		(3,508)	-	-	-
Total comprehensive income					
for the financial year, net of tax		133,148	126,143	168,043	130,925
Total comprehensive income attributable to:					
Owners of the parent		133,080	126,024	168,043	130,925
Non-controlling interests		68	119	-	-
		133,148	126,143	168,043	130,925
Earnings per share attributable to					
owners of the parent (sen per share):					
Basic	13	10.66	9.55	-	-
Diluted	13	10.66	9.55	-	-

# **STATEMENTS OF FINANCIAL POSITION**

## AS AT 31 DECEMBER 2017

		GROUP		COMPANY		
	NOTE	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000	
Assets						
Non-current assets						
Property, plant and equipment	15	149,844	138,381	-	-	
Intangible assets	16	2,217	2,307	-	-	
Investments in subsidiaries	17	-	-	258,580	258,580	
Investments in associates	18	-	-	-	-	
Other investments	19	273	273	-	-	
Investments in joint ventures	20	-	-	-	-	
Goodwill	21	3,647	3,647	-	-	
Deferred tax assets	32	2,341	10,502	-	-	
		158,322	155,110	258,580	258,580	
Current assets						
Inventories	22	24,429	23,950	-	-	
Trade receivables	23	1,065,912	732,034	-	-	
Other receivables	24	39,834	31,912	-	-	
Amount due from intermediate holding company	26	309	3	-	-	
Amounts due from related companies	26	62,559	147,542	-	-	
Amount due from an associate	27	26,479	26,665	-	-	
Amount due from a joint venture	26	185	233	-	-	
Tax recoverable		21,922	12,737	5	-	
Derivative assets	29	-	1,341	-	-	
Cash and bank balances	30	487,240	465,768	141,720	46,181	
		1,728,869	1,442,185	141,725	46,181	
Total assets		1,887,191	1,597,295	400,305	304,761	

## AS AT 31 DECEMBER 2017 (CONT'D)

Equity and liabilities       Fequity and liabilities         Current liabilities       31         Borrowings       31         Trade payables       33         Other payables       34         Amount due to intermediate holding company       26         Amounts due to subsidiaries       25         Amounts due to related companies       26         Tax payable       29         Derivative liabilities       29         Deferred tax liabilities       32	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Current liabilitiesBorrowings31Trade payables33Other payables34Amount due to intermediate holding company26Amounts due to subsidiaries25Amounts due to related companies26Tax payable29Derivative liabilities29				
Borrowings 31 Trade payables 33 Other payables 34 Amount due to intermediate holding company 26 Amounts due to subsidiaries 25 Amounts due to related companies 26 Tax payable 26 Tax payable 29 Non-current liabilities 29				
Trade payables 33 Other payables 34 Amount due to intermediate holding company 26 Amounts due to subsidiaries 25 Amounts due to related companies 26 Tax payable 25 Derivative liabilities 29				
Other payables34Amount due to intermediate holding company26Amounts due to subsidiaries25Amounts due to related companies26Tax payable29Derivative liabilities29	134,659	136,515	-	-
Amount due to intermediate holding company 26 Amounts due to subsidiaries 25 Amounts due to related companies 26 Tax payable 29 Derivative liabilities 29	794,194	693,276	-	-
Amounts due to subsidiaries     25       Amounts due to related companies     26       Tax payable     29       Derivative liabilities     29	241,772	178,736	1,099	989
Amounts due to related companies 26 Tax payable 29 Derivative liabilities 29	17,628	26,049	-	7
Tax payable 29 Derivative liabilities 29 Non-current liabilities	-	-	-	13
Non-current liabilities 29	131,459	56,911	108	312
Non-current liabilities	5,156	11,418	-	-
	469	-	-	-
	1,325,337	1,102,905	1,207	1,321
Deferred tax liabilities 32				
	7,009	608	-	-
	7,009	608	-	-
Total liabilities	1,332,346	1,103,513	1,207	1,321
Equity attributable to owners of the parent				
Share capital 35	258,580	258,580	258,580	258,580
Treasury shares 35	(1,295)	-	(1,295)	-
Foreign currency translation reserve 36	9,901	14,651	-	-
Merger reserve 36	(37,894)	(37,894)	-	-
Capital contribution by				
intermediate holding company 36	670	670	-	-
Retained earnings 36	323,762	257,022	141,813	44,860
	553,724	493,029	399,098	303,440
Non-controlling interests	1,121	753	-	-
Total equity	554.045		200.005	202.440
Total equity and liabilities	554,845	493,782	399,098	303,440

# **IN EQUITY CHANGES** LL. Ō **STATEMENTS**

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# FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

				ATTR		ATTRIBIITARI E TO OWNERS OF THE PARENT	, TN			
				<b>NON-DISTRIBUTABLE</b>						
GROUP	NOTE	SHARE SHARE CAPITAL (NOTE 35) RM'000	TREASURY SHARES (NOTE 35) RM'000	MERGER RESERVE (NOTE 36) RM'000	FOREIGN CURRENCY TRANSLATION RESERVE (NOTE 36) RM'000	CAPITAL CONTRIBUTION BY INTERMEDIATE HOLDING COMPANY (NOTE 36) RM'000	DISTRIBUTABLE Retained Earnings (Note 36) RM'000	EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT, TOTAL RM'000	NON- CONTROLLING INTERESTS RM'000	EQUITY, TOTAL RM'000
At 1 January 2017		258,580		(37,894)	14,651	670	257,022	493,029	753	493,782
Profit for the financial year							137,830	137,830	138	137,968
Other comprehensive income, net of tax					(4,750)			(4,750)	(20)	(4,820)
Total comprehensive income		ı			(4,750)		137,830	133,080	68	133,148
<b>Transactions with owners</b> Additional shares acquired by										
non-controlling interests					I			ı	300	300
Purchase of treasury shares	35		(1,295)					(1,295)		(1,295)
Dividends paid	14					•	(71,090)	(71,090)		(71,090)
Total transactions with owners			(1,295)				(71,090)	(72,385)	300	(72,085)
At 31 December 2017		258,580	(1,295)	(37,894)	9,901	670	323,762	553,724	1,121	554,845
At 1 January 2016		258,580		(37,894)	12,146	670	217,542	451,044	634	451,678
Profit for the financial year		1	•	•			123,519	123,519	119	123,638
Other comprehensive income, net of tax		'			2,505			2,505		2,505
Total comprehensive income		'			2,505		123,519	126,024	119	126,143
Transaction with owners										
Dividends paid	14	•			•		(84,039)	(84,039)		(84,039)
At 31 December 2016		258,580		(37,894)	14,651	670	257,022	493,029	753	493,782

## FOR THE FINANCIAL YEAR ENDED 31 DECEMBE

				DISTRIBUTABLE RETAINED	
		SHARE	TREASURY	EARNINGS/ (ACCUMULATED	
		CAPITAL	SHARES	LOSSES)	EQUITY,
		(NOTE 35)	(NOTE 35)	(NOTE 36)	TOTAL
COMPANY	NOTE	RM'000	RM'000	RM'000	RM'000
At 1 January 2017		258,580	-	44,860	303,440
Profit for the financial year		-	-	168,043	168,043
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	168,043	168,043
Transactions with owners					
Dividends paid	14	-	-	(71,090)	(71,090)
Purchase of treasury shares	35	-	(1,295)	-	(1,295)
Total transactions with owners		-	(1,295)	(71,090)	(72,385)
At 31 December 2017		258,580	(1,295)	141,813	399,098
At 1 January 2016		258,580	-	(2,026)	256,554
Profit for the financial year		-	-	130,925	130,925
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	130,925	130,925
Transactions with owners					
Dividends paid	14	-	-	(84,039)	(84,039)
At 31 December 2016		258,580	-	44,860	303,440

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# **STATEMENTS OF CASH FLOWS**

## FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

	GROU	IP	COMPANY		
	2017	2016	2017	2016	
	RM'000	RM'000	RM'000	RM'000	
Cash flows from operating activities					
Profit before tax	174,195	153,677	168,045	130,929	
Adjustments for:					
Accretion of financial assets and financial liabilities	2,940	(4,327)	-	-	
Allowance for impairment losses of trade receivables	83	2,670	-	-	
Bad debts written off	1,610	370	-	-	
Depreciation and amortisation of property,					
plant and equipment, and software	37,771	39,064	-	-	
Dividend income	-	(9)	(166,300)	(132,500)	
Employees' share option scheme	(2,978)	991	-	-	
Fair value loss/(gain) on derivative assets and liabilities	1,810	(1,341)	-	-	
Finance and other distribution income	(13,477)	(10,488)	(3,462)	(310)	
Finance costs	6,084	6,056	-	39	
Gain on disposal of property, plant and equipment,					
and software	(935)	(995)	-	-	
(Gain)/Loss on liquidation of subsidiaries	(18)	492	-	-	
Property, plant and equipment written off	232	813	-	-	
Reversal of allowance for impairment losses of					
trade receivables, other receivables					
and amount due from an associate	(2,670)	(20,634)	-	-	
Share of results of a joint venture	(2,153)	-	-	-	
Unrealised foreign exchange gain	(62)	-	-	-	
Operating cash flows before working capital changes carried forward	202,432	166,339	(1,717)	(1,842)	
-					
Changes in working capital:	(470)				
Inventories Trade receivables	(479)	(6,657)	-	-	
Other receivables	(332,756)	(150,005)	-	-	
	(7,922)	15,585	-	-	
Trade payables Other payables	97,835 63,116	88,597 41,167	110	362	
Amount due from/(to) intermediate holding company	(5,749)	6,806	(7)	502	
Amounts due to subsidiaries	(3,749)	0,800		(1,540)	
Amount due from an associate	(2,342)	(3,350)	(13)	(1,540)	
Amounts due from/(to) related companies	76,217	(50,572)	(204)	305	
Amount due from/(to) a joint venture	48	(236)	(204)	202	
-			(1.021)	(2 700)	
Cash generated from/(used in) operations Interest received	90,400 13,477	107,674 10,488	(1,831) 3,462	(2,708) 310	
Interest paid	(6,084)	(6,056)		(39)	
Dividend received from a joint venture	2,153	-	-	(39)	
Tax refunded	145	125	-		
	(37,257)	(26,615)	(7)	(4)	
Tax paid	(3/./5/)				

## FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017 (CONT'D)

	GROU	IP	COMPANY		
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000	
Cash flows from investing activities					
Proceeds from disposal of property,					
plant and equipment, and software	6,246	2,055	-	-	
Acquisitions of property, plant and equipment, and software	(54,688)	(19,016)	-	-	
Advances from related companies	83,314	11,250	-	-	
(Deposits)/Withdrawal of deposits with licensed banks					
with maturity of more than 3 months	(7)	370	-	-	
Net cash flow from placement in funds	-	78,000	-	-	
Dividend received	-	9	166,300	132,500	
Net cash from investing activities	34,865	72,668	166,300	132,500	
Cash flows from financing activities					
Drawdowns of bills discounting	134,659	136,515	-	-	
Proceeds from issuance of ordinary					
shares to non-controlling interests of a subsidiary	300	-	-	-	
Repayments of revolving credits	-	(50,189)	-	-	
Repayments of bills discounting	(136,515)	(86,652)	-	-	
Dividends paid	(71,090)	(84,039)	(71,090)	(84,039)	
Shares buyback	(1,295)	-	(1,295)	-	
Net cash used in financing activities	(73,941)	(84,365)	(72,385)	(84,039)	
Net increase in cash and cash equivalents	23,758	73,919	95,539	46,020	
Effects of exchange rate changes					
on cash and cash equivalents	(2,293)	1,742	-	-	
Cash and cash equivalents at beginning of financial year	465,333	389,672	46,181	161	
Cash and cash equivalents at end of financial year (Note 30)	486,798	465,333	141,720	46,181	

## **NOTES TO THE FINANCIAL STATEMENTS**

## FOR THE FINANCIAL YEAR ENDED **31 DECEMBER 2017**

## **1. CORPORATE INFORMATION**

Sunway Construction Group Berhad (the Company) is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad. The registered office of the Company is located at Level 16. Menara Sunway, Jalan Lagoon Timur, Bandar Sunway, 47500 Subang Jaya, Selangor Darul Ehsan. The principal place of business of the Company is located at Level 8, Menara Sunway, Jalan Lagoon Timur, Bandar Sunway, 47500 Subang Java, Selangor Darul Ehsan,

The immediate, intermediate, penultimate and ultimate holding companies of the Company are Sunway Holdings Sdn. Bhd., Sunway Berhad, Sungei Way Corporation Sdn. Bhd, and Active Equity Sdn. Bhd, respectively, all of which are incorporated in Malavsia. Sunway Berhad is listed on the Main Market of Bursa Malaysia Securities Berhad and produces financial statements available for public use. Related companies refer to companies within the Sunway Berhad group of companies.

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are set out in Note 17 to the financial statements.

The financial statements for the financial year ended 31 December 2017 were authorised for issue in accordance with a resolution by the Directors on 20 March 2018.

## 2. BASIS OF PREPARATION

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

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

The financial statements are presented in Ringgit Malaysia (RM), which is also the functional currency of the Company. All financial information presented in RM has been rounded to the nearest thousand (RM'000), unless otherwise stated.

The new MFRSs and amendments to MFRSs adopted during the financial year are set out in Note 41(A) to the financial statements.

## **3. SEGMENT INFORMATION**

For management purpose, the Group is organised into business units based on their products and services. In addition, the businesses are considered from a geographical perspective. The Group's reporting segments are as follows:

## (i) Construction

Turnkey, construction related design and build, civil engineering, building works, geotechnical services and related products, hire of heavy machineries, mechanical and engineering works, facade engineering and consultancy services and transportation agent.

## (ii) Precast concrete

Construction engineering, sub-contracting works for precast fabrication, manufacturing and distribution of precast components and building materials.

Operating segments that have been aggregated to form the above reporting segments are as indicated as above. These operating segments are aggregated due to the similar nature and economic characteristics of the businesses.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise tax assets and liabilities, corporate assets, liabilities and expenses, if any.

Segment revenue, expenses and results include transfers between business segments. The inter-segment transactions have been entered into, on negotiated basis and are eliminated on consolidation. These policies have been applied consistently throughout the current and previous financial vears.

## **BUSINESS SEGMENTS**

segment:

## COI

At 31 December 2017

Inter-segment sales

#### Revenue

Sales to external customers

## Total revenue

Results

Operating profit

Finance and other distribution income

Finance costs Share of results of a joint venture

Profit before tax Income tax expense

Net profit for the year

Non-controlling interests

Attributable to owners of the parent

#### Assets

Segment assets

Unallocated assets

**Total assets** 

## Liabilities

Segment liabilities Unallocated liabilities

**Total liabilities** 

#### **Other segment information**

Capital expenditure

Depreciation and amortisation

NSTRUCTION RM'000	PRECAST CONCRETE RM'000	ELIMINATION RM'000	NOTE	TOTAL RM'000
1,931,392	144,898	-		2,076,290
521,894	92,129	(614,023)	А	-
2,453,286	237,027	(614,023)		2,076,290
137,203	27,446	-	А	164,649
13,414	63	-		13,477
(6,084)	-	-		(6,084)
2,153	-	-		2,153
146,686	27,509	-		174,195
(33,026)	(3,201)	-		(36,227)
113,660	24,308	-		137,968
(138)	-	-		(138)
113,522	24,308	-		137,830
1,693,892	169,036	-		1,862,928
				24,263
				1,887,191
1,259,669	60,512	-		1,320,181
				12,165
				1,332,346
44,728	9,960	-	В	54,688
34,824	2,947	-		37,771

## The following table provides an analysis of the Group's revenue, results, assets, liabilities and other information by business

## **3. SEGMENT INFORMATION (CONT'D)**

## BUSINESS SEGMENTS (CONT'D)

The following table provides an analysis of the Group's revenue, results, assets, liabilities and other information by business segment (cont'd):

	CONSTRUCTION	PRECAST CONCRETE	ELIMINATION		TOTAL
	RM'000	RM'000	RM'000	NOTE	RM'000
At 31 December 2016					
Revenue					
Sales to external customers	1,502,099	286,745	-		1,788,844
Inter-segment sales	387,070	80,695	(467,765)	А	-
Total revenue	1,889,169	367,440	(467,765)		1,788,844
Results					
Operating profit	91,052	58,193	-	А	149,245
Finance and other distribution income	10,456	32	-		10,488
Finance costs	(6,054)	(2)	-		(6,056)
Profit before tax	95,454	58,223	-		153,677
Income tax expense	(18,261)	(11,778)	-		(30,039)
Net profit for the year	77,193	46,445	-		123,638
Non-controlling interests	(119)	-	-		(119)
Attributable to owners of the parent	77,074	46,445	-		123,519
Assets					
Segment assets	1,346,351	227,705	-		1,574,056
Unallocated assets					23,239
Total assets					1,597,295
Liabilities					
Segment liabilities	994,026	97,461	-		1,091,487
Unallocated liabilities					12,026
Total liabilities					1,103,513
Other segment information					
Capital expenditure	14,827	4,189	-	В	19,016
Depreciation and amortisation	35,823	3,241	-		39,064

## **GEOGRAPHICAL SEGMENTS**

parent and assets by geographical segment:

	REVENUE RM'000	PROFIT BEFORE TAX RM'000	NET PROFIT RM'000	ATTRIBUTABLE TO OWNERS OF THE PARENT RM'000	SEGMENT ASSETS RM'000
t 31 December 2017					
lalaysia	1,927,831	140,002	107,336	107,198	1,693,941
ingapore	144,898	24,239	20,678	20,678	100,343
ndia	3,561	5,059	5,059	5,059	27,638
nited Arab Emirates	-	4,895	4,895	4,895	41,006
	2,076,290	174,195	137,968	137,830	1,862,928
t 31 December 2016					
Ialaysia	1,502,100	100,793	76,688	76,557	1,326,039
ingapore	286,744	34,316	28,382	28,382	167,345
ndia	-	(816)	(816)	(816)	32,252
nited Arab Emirates	-	19,384	19,384	19,396	48,420
	1,788,844	153,677	123,638	123,519	1,574,056
Note Nature of eliminations to arrive at amo	ounts reported in th	e consolidated	financial stateme	onts	
A Inter-segment revenues and profit are					
B Capital expenditures consist of:					
				2017 RM'000	2016 RM'000
roperty, plant and equipment				52,880	15,386
oftware				1,808	3,630

## MAJOR CUSTOMERS

Revenue from two (2) customers (2016: two (2) customers) from the construction segment represent approximately RM835,346,000 (2016: RM415,426,000) of the Group's revenue.

The following are major customers with revenue equal or more than ten percent (10%) of Group's revenue:

Customer A

Customer B

## The following table provides an analysis of the Group's revenue, profit before tax, net profit, profit attributable to owners of the

REVEN	UE
2017 RM'000	2016 RM'000
344,124	230,807
491,222	184,619
835,346	415,426

## 4. CAPITAL AND FINANCIAL RISK MANAGEMENT

## (A) CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is the maintenance of a strong credit rating and healthy capital ratio, in order to support the Group's and the Company's businesses and maximising shareholders' value.

The Group and the Company manage their capital structure by ensuring that financial commitments are met as and when they fall due. In addition, divestment of the Group's and of the Company's non-core assets which

provide low returns are also made to optimise the capital structure of the Group and of the Company.

The Group and the Company monitor capital utilisation using the gearing ratio. This ratio is used to assess the appropriateness of the Group's and of the Company's debt level, hence its capital structure. The ratio is calculated as total loans and borrowings divided by total equity. Total equity is the equity attributable to owners of the parent.

	GRO	UP	COMPANY		
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000	
Loans and borrowings (Note 31)	134,659	136,515	-	-	
Equity attributable to owners of the parent	553,724	493,029	399,098	303,440	
Gearing ratio	24%	28%	N/A	N/A	

The Group is in a net cash position as it holds RM487,240,000 (2016: RM465,768,000) in cash.

The Group is not subject to any other externally imposed capital requirements.

## **(B) FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

The Group's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group's businesses whilst managing its interest rate risks (both fair value and cash flow), foreign currency risk, liquidity risk and credit risk. The Board reviews and agrees policies for managing each of these risks and they are summarised below. It is, and has been throughout the current financial year and previous financial year, the Group's policy that no trading in derivative financial instruments shall be undertaken except for the use as hedging instruments where appropriate and cost-efficient.

#### Interest rate risk

The Group's and the Company's interest rate risk arises primarily from interest bearing amounts due from/(to) related companies, deposits with licensed banks and borrowings.

The interest rate profile and sensitivity analysis of interest rate risk have been disclosed in Notes 26, 30 and 31 respectively.

#### Foreign currency risk

The Group is not significantly exposed to foreign currency risk as the majority of the Group's transactions, assets and liabilities are denominated in Ringgit Malaysia (RM) except for foreign currency risk arising from a country in which certain foreign subsidiaries operate. The currency giving rise to this risk is primarily Singapore Dollar (SGD).

Approximately 7% (2016: 16%) of the Group's sales are denominated in foreign currencies whilst almost 7% (2016: 17%) of costs are denominated in the respective functional currencies of the Group's entities.

The Group maintains a natural hedge, whenever possible, by borrowing in the currency of the country in which the property or investment is located or by borrowing in currencies that match the revenue stream to be generated from its investments.

The Group also holds cash and cash equivalents denominated in foreign currencies for working capita purposes. At the end of the reporting date, such foreign currency balances amounted to RM26,543,000 (2016 RM49.036.000).

Material foreign currency transactions exposures are hedged, mainly with derivative financial instrument such as forward currency contracts.

#### Foreign currency risk exposure

The currency risk exposure profiles for each class of financial instruments are as follows:

## GROUP

At 31 December 2017

## **Financial assets in foreign currencies**

Cash and bank balances Trade and other receivables

#### **Financial liabilities in foreign currencies**

Trade and other payables

Net exposure

## At 31 December 2016

## **Financial assets in foreign currencies**

Cash and bank balances Trade and other receivables

**Financial liabilities in foreign currencies** 

Trade and other payables

Net exposure

## COMPANY

#### At 31 December 2017/2016

The currency risk exposure profile of the Company is not presented as there is no exposure to foreign currency at the end of the reporting period.

ts	In relation to its investments in foreign subsidiaries
al	whose net assets are exposed to currency translation
gn	risks and which are held for long term investment
6:	purposes, the differences arising from such translation
	are recorded under the foreign currency translation
	reserve. These translation differences are reviewed and
re	monitored on a regular basis.
ts	

SGD	OTHERS
RM'000	RM'000
26,165	378
71,420	40,161
(17,700)	(25,107)
79,885	15,432
79,000	13,432
	4 2 2 5
47,651	1,385
103,405	42,990
(62,874)	(25,502)
88,182	18,873

## 4. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONT'D)

## (B) FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

## Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit net of tax to a reasonably possible change in the foreign exchange rates against the functional currency of the Group, with all other variables held constant.

	GROUP		
	PROFIT NET OF TAX		
	2017 2016 RM'000 RM'000		
SGD/RM			
- strengthened 2% (2016: 1%)	1,326	653	
- weakened 2% (2016: 1%)	(1,326)	(653)	

The exposure to the other currencies are not significant, hence the effects of the changes in the exchange rates are not presented.

## **Liquidity risk**

The Group manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that refinancing, repayment and funding needs are met. As part of its overall liquidity management, the Group maintains sufficient levels of cash or cash convertible investments to meet its working capital requirements. In addition, the Group strives to maintain available banking facilities at a reasonable level to its overall debt position. As far as possible, the Group raises committed funding from both capital markets and financial institutions and balances its portfolio with some short term funding so as to achieve overall cost effectiveness.

The analysis of financial instruments by remaining contractual maturities have been disclosed in Notes 25, 26, 29, 31, 33 and 34 respectively.

## **Credit risk**

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including investment securities, cash and bank balances and derivatives), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties. The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

The credit risk concentration profiles have been disclosed in Note 23 to the financial statements.

## **5. REVENUE**

	GROUP		СОМ	PANY
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Contract revenue	1,931,392	1,502,099	-	-
Sale of goods	144,898	286,745	-	-
Dividend income		-	166,300	132,500
	2,076,290	1,788,844	166,300	132,500

## (a) Contract revenue

Revenue from construction contracts is accounted for by the stage of completion method as disclosed in Note 28 to the financial statements.

## (b) Sale of goods

Revenue from sale of goods is recognised when significant risks and rewards of ownership of the goods has been transferred to the customer and where the Group does not have continuing managerial involvement over the goods, which coincides with the delivery of goods and acceptance by customers.

Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.

## (c) Dividend income

Dividend income is recognised when the right of the Company to receive payment is established.

## **6. COST OF SALES**

	GR	GROUP	
	2017 RM'000	2016 RM'000	
Construction costs	1,537,532	1,191,754	
Cost of goods sold	110,129	218,122	
	1,647,661	1,409,876	

## **7. OTHER INCOME**

Included in other income are the following:

	GR	OUP
	2017 RM'000	2016 RM'000
Rental income from plant and machinery	929	2,047
Dividend income	-	9
Gain on disposal of property, plant and equipment, and software	935	995
Rental income from buildings		130
Fair value gain on derivative assets and liabilities	-	1,341
Accretion of financial assets	142	4,327
Reclassification of foreign currency translation reserve to profit and loss on deregistration of foreign branches and subsidiaries	4,818	-
Foreign exchange gain:		
- realised	612	353
- unrealised	62	-

Rental income is accounted for on a straight line basis over the lease term of an ongoing lease.

## 8. FINANCE AND OTHER DISTRIBUTION INCOME AND FINANCE COSTS

INCOME AND F		GROUP COMPANY				
	2017	2016	2017	2016		
	RM'000	RM'000	RM'000	RM'000		
Finance and other distribution income						
Finance and other distribution income from:						
Arbitration	2,408	-	-	-		
Advances to:						
- a related company (Note 40)	68	230	-	-		
Deposits with licensed banks	272	383	-	17		
Deposits with other financial institutions	10,700	9,813	3,456	293		
Others	29	62	6	-		
	13,477	10,488	3,462	310		
Finance costs Interest expense on:						
Advances from:						
- a subsidiary (Note 40)	-	-	-	(39)		
- related companies (Note 40)	(2,625)	(3,132)	-	-		
Bank borrowings	(3,459)	(2,924)	-	-		
	(6,084)	(6,056)	-	(39)		

....

Interest income from short term deposits and advances is recognised on an accrual basis, using the effective interest method, unless recoverability is in doubt, in which case, it is recognised on receipt basis.

## **9. PROFIT BEFORE TAX**

Other than those disclosed elsewhere in the financial statements, the following amounts have been included in arriving at profit before tax:

	GROUP		СОМРА	NY
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Auditors' remuneration:				
Statutory audits	565	669	17	17
Underprovision in prior year	8	31	-	-
Other services	3	4	-	-
Written off of property, plant and equipment, and intangible assets	232	813	-	-
Bad debts written off	1,610	370	-	-
Reclassification of foreign currency translation reserve to profit and loss on deregistration of foreign branches and subsidiaries	(3,508)	-	-	-
Foreign exchange losses:				
Realised	603	358	-	-
Fair value loss/(gain) on derivative assets and liabilities	1,810	(1,341)	-	-
Accretion of financial assets and liabilities	2,940	(4,327)	-	-
Rental of land and buildings	6,474	13,515	-	-
Hire of plant and machinery	650	175	-	-
Management fees paid to intermediate				
holding company (Note 40)	18,348	17,319	-	-
(Gain)/Loss on liquidation of subsidiaries	(18)	492	-	-
Service level agreement fee paid to				
related companies (Note 40)	4,307	5,334	-	43

## **10. EMPLOYEE BENEFITS EXPENSE**

	GRO	GROUP		COMPANY	
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000	
Wages, salaries, allowances and bonuses	162,456	152,019	-	-	
Social security contributions	1,080	937	-	-	
Contributions to defined contribution plan	12,526	13,504	-	-	
Employees' share option scheme	(2,978)	991	-	-	
Other benefits	4,949	6,335	65	64	
	178,033	173,786	65	64	

Included in employee benefits expense of the Group are Executive Director's remuneration amounting to RM2,916,000 (2016: RM2,062,000) as further disclosed in Note 11 to the financial statements.

## **11. DIRECTORS' REMUNERATION**

Executive Directors' remuneration: Salaries and bonuses Contribution to defined contribution plan Employees' share option scheme Other benefits Total Executive Directors' remuneration excluding benefits-in-kind (Note 10) Estimated money value of benefits-in-kind Total Executive Directors' remuneration including benefits-in-kind (Note 40) Non-Executive Directors' remuneration: Fees Other emoluments

## Total Directors' remuneration including benefits-in-kind

The number of Directors of the Group whose total remuneration during the financial year fell within the following bands is analysed below:

## **Executive Director:**

RM2,000,000 - RM2,050,000 RM2,950,000 - RM3,000,000

**Non-Executive Directors:** 

RM100,000 - RM150,000

RM550,000 - RM600,000 \*

\* The remuneration included fee payable to the Director appointed as an advisor of the Company.

	GR	OUP	СОМ	PANY
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
	2,428	1,518	-	-
	292	179	-	-
	-	301	-	-
	196	64	-	-
	2,916	2,062	-	-
	39	16	-	-
	2,955	2,078	-	-
	718	641	718	641
	539	544	59	64
	1,257	1,185	777	705
d	4,212	3,263	777	705

NUMBER OF DIRECTORS	
2017	2016
-	1
1	-
6	6
1	1

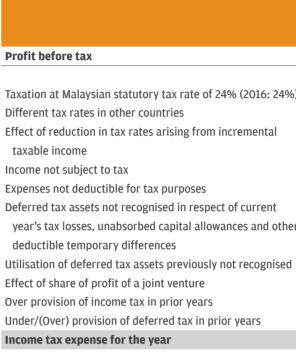
## **12. INCOME TAX EXPENSE**

	GROL	IP	COMPANY	
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Current income tax:				
Malaysian income tax	19,818	24,376	2	4
Foreign tax	3,355	5,939	-	-
	23,173	30,315	2	4
Under/(Over) provision in prior years:				
Malaysian income tax	253	733	-	-
Foreign tax	(1,772)	(765)	-	-
	(1,519)	(32)	-	-
	21,654	30,283	2	4
Deferred tax (Note 32):				
Relating to origination and reversal of temporary				
differences	10,706	1,564	-	-
Under/(Over) provision in prior years	3,867	(1,808)	-	-
	14,573	(244)	-	-
Total income tax expense	36,227	30,039	2	4

(a) Domestic current income tax is calculated at the Malaysian statutory tax rate of 24% (2016: 24%) of the estimated assessable profit for the year.

(b) Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

(c) A reconciliation of income tax expense applicable to profit at the effective income tax rate of the Group and of the Co



## Profit before tax

Taxation at Malaysian statutory tax rate of 24% (2016: 24%) Income not subject to tax Expenses not deductible for tax purposes Income tax expense for the year

it before tax at the statutory income tax rate to income tax expense	
ompany is as follows:	

	GRO	OUP
	2017	2016
	RM'000	RM'000
	174,195	153,677
6)	41,807	36,882
	(1,692)	(2,403)
	(1,036)	
	(6,397)	(7,748)
	1,786	5,161
er		
	-	41
l	(72)	(54)
	(517)	
	(1,519)	(32)
	3,867	(1,808)
	36,227	30,039
	COMI	
	2017 RM'000	2016 RM'000
	168,045	130,929
6)	40,331	31,423
	(40,741)	(31,874)
	412	455
	2	4

## **13. EARNINGS PER SHARE**

## (A) BASIC

Basic earnings per share amounts are calculated by dividing profit for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	GRC	)UP
	2017 RM'000	2016 RM'000
Profit attributable to owners of the parent	137,830	123,519
Weighted average number of ordinary shares in issue ('000)	1,292,553	1,292,900
Basic earnings per ordinary share (sen)	10.66	9.55

## (B) DILUTED

Diluted earnings per share equals basic earnings per ordinary share.

## **14. DIVIDENDS**

		GROU	IP	
	DIVIDI IN RESPECT		DIVIDE RECOGNISEE	
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Interim dividend for 2015:				
Single-tier dividend of 4.0 sen per ordinary share	-	-	-	51,716
Interim dividend for 2016:				
Single-tier dividend of 2.5 sen per ordinary share	-	32,323	-	32,323
Single-tier dividend of 2.5 sen per ordinary share		32,323	32,323	-
Interim dividend for 2017:				
Single-tier dividend of 3.0 sen per ordinary share	38,767	-	38,767	-
Single-tier dividend of 4.0 sen per ordinary share	51,690	-	-	-
	90,457	64,646	71,090	84,039

On 26 February 2018, the Board of Directors declared a second interim single-tier dividend of 4.0 sen per ordinary share for the financial year ended 31 December 2017. The total dividend payable amounted to approximately RM51,690,000. The dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2018.

The Board of Directors do not recommend any final dividend for the financial year ended 31 December 2017.

<b>15. PROPERTY, PLANT AND EQUIPMENT</b>	UIPMENT						
GROUP	FREEHOLD LAND RM'000	BUILDINGS RM'000	PLANT AND MACHINERY RM'000	MOTOR VEHICLES RM'000	OFFICE EQUIPMENT, FURNITURE AND FITTINGS RM'000	CAPITAL WORK-IN- PROGRESS RM'000	TOTAL RM'000
At 31 December 2017							
Cost							
At beginning of financial year	8,538	13,332	282,334	24,328	13,867	4,719	347,118
Additions		2,296	47,343	2,145	1,096	·	52,880
Written-off	·	(42)	(8,067)	(195)	(204)	(101)	(9,312)
Disposals			(20,218)	(4,118)	(184)	·	(24,520)
Reclassifications (Note 16)	·	2,540	1,554	46	(4,229)	(4,140)	(4,229)
Exchange differences			42	5	(74)		(27)
At end of financial year	8,538	18,126	302,988	22,211	9,569	478	361,910

STATEMENTS (CONT'D)

FINANCIAL

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NOTES

Accumulated depreciation							
At beginning of financial year		4,162	174,102	15,639	11,291		205,194
Depreciation charge for the year		908	30,326	3,033	1,008		35,275
Written-off		(42)	(7,966)	(192)	(880)		(9,080)
Disposals		ı	(15,763)	(3,270)	(176)		(19,209)
Reclassifications (Note 16)		ı			(3,631)		(3,631)
Exchange differences			28	3	(57)		(26)
At end of financial year		5,028	180,727	15,213	7,555		208,523
<b>Accumulated impairment losses</b> At beginning/end of financial year			3,543				3,543
Net carrying amount	8,538	13,098	118,718	6,998	2,014	478	149,844

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15. PROPERTY, PLANT AND EQUIPMENT	UIPMENT (CONT'D)	( <b>D</b> )					
GROUP (CONT'D)	FREEHOLD LAND RM'000	BUILDINGS RM'000	PLANT AND MACHINERY RM'000	MOTOR NOTOR VEHICLES RM'000	OFFICE EQUIPMENT, FURNITURE AND FITTINGS RM'000	CAPITAL WORK-IN- PROGRESS RM'000	TOTAL RM'000
At 31 December 2016							
Cost							
At beginning of financial year	8,538	11,491	296,057	24,238	15,741	4,719	360,784
Additions		1,870	7,927	3,866	1,723		15,386
Written-off	·	(29)	(15,748)	(181)	(3,439)		(19,397)
Disposals			(6,164)	(3,646)	(200)		(10,010)
Exchange differences			262	51	42		355
At end of financial year	8,538	13,332	282,334	24,328	13,867	4,719	347,118
Accumulated depreciation							
At beginning of financial year	ı	3,468	163,608	14,686	13,696		195,458
Depreciation charge for the year	·	723	31,459	3,922	1,039		37,143
Written-off		(29)	(15,046)	(178)	(3,331)		(18,584)
Disposals			(6,126)	(2,830)	(142)		(9,098)
Exchange differences			207	39	29		275
At end of financial year		4,162	174,102	15,639	11,291		205,194
Accumulated impairment losses							
At beginning/end of financial year		ı	3,543		I	·	3,543
Net carrying amount	8,538	9,170	104,689	8,689	2,576	4,719	138,381

(a) All items of property, plant and equipment are initially recorded at cost. After initial recognition, property, plant and equipment are stated at cost less any accumulated depreciation and any accumulated impairment losses. Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

	%
Buildings	2 - 15
Plant and machinery	10 - 20
Motor vehicles	20
Office equipment, furniture and fittings	10 - 33

Freehold land has an unlimited useful life and therefore is not depreciated. Capital work-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

The useful lives and residual values of other components of property, plant and equipment are estimated based on common life expectancies and commercial factors applied in the various respective industries.

Changes in expected level of usage, occupancy rates and economic development could impact the economic useful lives and the residual values of these assets, and hence future depreciation charges on such assets could be revised.

## **16. INTANGIBLE ASSETS**

	GRC	OUP
SOFTWARE	2017 RM'000	2016 RM'000
Cost		
At beginning of financial year	12,031	9,200
Transfer from property, plant and equipment (Note 15)	4,229	-
Additions	1,808	3,630
Written-off	(8)	(5)
Disposals	-	(794)
At end of financial year	18,060	12,031
Accumulated amortisation		
At beginning of financial year	9,724	8,454
Transfer from property, plant and equipment (Note 15)	3,631	-
Amortisation charge for the year	2,496	1,921
Written-off	(8)	(5)
Disposals	-	(646)
At end of financial year	15,843	9,724
Net carrying amount	2,217	2,307

Intangible assets are initially measured at cost. After initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Intangible assets with finite lives are amortised on a straight line basis over the estimated economic useful lives. The amortisation expense on intangible assets with finite life is included within the other expenses line item.

## Software

Software that does not form an integral part of the related hardware is treated as intangible asset with finite life and is amortised over its estimated useful life of three (3) years.

## **17. INVESTMENTS IN SUBSIDIARIES**

	GRC	DUP
	2017 RM'000	2016 RM'000
At cost		
Unquoted ordinary shares	258,580	258,580

- (a) Investments in subsidiaries are stated in the separate financial statements at cost.
- (b) All components of non-controlling interests shall be measured at their acquisition-date fair values, unless another measurement basis is required by MFRSs. The choice of measurement basis is made on a combinationby-combination basis. Subsequent to initial recognition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.
- (c) During the financial year, the Group completed the following acquisitions of shares:
- (i) On 17 March 2017, Sunway Construction Sdn. Bhd. (SunCon), a wholly-owned subsidiary of the Company had subscribed additional 2,500,000 ordinary shares in Sunway Concrete Products (M) Sdn. Bhd. (SCPM) for RM2,500,000.
- (ii) On 16 May 2017, SunCon had subscribed additional 450,000 ordinary shares in Sunway Facade Network Sdn. Bhd. (SFN) for RM450,000. No changes in the equity interest in Sunway Facade Network Sdn. Bhd. as at the end of reporting period; and
- (iii) On 24 November 2017, SunCon had acquired 100% equity interest in Sunway Innopave (S) Pte. Ltd. for a cash consideration of SGD100.

## **17. INVESTMENTS IN SUBSIDIARIES (CONT'D)**

(d) During the financial year, the following subsidiaries of the Group had been struck off:

- (i) On 25 October 2016, Sunway Construction (S) Pte. Ltd. had applied to the Accounting and Corporate Regulatory Authority, Singapore (ACRA) for the striking off from the Registrar pursuant to Section 344A of the Singapore Companies Act, Cap. 50. According to the Final Gazette Notification of ACRA published on 9 February 2017, this company had been officially struck off from the Registrar on 6 February 2017; and
- (ii) On 19 July 2017, Sunway Geotechnics (S) Pte. Ltd. had applied to the ACRA for the striking off from the Registrar pursuant to Section 344A of the Singapore Companies Act, Cap. 50. According to the Final Gazette Notification of ACRA published on 9 November 2017, this company had been officially struck off from the Registrar on 6 November 2017.

(e) On 8 March 2018, SunCon had disposed of its entire equity interest comprising 1,000,000 ordinary shares in Sunway GD Piling Sdn. Bhd. in the following manner:

	Name of Transferor	Name of Transferee	Number of Shares '000	Consideration RM'000
SunCon		Sunway City Sdn. Bhd.	700	795
SunCon		Chang Kim Long	300	341
Total			1,000	1,136

Details of the subsidiaries are as follows:

			% OF OV	VNERSHIP	INTEREST H	IELD BY
NAME OF COMPANIES	COUNTRY OF	PRINCIPAL ACTIVITIES	GROUP		NON-CONTROLLING INTEREST	
	INCORPORATION ACTIVITIES		2017 %	2016 %	2017 %	2016 %
Subsidiary of						
Sunway Construction						
Group Berhad						
Sunway Construction Sdn. Bhd.	Malaysia	Turnkey, construction related design and build, civil engineering and building works, and transportation	100.00	100.00		-
		agent				

			% OF OWNERSHIP INTEREST HELD BY			
NAME OF COMPANIES	COUNTRY OF	PRINCIPAL ACTIVITIES	GROUP		NON-CONTROLLING INTEREST	
			2017 %	2016 %	2017 %	2016 %
Subsidiaries of Sunway Construction. Sdn. Bhd.						
Sunway Innopave Sdn. Bhd.	Malaysia	Construction of civil and building works and provision of project management	100.00	100.00	-	
Sunway Machinery Sdn. Bhd.	Malaysia	Renting of machinery and site equipment and undertaking of sub-contract work	100.00	100.00		
Sunway Engineering Sdn. Bhd.	Malaysia	Provision of mechanical and engineering services	100.00	100.00	-	
Sunway Industrial Products Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00	-	-
Sunway Construction India Pte. Ltd. **	India	Construction of civil and building works	100.00	100.00	-	-

## **17. INVESTMENTS IN SUBSIDIARIES (CONT'D)**

## Details of the subsidiaries are as follows (cont'd):

			% OF OWNERSHIP		INTEREST HELD BY		
NAME OF COMPANIES	COUNTRY OF INCORPORATION	PRINCIPAL ACTIVITIES	GRO	UP	NON-CONT		
	INCORPORATION	INCORPORATION ACTIVITIES		2016 %	2017 %	2016 %	
Subsidiaries of Sunway Construction Sdn. Bhd. (cont'd)							
Sunway Machineries Services Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00	-	-	
Sunway Creative Stones Sdn. Bhd.	Malaysia	Dormant	70.00	70.00	30.00	30.00	
Sunway Precast Industries Sdn. Bhd.	Malaysia	Manufacturing precast concrete building components and undertaking of precast concrete building contracts	100.00	100.00	-		
Sunway Builders Sdn. Bhd.	Malaysia	Construction of civil and building works	100.00	100.00	-	-	
Sunway Construction Caribbean Limited ^	Trinidad and Tobago	Dormant	100.00	100.00	-	-	
Sunway GD Piling Sdn. Bhd. ** @	Malaysia	Dormant	100.00	100.00	-	-	
Sunway Geotechnics (M) Sdn. Bhd.	Malaysia	Provision of geotechnical services and related products and hire of heavy machineries	100.00	100.00	-	-	
Sunway Construction (S) Pte. Ltd. +	Singapore	Dormant	-	100.00	-	-	
Sunspan Sdn. Bhd. **	Malaysia	Dormant	100.00	100.00	-	-	
Sunway Facade Network Sdn. Bhd.	Malaysia	Facade engineering and consultancy	60.00	60.00	40.00	40.00	

			% OF OWNERSHIP		P INTEREST HELD BY	
NAME OF COMPANIES	COUNTRY OF	PRINCIPAL ACTIVITIES	GRO	UP	NON-CONT INTER	
	INCORPORATION	ACTIVITIES	2017 %	2016 %	2017 %	2016 %
Subsidiaries of Sunway Construction Sdn. Bhd. (cont'd)						
Sunway Visioneering Sdn. Bhd. (Formerly known as Sunway VDC Sdn. Bhd.)	Malaysia	Dormant	100.00	100.00	-	
Sunway Concrete Products (M) Sdn. Bhd.	Malaysia	Manufacture of prefabricated structural and metal components for building or civil engineering of cement, concrete or artificial stones	100.00	100.00	-	
Sunway Innopave (S) Pte. Ltd. ^	Singapore	Investment holding	100.00	-	-	
Subsidiary of Sunway Machineries Services Sdn. Bhd.						
Sunway SK Sdn. Bhd.	Malaysia	Construction of building and civil works	100.00	100.00		
Subsidiary of Sunway Industrial Products Sdn. Bhd.						
Sunway Concrete Products (S) Pte. Ltd. *	Singapore	Manufacturing and sale of precast concrete building components	100.00	100.00	-	
Subsidiary of Sunway						
Geotechnics (M) Sdn. Bhd.						
Sunway Geotechnics (S) Pte. Ltd. #	Singapore	Dormant	-	100.00	-	

\*\* Audited by firms of auditors other than BDO in Malaysia and BDO Member Firms.

<sup>(a)</sup> Disposed on 8 March 2018.

<sup>^</sup> Subsidiaries consolidated based on management accounts for the financial year/period ended 31 December 2017 as these subsidiaries are not required to be audited.

Summarised information of companies with non-controlling interests are not presented as the non-controlling interests of these companies are immaterial to the Group.

<sup>+</sup> Struck off on 6 February 2017 pursuant to Section 344A of Singapore Companies Act, Cap.50. <sup>#</sup> Struck off on 6 November 2017 pursuant to Section 344A of Singapore Companies Act, Cap.50.

## **18. INVESTMENTS IN ASSOCIATES**

	GRO	GROUP		
	2017	2016		
	RM'000	RM'000		
At cost:				
Unquoted:				
Share of post-acquisition profits	-	-		

(a) Investments in associates are accounted for using the equity method of accounting in the consolidated financial statements.

(b) The financial year end of the associates are coterminous with the financial year end of the Group.

(c) Details of the associates are as follows:

	COUNTRY OF INCORPORATION	PROPORTION OF OWNERSHIP INTEREST		PRINCIPAL ACTIVITIES
NAME OF ASSOCIATES		2017 %	2016 %	
Associate of				
Sunway Builders Sdn. Bhd.				
ISZL Consortium *	Unincorporated Abu Dhabi	25.00	25.00	Construction
Associate of Sunway Construction Sdn. Bhd.				
IJM Construction Sdn. Bhd	Unincorporated	25.00	-	Dormant
Jalinan Rejang Sdn. Bhd	Malaysia			
Maltimur Resources Sdn. Bhd				
Sunway Construction Sdn. Bhd.				
Consortium ^				

\* Audited by firms of auditors other than BDO in Malaysia and BDO Member Firms. ^ Statutory audit not required as at 31 December 2017.

(d) On 29 November 2017, SunCon has entered into a pre-bid agreement with IJM Construction Sdn. Bhd., Maltimur Resources Sdn. Bhd. and Jalinan Rajang Sdn. Bhd. (collectively referred as Parties) to work with each other on an exclusive basis to participate in the tender for the project known as Kuala Lumpur - Singapore High Speed Rail (Project).

The Parties have set up a consortium on a 30:22.5:22.5:25 basis known as IJM Construction Sdn. Bhd. - Jalinan Rajang Sdn. Bhd. - Maltimur Resources Sdn. Bhd. - Sunway Construction Sdn. Bhd. Consortium for the submission of the tender and to undertake the Project in the event the bid is successful.

(e) Summarised financial information in respect of the Group's associate is set out below. The summarised financial information represents the amounts in the financial statements of the associate and not the Group's share of those amounts.

## (I) SUMMARISED STATEMENT OF FINANCIAL POSITION

	ISZL CONSORTIUM		
	2017 RM'000	2016 RM'000	
Current assets	130,015	143,669	
Total assets	130,015	143,669	
Loan from Consortium Members	(50,756)	(54,848)	
Current liabilities	(120,310)	(129,414)	
Total liabilities	(171,066)	(184,262)	
Net liabilities	(41,051)	(40,593)	

## (II) SUMMARISED STATEMENT OF COMPREHENSIVE INCOME

Revenue	

Loss before tax

**Total comprehensive loss** 

## (III) RECONCILIATION OF THE SUMMARISED FINANCIAL INFORMATION PRESENTED ABOVE TO THE CARRYING AMOUNT OF THE GROUP'S INTEREST IN ASSOCIATE

Net liabilities at 1 January Loss for the year Effect of translation to closing foreign exchange rat Net liabilities at 31 December

Interest in associate as at year end Carrying value of Group's interest in associate Less: Losses not recognised

ISZL CONSORTIUM				
2017	2016			
RM'000	RM'000			
-				
(4,543)	(4,378)			
(4,543)	(4,378)			

	ISZL CONSORTIUM			
	2017 RM'000	2016 RM'000		
	(40,593)	(34,355)		
	(4,543)	(4,378)		
ates	4,085	(1,860)		
	(41,051)	(40,593)		
	25%	25%		
	(10,263)	(10,148)		
	10,263	10,148		
	-	-		

## **19. OTHER INVESTMENTS**

	GR	GROUP		
	2017 RM'000	2016 RM'000		
Non-current				
Available-for-sale financial assets:				
- Corporate membership	273	273		

## **20. INVESTMENTS IN JOINT VENTURES**

	GROUP	
	2017 RM'000	2016 RM'000
At cost:		
Unquoted:		
Share of post-acquisition profits, net of dividends received		

(a) Investments in joint ventures are accounted for using the equity method of accounting in the consolidated financial statements.

- (b) The Group has determined that all of its joint arrangements structured through separate vehicles provide rights to the net assets and are therefore, classified as joint ventures.
- (c) The financial year end of the joint ventures are coterminous with the financial year end of the Group, except for IJM Sunway Sdn. Bhd., which has a financial year end of 31 March. Management account of this joint venture for the financial year ended 31 December 2017 has been used for the purpose of applying the equity method of accounting.

(d) Details of the joint ventures are as follows:

NAME OF JOINT VENTURES	COUNTRY OF INCORPORATION	PRINCIPAL ACTIVITIES	EFFECTIVE INTEREST IN EQUITY	
			2017 %	2016 %
SunCity SunCon Joint Venture	Unincorporated Malaysia	Property development	50.00	50.00
Silver Coast-Sunway Innopave J. V. ^	Unincorporated Abu Dhabi	Construction works	60.00	60.00
Sunway Geotechnics (M) Sdn. Bhd. - Bauer (Malaysia) Sdn. Bhd. Joint Venture *	Unincorporated Malaysia	Bored piling works, installation of plunge in column and associated ancillary works	50.00	50.00
IJM Sunway Sdn. Bhd. *	Malaysia	Investment Holding	50.00	50.00
HL-Sunway JV Pte. Ltd. ^	Singapore	Dormant	49.00	-

NAME OF JOINT VENTURES	COUNTRY OF INCORPORATION	PRINCIPAL ACTIVITIES	EFFECTIVE INTEREST IN EQUITY	
			2017 %	2016 %
Taisei-Sunway Joint Venture ^	Unincorporated Malaysia	Construction works	50.00	-

- Nippon Express' new warehouse located at Section 21, Shah Alam.
- tender for the lease of land in Singapore from the Building and Construction Authority.
- ventures are not material to the Group.

## (I) SUMMARISED STATEMENTS OF FINANCIAL POSITION

At 31 Dece	mber 2017
Non-currer	nt assets
Cash and c	ash equivalents
Other curre	ent assets
Current as	sets
Total asse	ts
Trade and	other payables and provisions
Total curre	ent liabilities
Net assets	i
At 31 Dece	mber 2016
Non-currer	nt assets
Cash and c	ash equivalents
Other curre	ent assets
Current as	sets
Total asse	ts
	other payables and provisions
Trade and	other payables and provisions
	ent liabilities

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(e) On 14 November 2017, SunCon has entered into an agreement with Taisei Corporation to form a joint venture known as Taisei-Sunway Joint Venture on a 50:50 basis for the purpose of undertaking the project in respect of the design and build works for

(f) On 30 January 2018, Sunway Concrete Product (S) Pte. Ltd., a wholly owned subsidiary of SunCon, has entered into an agreement with HL Building Materials Pte. Ltd. to form a joint venture known as HL-Sunway JV Pte. Ltd. on a 49:51 basis to

(g) Summarised information of joint ventures that are material to the Group is set out below. The summarised information represents the amounts in the MFRS financial statements of the joint ventures (translated to RM, where applicable, based on exchange rates as at the end of the reporting period) and not the Group's share of those amounts. The other joint

SUNCITY SUNCON RM'000	SILVER COAST-SUNWAY INNOPAVE RM'000	TOTAL RM'000
39	555	594
3,891	2,773	6,664
2,025	76	2,101
5,916	2,849	8,765
5,955	3,404	9,359
3,801	3,404	7,205
3,801	3,404	7,205
2,154	-	2,154
39	613	652
6,044	3,052	9,096
1,990	-	1,990
8,034	3,052	11,086
8,073	3,665	11,738
8,073	3,665	11,738
 8,073	3,665	11,738
-	-	-

## **20. INVESTMENTS IN JOINT VENTURES (CONT'D)**

(g) Summarised information of joint ventures that are material to the Group is set out below. The summarised information represents the amounts in the MFRS financial statements of the joint ventures (translated to RM, where applicable, based on exchange rates as at the end of the reporting period) and not the Group's share of those amounts. The other joint ventures are not material to the Group (cont'd).

## (II) SUMMARISED STATEMENTS OF COMPREHENSIVE INCOME

	SUNCITY SUNCON RM'000	SILVER COAST-SUNWAY INNOPAVE RM'000	TOTAL RM'000
At 31 December 2017			
Revenue	1,606	-	1,606
Depreciation and amortisation	(7)	-	(7)
Interest income	228	-	228
Profit before tax	4,307	-	4,307
Income tax expense	-	-	-
Profit after tax	4,307	-	4,307
Other comprehensive income, net of tax	-	-	-
Total comprehensive income	4,307	-	4,307
Dividend received from the joint			
venture during the year	2,153	-	2,153
At 31 December 2016			
Revenue	1,128	-	1,128
Depreciation and amortisation	(10)	-	(10)
Interest income	593	-	593
Interest expense	(14)	-	(14)
Profit before tax	-	-	-
Income tax expense	-	-	-
Profit after tax	-	-	-
Other comprehensive income, net of tax	-	-	-
Total comprehensive income	-	-	-

# (III) RECONCILIATION OF THE SUMMARISED FINANCIAL INFORMATION PRESENTED ABOVE TO THE CARRYING AMOUNT OF THE GROUP'S INTERESTS IN JOINT VENTURES

## At 31 December 2017

Net assets at 1 January
Profit for the year
Dividend paid during the year
Net assets at 31 December
Interest in joint ventures as at year end

Adjustment on dividend paid solely to SunCon during Carrying value of Group's interest in joint ventures

## At 31 December 2016

Net assets at 1 January
Profit for the year
Dividend paid during the year
Net assets at 31 December
Interest in joint ventures as at year end
Carrying value of Group's interest in joint ventures

# Dividend paid in the previous financial year was solely attributable to the joint venture partner.\* Dividend paid during the year was solely attributable to Sunway Construction Sdn. Bhd.

ERESTSING			
	SUNCITY SUNCON RM'000	SILVER COAST-SUNWAY INNOPAVE RM'000	TOTAL RM'000
	-	-	-
	4,307	-	4,307
	(2,153)*	-	(2,153)
	2,154	-	2,154
	50%	60%	
	1,077	-	1,077
g the year	(1,077)	-	(1,077)
	-	-	-
	20,587	-	20,587
	-	-	-
	(20,587)#	-	(20,587)
	-	-	-
	50%	60%	
	-	-	-

## **21. GOODWILL**

	GROUP	
	2017 RM'000	2016 RM'000
Cost		
At beginning/end of financial year	35,397	35,397
Accumulated impairment losses		
At beginning/end		
of financial year	(31,750)	(31,750)
Net carrying amount	3,647	3,647

The carrying amount of goodwill allocated to the Group's cash-generating unit (CGU) is as follows:

GROUP	
2017 RM'000	2016 RM'000
3,647	3,647

## **KEY ASSUMPTIONS USED IN VALUE-IN-USE** CALCULATIONS

The recoverable amount of a CGU is determined based on value-in-use calculations using cash flow projections based on financial budgets approved by management covering a three-year period (2016: three-year period). The key assumptions used for value-in-use calculations are:

	GROUP	
	2017 %	2016 %
Gross margin	15.0	15.0
Discount rate	10.0	10.0

The following describes each key assumptions on which management has based its cash flow projections to undertake impairment testing of goodwill:

## (i) Budgeted gross margin

The basis used to determine the value assigned to the budgeted gross margins is the average gross margins achieved in the year immediately before the budgeted year adjusted for expected efficiency improvements or deficiency.

## (ii) Growth rate

The growth rate used is determined using a simple average of the annual Earnings Before Interest. Tax. Depreciation and Amortisation (EBITDA) growth rate obtained from financial budgets approved by management. The financial budgets cover a period of three years. No growth rate was projected within this period of three years.

## (iii) Discount rate

The discount rates used are pre-tax and reflect specific risks relating to the relevant segments.

## SENSITIVITY TO CHANGES IN ASSUMPTIONS

With regard to the assessment of value-in-use, management believes that no reasonably possible change in any of the above key assumptions would cause the carrying amount of the CGU to materially exceed its recoverable amounts.

## **22. INVENTORIES**

	GROUP	
	2017 201	
	RM'000	RM'000
Properties stocks	497	497
Raw materials	5,545	6,462
Finished goods	15,299	12,845
Spare parts	3,088	4,146
	24,429	23,950

- (a) Properties stocks comprise properties received from trade receivables as settlement of debts in the ordinary course of business.
- (b) Cost of raw materials and finished goods is determined on a first-in, first-out basis. Cost comprises costs of purchase, cost of conversion plus other costs incurred in bringing the inventories to their present location and condition.
- (c) Cost of spare parts is determined on a weighted average basis. Cost comprises costs of purchase plus other costs incurred in bringing the inventories to their present location and condition.

## **23. TRADE RECEIVABLES**

## Third parties Retention sums (Note 28)

## Less: Allowance for impairment losses

Amounts due from customers on contracts (Note 28)

## **Total trade receivables**

Total trade receivables

Other receivables (Note 24)

Add: Amounts due from:

- intermediate holding company
- non-trade (Note 26)
- related companies
- trade (Note 26)
- non-trade (Note 26)
- joint venture
- non-trade (Note 26)
- an associate
- non-trade (Note 27)

Less: Amounts due from customers on contracts (Note 28)

Less: Prepayments (Note 24)

Add: Cash, bank balances and placements (Note 30)

## Total loans and receivables

- carrying amounts of the loans and receivables as at the reporting date approximate their fair values.
- there is no significant concentration of credit risk. Trade receivables are non-interest bearing.

(c) Included in retention sums of the Group are amounts owing from related parties of RM29,529,000 (2016: RM22,247,000).

Included in amounts due from related companies are retention sum of RM41.064.000 (2016: RM59.034.000).

GRC	OUP	COM	PANY
2017	2016	2017	2016
RM'000	RM'000	RM'000	RM'000
723,633	410,951	-	-
288,734	214,965	-	-
1,012,367	625,916	-	-
(12,610)	(19,224)	-	-
999,757	606,692	-	-
66,155	125,342	-	-
1.065.012	722 024		
1,065,912	732,034	-	-
1,065,912	732,034	-	-
39,834	31,912	-	-
309	3	-	-
62,559	147,542	-	-
60,278	139,190	-	-
2,281	8,352	-	-
185	233	-	-
26,479	26,665	-	-
(66,155)	(125,342)	-	-
(2,456)	(756)	-	-
487,240	465,768	141,720	46,181

(a) Financial assets classified as loans and receivables are measured at amortised cost using the effective interest method. The

(b) The Group's primary exposure to credit risk arises through its trade receivables. The Group's trading terms with its customers are mainly on credit. The credit period is generally for a period of 30 days to 90 days (2016: 30 days to 90 days). Each customer has a maximum credit limit. The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. Overdue balances are reviewed regularly by senior management. In view of the aforementioned and the fact that the Group's trade receivables relate to a large number of diversified customers,

## 23. TRADE RECEIVABLES (CONT'D)

(d) Ageing analysis of trade receivables The ageing analysis of the Group's trade receivables are as follows:

	GRO	GROUP		
	2017 RM'000	2016 RM'000		
Neither past due nor impaired	999,418	666,991		
1 to 30 days past due not impaired	11,036	27,976		
31 to 60 days past due not impaired	23,727	2,543		
61 to 90 days past due not impaired	9,050	3,527		
91 to 120 days past due not impaired	76	7,984		
More than 121 past due not impaired	22,605	23,013		
	66,494	65,043		
Past due and impaired	12,610	19,224		
	1,078,522	751,258		

## Receivables that are neither past due nor impaired

Trade receivables that are neither past due nor impaired relate to customers with good track records with the Group. Based on past experience, the Board believes that no allowance for impairment is necessary in respect of those balances.

None of the Group's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

## Receivables that are past due but not impaired

Trade receivables that are past due but not impaired relate to customers for whom there is no objective evidence that the receivables are not fully recoverable. No impairment has been made on these amounts as the Group is closely monitoring these receivables and is confident of their eventual recovery.

## Receivables that are past due and impaired

The Group's trade receivables that are past due and impaired at the reporting date and the movement of the allowance accounts used to record the impairment are as follows:

	GROUF	GROUP		
	INDIVIDUALLY IMPAIRED RM'000	TOTAL RM'000		
At 31 December 2017				
Trade receivables				
- nominal amounts	12,610	12,610		
Less: Allowance for impairment losses	(12,610)	(12,610)		
	-	-		
At 31 December 2016				
Trade receivables				
- nominal amounts	19,224	19,224		
Less: Allowance for impairment losses	(19,224)	(19,224)		
	-	-		

The reconciliation of movements in allowance for impairment losses for trade receivables is as follows:

	GROUP		
	2017 RM'000	2016 RM'000	
At beginning of financial year	19,224	18,400	
Charge for the year	83	2,670	
Reversal of impairment losses	(2,670)	(1,534)	
Written off	(4,027)	(312)	
At end of financial year	12,610	19,224	

Trade receivables that are individually determined to be impaired at the reporting date relate to debtors that are in significant financial difficulties and have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

The Group assesses at the reporting date whether there is **24. OTHER RECEIVABLES** any objective evidence that a financial asset is impaired. To determine whether there is objective evidence of impairment, the Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments. Where there is objective evidence of impairment, the amount and timing of future cash flows are estimated based on historical experience for assets with similar credit risk characteristics.

(e) The Group determines concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's total trade receivables at the reporting date are as follows:

	GROUP		COMPANY		
	2017		<b>20</b> 1	16	
		% OF		% OF	
	RM'000	TOTAL	RM'000	TOTAL	
By country:					
Malaysia	1,000,295	93.8%	623,304	85.1%	
Singapore	60,787	5.7%	99,361	13.6%	
India	4,830	0.5%	9,369	1.3%	
	1,065,912	100.0%	732,034	100.0%	

## Exposure to credit risk

Concentration of credit risk relating to trade receivables is limited due to the Group's many varied customers. These customers are internationally dispersed, engage in a wide spectrum of activities, and sell in a variety of end markets. The Group's historical experience in the collection of accounts receivable falls within the recorded allowances. Due to these factors, management believes that no additional credit risk beyond amounts provided for collection losses is inherent in the Group's trade receivables.

	GROUP	
	2017 RM'000	2016 RM'000
Deposits	6,733	7,879
Prepayments (Note 23)	2,456	756
Sundry receivables	35,771	30,909
	44,960	39,544
Less: Allowance for impairment losses	(5,126)	(7,632)
	39,834	31,912

- (a) The Group and the Company have no significant concentration of credit risk that may arise from exposures to a single debtor or to groups of debtors.
- (b) The reconciliation of movements in allowance for impairment losses for other receivables is as follows:

	GROUP	
	2017 RM'000	2016 RM'000
At beginning of financial year	7,632	8,028
Reversal of impairment losses	-	(200)
Written off	(2,506)	(196)
At end of financial year	5,126	7,632

## **25. AMOUNTS DUE TO SUBSIDIARIES**

During the previous financial year, amounts due to subsidiaries (non-trade) were unsecured, non-interest bearing and the term of repayment was on demand.

## 26. AMOUNTS DUE FROM/(TO) INTERMEDIATE HOLDING COMPANY, RELATED COMPANIES AND A JOINT VENTURE

- (a) Amount due from/(to) intermediate holding company (non-trade) are unsecured, interest free and the terms of repayment are on demand.
- (b) Amounts due from/(to) related companies (trade) are unsecured, interest free and the credit period is generally for a period of 30 days to 90 days (2016: 30 days to 90 days).
- (c) Amounts due from/(to) related companies (non-trade) are unsecured, interest free and the terms of repayment is on demand, except for amounts due from/(to) related companies of RM118.037.000 (2016: RM34.723.000). which bear interests at rates ranging from 4.45% to 4.55% (2016: 4.45% to 5.67%) per annum.
- (d) Amount due from a joint venture (non-trade) are unsecured, interest free and the terms of repayment are on demand.
- (e) At the reporting date, the interest rate profile of the interest-bearing amounts due from/(to) related companies was:

	GROUP	
	2017 RM'000	2016 RM'000
Variable rate instruments		
Financial assets	592	6,092
Financial liabilities	(118,629)	(40,815)
	(118,037)	(34,723)

A change of 25 basis points in interest rates, assuming all other variables remained constant, at the reporting date would result in the profit net of tax of the Group will be higher/(lower) by RM224,270 (2016: RM65,970).

(f) The maturity profile of amounts due to intermediate holding company and related companies of the Group at the reporting date based on contractual undiscounted repayment obligations is repayable within one year.

## **27. AMOUNT DUE FROM AN ASSOCIATE**

Amount due from an associate (non-trade) is unsecured. bearing interest at a rate of 8.85% (2016: 8.85%) per annum and the terms of repayment is on demand.

The reconciliation of movements in allowance for impairment losses for amount due from an associate (non trade) is as follows:

	GROUP	
	2017 RM'000	2016 RM'000
At beginning of financial year	-	19,598
Reversal of impairment losses	-	(18,900)
Exchange differences	-	(698)
At end of financial year	-	-

Sensitivity analysis for fixed rate interest-bearing amount due from an associate at the end of the reporting date is not presented as changes in interest rate would not affect profit or loss.

## **28. CONSTRUCTION CONTRACTS**

	GROUP		
	2017 RM'000	2016 RM'000	
Cost incurred to date	9,995,303	8,865,005	
Accrued profits to date	1,832,727	1,693,380	
Less: Provision for foreseeable losses	-	(16)	
Total costs and accrued profits to date	11,828,030	10,558,369	
Progress billings to date	(11,922,960)	(10,549,274)	
	(94,930)	9,095	
Amounts due from customers on contracts (Note 23)	66,155	125,342	
Amounts due to customers on contracts (Note 33)	(161,085)	(116,247)	
	(94,930)	9,095	
Advances received on contracts (Note 34)	117,167	50,663	
Retention sums (Note 23)	288,734	214,965	

The Group recognises construction contract revenue and expenses in profit or loss based on the stage of completion method. The stage of completion is measured by reference to the proportion of contract costs incurred for work performed to date bear to the estimated total contract costs to complete or by reference to the physical completion of the contract.

Significant judgement is required in determining the stage of completion, the estimated total contract costs to complete and in assessing the exposures to liquidated ascertained damages (LAD) based on the facts and circumstances of the relevant construction projects, including projects that had

been served with certificates of non-achievement for project delays. In making these judgements, the Group evaluates based on experience and by relying on the work of specialists.

Based on the assessment of the exposures to LAD for the relevant construction contracts, the Directors are of the opinion that no provision for LAD is necessary at this juncture.

## 29. DERIVATIVE ASSETS/(LIABILITIES)

	2017	,	201	.6
GROUP	CONTRACT/ NOTIONAL AMOUNT RM'000	ASSETS/ (LIABILITIIES) RM'000	CONTRACT/ NOTIONAL AMOUNT RM'000	ASSETS/ (LIABILITIIES) RM'000
Current				
Forward currency contracts	11,208	(469)	20,048	1,341

(a) Derivatives are classified as fair value through profit or loss, and subsequently remeasured to fair value with changes in fair value being recognised in profit or loss.

(b) Derivatives are categorised as Level 2 in the fair value hierarchy.

(c) The maturity profile of the derivative liabilities of the Group at the reporting date based on contractual undiscounted repayment obligations is repayable within one year.

## **30. CASH AND BANK BALANCES**

	GRO	DUP	COM	PANY
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Cash and bank balances				
Cash at banks and on hand	75,570	88,233	239	188
Deposits with:				
Licensed banks	442	583	-	-
Other financial institutions	411,228	376,952	141,481	45,993
Cash and bank balances (Note 23)	487,240	465,768	141,720	46,181

(a) The weighted average interest rates per annum of deposits that were effective as at reporting date were as follows:

	GROUP		COMPANY	
	2017 %	2016 %	2017 %	2016 %
Deposits with licensed banks	3.70	1.51	-	-
Deposits with other financial institutions	5.05	4.83	5.05	4.63

The maturity of deposits with licensed banks during the years under review is 365 days (2016: 11 days to 365 days).



The average maturity of deposits with other financial institutions of the Group and of the Company are 13 days (2016: 14 days) and 13 days (2016: 28 days) respectively at the reporting date.

(b) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the reporting date:

	GRC	DUP	СОМ	PANY
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Cash and bank balances	487,240	465,768	141,720	46,181
Less: Deposits with licensed banks with maturity of more than 3 months	(442)	(435)		
Total cash and cash equivalents	486,798	465,333	141,720	46,181

(c) At the reporting date, the interest rate profile of the cash and bank balances was:

	GROUP		СОМ	PANY
	2017 RM'000			2016 RM'000
Floating rates			141,481	

A change of 25 basis points in interest rates, assuming all other variables remained constant, at the reporting date would result in the profit net of tax of the Group and of the Company to be higher/(lower) by RM782,173 (2016: RM717,317) and RM268,814 (2016: RM87,387) respectively.

## **31. BORROWINGS**

	GRC	DUP
	2017 RM'000	2016 RM'000
Short term borrowings		
Unsecured:		
Bills discounting	134,659	136,515
Total borrowings (Note 33)		
Bills discounting	134,659	136,515

(a) The weighted average interest rates per annum of borrowings that was effective as at reporting date were as follows:

	GROUP	
	2017 %	2016 %
Bills discounting	3.88	3.85

(b) The borrowings are denominated in RM.

(c) At the reporting date, the interest rate profile of the borrowings was:

	GROUP		
	2017 RM'000	2016 RM'000	
S	134,659	136,515	

A change of 25 basis points in interest rates, assuming all other variables remained constant, at the reporting date would result in the profit net of tax of the Group to be lower/(higher) by RM255,852 (2016: RM259,379).

- (d) The maturity profile of the borrowings of the Group at the reporting date based on contractual undiscounted repayment obligations is repayable within one year.
- (e) The carrying amounts of these borrowings are reasonable approximation of their fair values due to their short-term nature.

(f) Reconciliation of liabilities arising from financing activities.

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's statements of cash flows as cash flows from financing activities.

	GROUP			
			NON- CASH CHANGES RM'000	
Bill discounting	136,515	(1,856)	-	134,659

## **32. DEFERRED TAX**

	GROUP	
	2017 RM'000	2016 RM'000
At beginning of financial year	9,894	9,665
Recognised in profit or loss (Note 12)	(14,573)	244
Exchange differences	11	(15)
At end of financial year	(4,668)	9,894
Presented after appropriate offsetting as follows:		
Deferred tax assets, net *	2,341	10,502
Deferred tax liabilities, net *	(7,009)	(608)
	(4,668)	9,894

\* The amount of set-off between deferred tax assets and deferred tax liabilities was RM649.000 (2016: RM6,789,000) for the Group.

## **DEFERRED TAX ASSETS OF THE GROUP**

	UNABSORBED CAPITAL ALLOWANCES RM'000	UNUTILISED BUSINESS LOSSES RM'000	PROVISION FOR LIABILITIES RM'000	OTHERS RM'000	TOTAL RM'000
At 1 January 2016	8,365	341	5,108	2,395	16,209
Recognised in profit or loss	(8,365)	(341)	(2,831)	12,619	1,082
At 31 December 2016	-	-	2,277	15,014	17,291
Recognised in profit or loss	-	-	(1,812)	(12,489)	(14,301)
At 31 December 2017	-	-	465	2,525	2,990

## **DEFERRED TAX LIABILITIES OF THE GROUP**

	PROPERTY, PLANT AND EQUIPMENT RM'000	OTHERS RM'000	TOTAL RM'000
At 1 January 2016	4,028	2,516	6,544
Recognised in profit or loss	3,369	(2,531)	838
Exchange differences	-	15	15
At 31 December 2016	7,397	-	7,397
Recognised in profit or loss	592	(320)	272
Exchange differences	-	(11)	(11)
At 31 December 2017	7,989	(331)	7,658

Deferred tax assets have not been recognised in respect of the following items:

Unused tax losses

Unabsorbed capital allowances

Other deductible temporary differences

Deferred tax assets have not been recognised in respect of these items as they have arisen in subsidiary companies that have a recent history of losses or in subsidiary companies where future taxable profits may be insufficient to trigger the utilisation of these items. The deductible temporary differences do not expire under the current tax legislation.

## The components and movements of deferred tax assets and liabilities during the financial year prior to offsetting are as follows:

GROUP		
2017 RM'000	2016 RM'000	
5,837	6,138	
1,324	1,324	
444	444	
7,605	7,906	

## **33. TRADE PAYABLES**

	GROUP		СОМІ	PANY
	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Third parties	633,109	577,029	-	-
Amounts due to customers on contracts (Note 28)	161,085	116,247	-	-
Total trade payables	794,194	693,276	-	-
Total trade payables	794,194	693,276	-	-
Total other payables (Note 34)	241,772	178,736	1,099	989
Amounts due to:				
- intermediate holding company				
- non-trade (Note 26)	17,628	26,049	-	7
- subsidiaries				
- non-trade (Note 25)	-	-	-	13
- related companies	131,459	56,911	108	312
- trade (Note 26)	11,252	13,334	-	-
- non-trade (Note 26)	120,207	43,577	108	312
Less: Amounts due to customers on contracts (Note 28)	(161,085)	(116,247)	-	-
Add: Total borrowings (Note 31)	134,659	136,515	-	-
Total financial liabilities carried at amortised cost	1,158,627	975,240	1,207	1,321

(a) The carrying amounts of the financial liabilities carried at amortised cost as at the reporting date approximate their fair values.

(b) During the previous financial year, included in trade payables of the Group were amounts due to related parties of RM1,300,000.

Amounts due to related parties are unsecured, non-interest bearing and the normal trade credit terms granted to the Group range from 14 days to 60 days (2016: 14 days to 60 days). The relationship with the above related parties is as disclosed in Note 40 to the financial statements.

- (c) The normal trade credit terms granted to the Group range from 14 days to 60 days (2016: 14 days to 60 days).
- (d) The maturity profile of the trade payables of the Group and of the Company (excluding amounts due to customers on contracts) at the reporting date based on contractual undiscounted repayment obligations is repayable on demand or within one year.

## **34. OTHER PAYABLES**

Sundry payables Advances received on contracts (Note 28) Accruals

The maturity profile of other payables of the Group and of the Company at the reporting date based on contractual undiscounted repayment obligations is repayable within one year.

Included in other payables of the Group is amounts due to related parties of RM491,846 (2016 : RM Nil).

As at 31 December 2017, included in the advances received on contracts are advances received in relation to three (3) construction contracts awarded to the Group (31 December 2016: two (2)).

## **35. SHARE CAPITAL AND TREASURY SHARES**

## **Ordinary shares**

## Authorised:

As at 1 January/31 December\*

## Issued and fully paid:

## As at 1 January/31 December

\* With the enforcement of new Companies Act 2016 effective 31 January 2017, the concept of authorised share capital and par value of share capital have been abolished.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at general meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

During the financial year, the Company repurchased 654,000 of its issued ordinary shares from the open market at an average price of RM1.98 per share. The total consideration paid for the repurchases was RM1,295,000 and was financed by internally generated funds. The shares repurchased are being held as treasury shares in accordance with Section 127 of the Companies Act 2016 in Malaysia and not revalued for subsequent changes in fair value or market price of the shares. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the own equity instruments of the Company.

As at 31 December 2017, the Company held a total of 654,000 ordinary shares as treasury shares out of its total issued and paid up share capital of 1,292,900,010 ordinary shares. Such treasury shares are recorded at a carrying amount of RM1,295,000.

GROUP		СОМ	PANY
2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
76,298	73,496	-	4
117,167	50,663	-	-
48,307	54,577	1,099	985
241,772	178,736	1,099	989

GROUP / COMPANY				
NUMBER (	OF SHARES	AMO	DUNT	
2017 '000	2016 '000	2017 RM'000	2016 RM'000	
-	10,000,000	-	2,000,000	
1,292,900	1,292,900	258,580	258,580	

## **36. RESERVES**

		GROUP		СОМІ	COMPANY
	NOTE	2017 RM'000	2016 RM'000	2017 RM'000	2016 RM'000
Non-distributable:					
Capital contribution by intermediate					
holding company	(a)	670	670	-	-
Merger reserve	(b)	(37,894)	(37,894)	-	-
Foreign currency translation reserve	(C)	9,901	14,651	-	-
		(27,323)	(22,573)	-	-
Distributable:					
Retained earnings		323,762	257,022	141,813	44,860
		296,439	234,449	141,813	44,860

The movements in each category of reserves are disclosed in the statements of changes in equity.

The natures of each category of reserves are as follows:

## (A) CAPITAL CONTRIBUTION BY INTERMEDIATE HOLDING COMPANY

Capital contribution by intermediate holding company represents the equity-settled share options granted to employees. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity-settled share options.

## (B) MERGER RESERVE

The merger reserve represents the following:

- (i) Premium on the issue of shares for the acquisition of the remaining shares in Sunway Builders Sdn. Bhd.; and
- (ii) The excess of the consideration paid over the share capital and capital reserves of SunCon and its subsidiaries as at the acquisition date under the pooling of interest method of accounting.

## (C) FOREIGN CURRENCY TRANSLATION RESERVE

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the presentation currency of the Group.

## **37. OPERATING LEASE AGREEMENTS**

Apart from external operating lease agreements, the Group has also entered into a non-cancellable operating lease agreement with related parties, Sunway REIT and Sunway Iskandar Sdn. Bhd. for the use of corporate buildings and a leasehold land respectively.

The future minimum lease payments payable under the non-cancellable operating leases of the Group contracted for as at the reporting date but not recognised as payables, are as follows:

	GROUP	
	2017 RM'000	2016 RM'000
Future minimum lease payments:		
Not later than 1 year	5,107	4,494
Later than 1 year and not later than 5 years	1,908	1,430
	7,015	5,924

## **38. CAPITAL COMMITMENTS**

	GROUP	
	2017 RM'000	2016 RM'000
Capital expenditure:		
Approved and contracted for property, plant and equipment	31,657	13,825
Approved but not contracted for property, plant and equipment	5,440	-
	37,097	13,825

## **39. CONTINGENT LIABILITIES**

## (A) GUARANTEES

	GROUP	
	2017 RM'000	2016 RM'000
Unsecured:		
Guarantees given to third parties in respect of contracts and trade performance	503,145	364,697
Guarantees given to related companies in respect of contracts and trade performance	40,506	38,532
	543,651	403,229

The Group designates guarantees given to third parties and related companies as insurance contracts as defined in MFRS 4 *Insurance Contract*. The Group recognises these insurance contracts as recognised insurance liabilities when there is a present obligation, legal or constructive, as a result of a past event, when it is probable that an outflow of resources embodying economic benefits would be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

At the reporting date, the Group assesses whether its recognised insurance liabilities are adequate, using current estimates of future cash flows under its insurance contracts. If this assessment shows that the carrying amount of the insurance liabilities is inadequate, the entire deficiency shall be recognised in profit or loss.

Recognised insurance liabilities are only removed from the statement of financial position when, and only when, it is extinguished via a discharge, cancellation or expiration.

The determination of treatment of contingent liabilities is based on management's view of the expected outcome of the contingencies for matters in the ordinary course of the business.

The Directors are of the view that the chances of the third parties and related companies to call upon the guarantees are remote.

## **39. CONTINGENT LIABILITIES (CONT'D)**

## **(B) MATERIAL OUTSTANDING LITIGATIONS**

(i) On 4 September 2008, the solicitors of Sunway Construction Sdn. Bhd. (SunCon) had been served with a Statement of Claim (Statement of Claim) by Shristi Infrastructure Development Corporation Ltd (Claimant). The Statement of Claim was received by SunCon's office in Malaysia on 8 September 2008.

Pursuant to an agreement signed between SunCon and the National Highway Authority of India for the rehabilitation and upgrading of NH-25 to a four-lane configuration in the state of Uttar Pradesh being a part of the East-West Corridor Project, SunCon had entered into a work order with the Claimant for the upgrading and rehabilitation of the stretch of NH-25 from 143.6 km to 170.0 km, of which the Claimant has provided two bank guarantees (Bank Guarantees) to SunCon.

The Claimant has failed to carry out its obligations under the work order and SunCon has terminated the work order and cashed the Bank Guarantees. The Claimant had filed an application in the Supreme Court of India for the appointment of an arbitrator to arbitrate upon the disputes between the parties. The Supreme Court had appointed a sole arbitrator. The Claimant then filed its Statement of Claim on 4 September 2008.

The Statement of Claim was raised in respect of various claims (including claiming the refund of the amount cashed on the Bank Guarantees) and the total amount claimed is Rs.891.5 million.

At the hearing on 2 February 2009, the arbitrator recorded SunCon's filing of the Statement of Defense and Counterclaim. In the counterclaim, SunCon is seeking for Rs.781.4 million for inter alia, additional costs incurred by SunCon to complete the works, recovery of mobilisation advance and interest charges, loss of reputation and loss of profits.

75 hearings had been held and on 11 January 2013, the arbitrator that presided over the case passed away. The Claimant and SunCon were able to proceed to appoint another arbitrator that is agreeable by both parties, failing such agreement an application can be filed to the Supreme Court for an appointment.

SunCon was notified by its solicitors that an arbitration petition has been filed by Shristi on 7 January 2016 in the Supreme Court of India for the appointment of a new arbitrator and the petition was served on SunCon's solicitors on 5 May 2016. Matter was not listed on 17 October 2016. Hearing continued on 5 January 2017 and the Supreme Court appointed Hon'ble Mr Justice Vikramajit Sen (Former Judge of the Supreme Court) as arbitrator in place of the late Justice H.L Agrawal (Retd.) for adjudication of the disputes and differences between the Parties. Sitting on 24 February 2017 went on as scheduled.

On 7 October 2017, the Claimant and SunCon confirmed that evidence stands concluded except for the fact that answers to certain questions was to furnished by affidavit by SunCon's witness within 30 days from 7 October 2017. Parties are to file a synopsis of arguments and exchange them on or before 31 January 2018. SunCon submitted the synopsis to the arbitrator on 30 January 2018.

The proceedings advanced to the next stage for final arguments on 6 March 2018 to 9 March 2018. Rejoinder argument shall be heard on 12, 13 and 14 April 2018.

The Directors are of the opinion, after taking appropriate legal advice, that no provision for the abovementioned claims is necessary.

(ii) Sunway Creative Stones Sdn. Bhd. (Sunway Creative Stones), being the nominated sub-contractor for the stone works for the Palazzio, is claiming against Syarikat Pembenaan Yeoh Tiong Lay Sdn. Bhd. (SPYTL), being the main contractor, for the unpaid interim certificates, work done yet to be certified, unfixed materials and refund of wrongfully imposed back-charges following determination of the main contractor's employment under the main contractor.

Sunway Creative Stones has in October 2011 filed its claim against SPYTL for the sum of RM4,968,417.05 and interest and costs. SPYTL is counter-claiming for the loss and damage of RM11,600,000.00 for Sunway Creative Stones' delay and back charges of RM35,340.00 and interest and costs or alternatively for the liquidated and ascertained damages in the sum of RM33,600,000.00 at the rate of RM105,000.00 per day for 320 days and back charges of RM35,340.00 and interest and costs.

Hearing of the arbitration proceeding had been completed and award on this arbitration is pending. The solicitors acting for Sunway Creative Stones is of the view that Sunway Creative Stones has a fairly good case against SPYTL.

(iii) Sunway Construction Caribbean Limited (Sunway Construction Caribbean) was awarded a contract to carry out the fit-out works by the Urban Development Corporation of Trinidad and Tobago (UDCTT) in 2009 at a fixed design-build contract price of TTD298,138,765.48. By wrongfully repudiating the contract, the design fees and standby costs for the package 6 of the interior fit-out works payable by UDCTT from October 2009 to March 2011 remained unpaid by UDCTT. In December 2013, Sunway Construction Caribbean filed a claim at the High Court of Justice, Republic of Trinidad and Tobago, against UDCTT for an accumulated sum of TTD55,006,143.00, being loss and damages arising from UDCTT's wrongful repudiation of the contract.

On 18 November 2015, UDCTT had changed its advocates. Security for costs in the sum of TTD750,000.00 has been paid into court by Claimant on 5 August 2015.

An oral submission on Evidential Objections is to be heard on 4 December 2015. Trial of this matter fixed for Monday 25 April 2016, Tuesday 26 April 2016, Wednesday 27 April 2016 and Friday 29 April 2016.

On 4 December 2015, the High Court of Justice issued a notice of re-assignment on change of judge. After the status hearing on 28 January 2016, evidential objections pre trial review came up on the 12 July 2016. On 4 April 2017, the parties advised the Honourable Justice that the matter will be sent to Judicial Settlement Conference and will be continued on 15 March 2018.

The solicitors acting for Sunway Construction Caribbean is of the view that the chances of success is in favor of Sunway Construction Caribbean although the full amount of Sunway Construction Caribbean's claim may not be recoverable based on the information before them.

(iv) SunCon was awarded a contract for the execution of the rehabilitation and upgrading of km 406 to km 449.15 of highway NH-76 in the State of Rajasthan, India to four-lane configuration (NH-76 Highway Project) by the National Highways Authority (NHA) in 2005. SunCon commenced 7 separate arbitration proceedings against NHA on various disputes arising from the NH-76 Highway Project (each, a Reference). The following sets out the nature of SunCon's claims and the current status of the proceedings:

## **Reference 1**

In November 2009, SunCon claimed against NHA for the payment of the completed construction of fly ash for the highway embankment. The Arbitral Tribunal had, via an award dated 28 June 2011, awarded SunCon a sum of Rs.43,090,350.00. NHA appealed against the Arbitral Tribunal's decision to the High Court of Delhi. In 2012, the High Court ruled in favor of NHA and set aside SunCon's award. SunCon appealed to the Supreme Court of India and was granted leave of appeal. Matter was not listed on 28 July 2016 and 13 September 2016. On 9 August 2017, the case was not listed due to non availability of Justice U.U. Lalit. Case was scheduled for 29 January 2018 but not listed and hearing date has yet to be fixed. The solicitors acting for SunCon is of the view that SunCon has a good case on the merits and a correspondingly high probability of success before the Supreme Court.

## **Reference 2**

In April 2009, SunCon commenced an arbitration proceeding against NHA for the loss suffered as a result of the adjustment made by the engineer on the payment of a monthly interim payment certificate without taking into consideration the component of excise duty. The Arbitral Tribunal had, via an award dated 3 October 2011, awarded SunCon a sum of Rs.25,840,810.00. We have not received the award sum to-date.

## **Reference 3**

In April 2009, SunCon claimed against NHA for the reimbursement of the toll tax imposed on all vehicles deployed for the execution of the NH-76 Highway Project. The Arbitral Tribunal had, via an award dated 3 October 2011, awarded SunCon a sum of Rs.14,329,148.00.

Aggrieved by the Arbitral Tribunal's award dated 3 October 2011 for both Reference 2 and Reference 3, NHA appealed to the High Court in year 2012. The hearing date of the appeal has yet to be fixed. The solicitors acting for SunCon, after taking into consideration of the narrow scope of challenge to the arbitral awards as permissible under the Indian Arbitration and Conciliation Act 1996, is of the view that SunCon has a high chance of success in both Reference 2 and Reference 3.

## **Reference 4**

In November 2012, SunCon claimed against NHA for the loss and expenses incurred during the extended project period which was due to NHA's delay. The Arbitral Tribunal had, via an award dated 29 April 2014, awarded SunCon a sum of Rs.310,347,836.00.

NHA appealed against the Arbitral Tribunal's award to the High Court. On 13 April 2015, the matter came up for scrutiny before the Registrar of the High Court. NHA requested for time to file the rejoinder. The case is now adjourned to 24 July 2018.

The solicitors acting for SunCon, after taking into consideration of the narrow scope of challenge to the arbitral awards as permissible under the Indian Arbitration and Conciliation Act 1996, is of the view that SunCon has a high chance of success in this Reference 4.

## **40. RELATED PARTY DISCLOSURES**

## (A) SIGNIFICANT RELATED PARTY TRANSACTIONS

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

GROUP	2017 RM'000	2016 RM'000
Rental income of plant and machinery from:		
Related party		
Sunway Iskandar Sdn. Bhd. ^	3	-
Related companies		
Sunway Enterprise (1988)	123	72
Sdn. Bhd.		
Sunway Nursery and	12	-
Landscape Sdn. Bhd.		
Sunway Pinnacle Sdn. Bhd.	3	-
Sunway Velocity Mall	6	-
Sdn. Bhd.		
Sunway South Quay Sdn. Bhd.	1	5
Contract revenue from:		
Related companies		
Sunway Medical Centre Sdn. Bhd.	71,705	101,109
Sunway South Quay Sdn. Bhd.	133,421	220,165
Sunway Forum Hotel Sdn. Bhd.	(390)	(9,987)
Sunway Velocity Mall Sdn. Bhd.	91,327	171,258
Sunway Integrated Properties	41,049	6,078
Sdn. Bhd.		
Sunway Destiny Sdn. Bhd.	-	10,908
Sunway City (JB) Sdn. Bhd.	8,866	49,834
Sunway Pinnacle Sdn. Bhd.	90	-
Prosper Revenue Sdn. Bhd.	-	2,672
SunMed Velocity Sdn. Bhd.	11,451	788
Sunway Kiara Sdn. Bhd.	8,533	7,111
Sunway Dimension Stones	-	414
Sdn. Bhd.		
Related parties		
Daiwa Sunway Development	375	986
Sdn. Bhd. @		
Sunway Iskandar Sdn. Bhd. ^	169,463	145,974
Sunway Real Estate Investment	8	3,314
Trust *		

## GROUP

## Interest expense charged by:

Related companies: Sunway Treasury Sdn. Bhd. (Note 8) Sunway Treasury Sukuk Sdn. Bhd. (Note 8)

## Management fees charged by:

Intermediate holding company Sunway Berhad (Note 9)

## Rental of land from:

**Related party** Sunway Iskandar Sdn. Bhd. ^

## Rental of office space from:

Related party Sunway Real Estate Investment Trust \*

#### **Related companies**

Sunway Lagoon Sdn. Bhd. Sunway Leisure Sdn. Bhd. Sunway Paving Solutions Sdn. Bhd. Sunway Integrated Properties Sdn. Bhd. Sunway Pyramid Development Sdn. Bhd. Sunway Leasing Sdn. Bhd. Sunway Marketing (S) Pte. Ltd.

## Interest income from:

Related company Sunway Treasury Sdn. Bhd. (Note 8)

## Service level agreement fees paid to: (Note 9)

Related companies Sunway FSSC Sdn. Bhd. Sunway Shared Services Sdn. Bhd. Sunway HR Shared Services Sdn. Bhd.

2017	2016
RM'000	RM'000
-	(306)
(2,625)	(2,826)
(18,348)	(17,319)
(600)	-
(2,191)	(557)
(196)	(202)
(186) (68)	(202) (96)
(1,145)	(1,204)
(2.41)	(2.41)
(341)	(341)
(87)	(72)
(1,360) (52)	(1,640) (50)
(32)	(50)
68	230
(832)	(2,232)
(2,035)	(1,819)
(1,440)	(1,283)

## 40. RELATED PARTY DISCLOSURES (CONT'D)

## (A) SIGNIFICANT RELATED PARTY TRANSACTIONS (CONT'D)

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year (cont'd):

GROUP	2017 RM'000	2016 RM'000
Purchases of goods/services from:		
Related parties		
Sunway Real Estate Investment	-	(164)
Trust *		
Sunway Iskandar Sdn. Bhd. ^	-	(182)
Hitachi Sunway Information	(657)	(894)
Systems Sdn. Bhd. +		
Sunway Computer Services	(277)	-
Sdn. Bhd. +		
Sunway Digital Wave Sdn. Bhd. +	(2)	(23)
Sunway MSC Sdn. Bhd. +	(25)	-
Related companies		
Sunway Marketing Sdn. Bhd.	(84,862)	(71,604)
Sunway Quarry Industries	(7,570)	(10,225)
Sdn. Bhd.		
Sunway Paving Solutions	(648)	(3,897)
Sdn. Bhd.		
Sunway Enterprise (1988)	(880)	(964)
Sdn. Bhd.		
Sunway FSSC Sdn. Bhd.	(114)	(268)
Sunway Risk Management	(383)	(2,140)
Sdn. Bhd.		
Sunway Hose Centre Sdn. Bhd.	(301)	(192)
Sunway HR Shared Services	(428)	203
Sdn. Bhd.		
Sunway Travel Sdn. Bhd.	(1,057)	(582)
Sunway Medical Centre	(179)	(131)
Sdn. Bhd.		
Sunway Treasury Sdn. Bhd.	(21)	-

GROUP

Sunway Lagoon Club Bhd. Sunway Resort Hotel Sdn. Bhd. Sunway Leisure Sdn. Bhd. Sunway Lagoon Sdn. Bhd. Sunway PFM Sdn. Bhd. Deco Style Sdn. Bhd. Sunway Putra Hotel Sdn. Bhd. United Star Engineering & Hardware Sdn. Bhd. Sunway South Quay Sdn. Bhd. Sunway Shared Services Sdn. Bhd. SunMed Clinics Sdn. Bhd. Sunway International Vacation Club Bhd Sunway Kiara Sdn. Bhd. Sunway Velocity Mall Sdn. Bhd. Sunway PKNS Sdn. Bhd. Prosper Revenue Sdn. Bhd. Sunway Management Sdn. Bhd. Pasir Mas Holdings Sdn. Bhd. Sunway Pharma Sdn. Bhd. Sunway Leadership Center Sdn. Bhd. Sunway Integrated Properties Sdn. Bhd. Sunway Spun Pile (M) Sdn. Bhd. Intermediate holding company

Sunway Berhad

2017 RM'000	2016 RM'000
(86)	(94)
(110)	(397)
(28)	(12)
(876)	(716)
(22)	(152)
(13,793)	(12,208)
-	(59)
(932)	(630)
401	
481	(662)
(3,697)	(3,527)
(21)	(11)
(2)	(9)
(729)	-
-	(10)
(3)	-
(16)	-
(221)	(264)
(482)	(33)
(3)	-
(72)	-
(21)	131
-	(1,658)
(226)	(12)

## 40. RELATED PARTY DISCLOSURES (CONT'D)

## (A) SIGNIFICANT RELATED PARTY TRANSACTIONS (CONT'D)

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year (cont'd) :

COMPANY	2017 RM'000	2016 RM'000
Interest expense charged by:		
Subsidiary		
Sunway Construction Sdn. Bhd.	-	(39)
(Note 8)		
Service level agreement fee paid to:		
Related company		
Sunway Shared Services	-	(43)
Sdn. Bhd. (Note 9)		
Purchases of goods/services from:		
Related companies		
Sunway Resort Hotel Sdn. Bhd.	(51)	(58)
Sunway Management Sdn. Bhd .	(206)	(254)
Related parties		
Hitachi Sunway Information	(21)	-
Systems Sdn. Bhd. +		
Sunway MSC Sdn. Bhd. +	(25)	-

- (a) Daiwa Sunway Development Sdn. Bhd. is an associate of Sunway City Sdn. Bhd., a subsidiary of the intermediate holding company.
- \* Sunway Real Estate Investment Trust is an associate of the intermediate holding company.
- ^ Sunway Iskandar Sdn. Bhd. is a joint venture of Sunway City Sdn. Bhd..
- + Sunway Computer Services Sdn. Bhd., Sunway Digital Wave Sdn. Bhd., Sunway MSC Sdn. Bhd., and Hitachi Sunway Information Systems Sdn. Bhd. are companies in which a Director of the Company has deemed substantial interests.

The related party transactions described above were carried out on terms and conditions not materially different from those obtainable from transactions with unrelated parties.

## **(B) REMUNERATION OF KEY MANAGEMENT** PERSONNEL

Key management personnel are the persons who have authorities and responsibilities for planning, directing and controlling the activities of the Group or the Company either directly or indirectly. This includes any Director, whether executive or otherwise, of the Group and the Company.

The remuneration of the Executive Directors and other members of key management during the financial year are as follows:

	GRO	DUP
	2017 RM'000	2016 RM'000
Short-term employee benefits	15,083	12,799
Post-employment benefits:		
- Defined contribution plan	1,491	1,292
Employees' share option scheme	-	750
Estimated money value of		
benefits-in-kind	200	178
	16,774	15,019

Included in the total key management personnel are:

	GROUP	
	2017 RM'000	
Executive Directors' remuneration (Note 11)	2,955	2,078

## 41. ADOPTION OF MFRSS AND AMENDMENTS TO MFRSS

## (A) NEW MFRSS ADOPTED DURING THE FINANCIAL YEAR

The accounting policies adopted are consistent with those of the previous financial year except as follows:

On 1 January 2017, the Group and the Company adopted the following amended MFRSs mandatory for the current financial year.

## Title

Amendments to MFRS 12 Annual Improvements to MF Amendments to MFRS 107 Disclosure Initiative Amendments to MFRS 112 Recognition of Deferred Tax

Adoption of the above Standards did not have any material effect on the financial performance or position of the Group and of the Company.

## (B) NEW MFRSS THAT HAVE BEEN ISSUED, BUT ONLY EFFECTIVE FOR ANNUAL PERIODS BEGINNING **ON OR AFTER 1 JANUARY 2018**

The Standards and Amendments that are issued but not yet effective up to the date of issuance the financial statements of the Group and of the Company are disclosed below. The Company intends to adopt these Standards and Amendments, if applicable, when they become effective.

## Title

Amendments to MFRS 1 Annual Improvements to MFRS MFRS 9 Financial Instruments (IFRS 9 as issued by IAS MFRS 15 Revenue from Contracts with Customers Clarifications of MFRS 15

Amendments to MFRS 2 Classification and Measureme

Share-based Payment Transactions

Amendments to MFRS 128 Annual Improvements to M Amendments to MFRS 140 Transfers of Investment Pro IC Interpretation 22 Foreign Currency Transactions and

Amendments to MFRS 4 Applying MFRS 9 Financial Inst with MFRS 4 Insurance Contracts

MFRS 16 Leases

IC Interpretation 23 Uncertainty over Income Tax Treat Amendments to MFRS 128 Long-term Interests in Asso Amendments to MFRS 9 Prepayment Features with Ne Amendments to MFRS 3 Annual Improvements to MFR Amendments to MFRS 11 Annual Improvements to MFR Amendments to MFRS 112 Annual Improvements to MI Amendments to MFRS 119 Plan Amendment, Curtailme Amendments to MFRS 123 Annual Improvements to M MFRS 17 Insurance Contracts

Amendments to MFRS 10 and MFRS 128 Sale or Contril Assets between an Investor and its Associate or Joint

The Group is in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable for the future financial years.

	Effective Date
FRS Standards 2014 - 2016 Cycle	1 January 2017
	1 January 2017
x Assets for Unrealised Losses	1 January 2017

	Effective Date
RS Standards 2014 - 2016 Cycle	1 January 2018
SB in July 2014)	1 January 2018
	1 January 2018
	1 January 2018
ent of	
	1 January 2018
IFRS Standards 2014 - 2016 Cycle	1 January 2018
roperty	1 January 2018
nd Advance Consideration	1 January 2018
nstruments	See MFRS 4
	Paragraphs 46 and 48
	1 January 2019
atments	1 January 2019
ociates and Joint Ventures	1 January 2019
egative Compensation	1 January 2019
RS Standards 2015 - 2017 Cycle	1 January 2019
RS Standards 2015 - 2017 Cycle	1 January 2019
IFRS Standards 2015 - 2017 Cycle	1 January 2019
nent or Settlement	1 January 2019
IFRS Standards 2015 - 2017 Cycle	1 January 2019
	1 January 2021
ibution of	
Venture	Deferred

# **SHAREHOLDINGS INFORMATION**

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## **MOVING FORWARD TO CONTINUE MOUNTING CHALLENGES**

In every move we make, we are sure to keep on delivering success after success. Every challenge we face gives us a new experience, and with it the motivation towards achieving our goals.

# **DIRECTORS' INTERESTS IN SHARES**

## **AS AT 20 MARCH 2018 DIRECTORS' INTEREST IN THE COMPANY**

Sunway Construction Group Berhad

	ORDINARY SI	ARES		NUMBER OF	NON-
	NO.	%		CUMULATIVE RE	
DIRECT INTEREST				PREFERENCE	SHAKES
Dato' Ir Goh Chye Koon	5,000	#		NO.	%
Chung Soo Kiong	200.046	0.02	DEEMED INTEREST		
Evan Cheah Yean Shin	13,435	#	Evan Cheah Yean Shin <sup>e</sup>	122,000,000	100.00
DEEMED INTEREST			DIDECTORC' INTERECT		
Evan Cheah Yean Shin <sup>a</sup>	841,282,318	65.10	DIRECTORS' INTEREST		

## **DIRECTORS' INTEREST IN INTERMIDIATE** HOLDING COMPANY

**Sunway Berhad** 

ORDINARY SHARES	
NO.	%
117,833	#
20,623,927	0.42
4,112,535	0.08
950,000	0.02
1,534,029	0.03
2,944,300,693	60.28
	NO. 117,833 20,623,927 4,112,535 950,000 1,534,029

	OPTION: ORDINARY	
	NO. GRANTED	NO. VESTED
DIRECT INTEREST		
Chung Soo Kiong	350,000	350,000

## **DIRECTORS' INTEREST IN PENULTIMATE** HOLDING COMPANY

Sungei Way Corporation Sdn Bhd

	ORDINARY	SHARES
	NO.	%
DEEMED INTEREST		
Evan Cheah Yean Shin <sup>d</sup>	10,000,000	100.00

# HOLDING COMPANY

**Active Equity Sdn Bhd** 

	ORDINARY SHARES		
	NO.	%	
DIRECT INTEREST			
Evan Cheah Yean Shin	25,500	15.00	
DEEMED INTEREST			
Evan Cheah Yean Shin <sup>e</sup>	102,000	60.00	

#### NOTES

- a Deemed interest by virtue for Section 8 of the Companies Act 2016 (Act) held through Active Equity Sdn Bhd, Sungei Way Corporation Sdn Bhd, Sunway Berhad, Sunway Holdings Sdn Bhd and parent.
- b Deemed interest by virtue for Section 8 of the Act held through spouse.
- c Deemed interest by virtue for Section 8 of the Act held through Active Equity Sdn Bhd, Sungei Way Corporation Sdn Bhd and parent.
- d Deemed interest by virtue for Section 8 of the Act held through Active Equity Sdn Bhd.
- e Deemed interest by virtue for Section 8 of the Act held through parent.
- # Negligible

# **ANALYSIS OF SHAREHOLDINGS**

## AS AT 20 MARCH 2018

<b>Issued Shares</b>	<b>Treasury Shares</b>	Class of Share	Voting Rights
1,292,900,010	654,000	Ordinary shares	One vote per ordinary share

## **DISTRIBUTION OF SHAREHOLDINGS**

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	% OF SHAREHOLDERS	NO. OF SHARES HELD	% OF SHAREHOLDINGS
Less than 100	3,604	24.82	168,746	0.01
100 - 1,000	6,523	44.92	2,424,862	0.19
1,001 - 10,000	3,278	22.57	13,453,641	1.04
10,001 - 100,000	856	5.90	26,154,881	2.02
100,001 - 64,644,999 (Less than 5% of total number of issued shares)	256	1.76	546,511,271	42.29
64,645,000 (5%) and above of the total number of issued shares	4	0.03	703,532,609	54.44
	14,521	100.00	1,292,246,010*	100.00

NOTES

\* Exclude a total of 654,000 treasury shares retained by the Company as per record of depositors as at 20 March 2018.

## THIRTY LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS

Excluding 654,000 treasury shares

NO.	NAME OF SHAREHOLDERS	NO. OF SHARES	%	NO.	NAME OF SHAREHOLDERS	NO. OF SHARES	%
1 2	Sunway Holdings Sdn Bhd HSBC Nominees (Tempatan) Sdn Bhd - Pledged Securities Account For Sunway Holdings Sdn Bhd	408,612,609	31.62 8.90	11	HSBC Nominees (Tempatan) Sdn Bhd - Pledged Securities Account For Sungei Way Corporation Sdn Bhd	13,000,000	1.01
3	RHB Nominees (Tempatan) Sdn Bhd - Pledged Securities Account-Sumitomo Mitsui Banking	115,000,000	8.90	12	CIMB Group Nominees (Tempatan) Sdn Bhd - CIMB Commerce Trustee Berhad - Kenanga Growth Fund		0.88
4	Corporation Malaysia Berhad For Sunway Holdings Sdn Bhd			13	RHB Capital Nominees (Tempatan) Sdn Bhd - Pledged Securities Account For Sungei Way	11,300,000	0.87
4	RHB Nominees (Tempatan) Sdn Bhd - Malaysian Trustees Berhad Pledged Securities Account For Sunway Holdings Sdn Bhd	64,920,000	5.02	14	Corporation Sendirian Berhad Amsec Nominees (Tempatan) Sdn Bhd - Mtrustee Berhad For CIMB		
5	Sungei Way Corporation Sendirian Berhad	55,520,000	4.30		Islamic Dali Equity Growth Fund (UT-Cimb-Dali)	10,954,300	0.85
6	Sungei Way Corporation Sendirian Berhad	50,205,817	3.89	15	HSBC Nominees (Asing) Sdn Bhd - JPMBL SA For Aviva Investors	10,814,159	0.84
7	Citigroup Nominees (Tempatan)			16	Permodalan Nasional Berhad	9,390,000	0.73
,	Sdn Bhd - Employees Provident Fund Board	49,154,443	3.80	17	Malaysia Nominees (Tempatan) Sendirian Berhad - Great Eastern	9,120,000	0.71
8	Amanahraya Trustees Berhad - Amanah Saham Bumiputera 2	28,755,100	2.23		Life Assurance (Malaysia) Berhad (LSF)	9,120,000	0.71
9	Citigroup Nominees (Tempatan) Sdn Bhd - Employees Provident Fund Board (NOMURA)	19,769,500	1.53	18	Cartaban Nominees (Asing) Sdn Bhd - Exempt AN For State Street Bank & Trust Company (WEST CLT OD67)	9,056,474	0.70
10	Citigroup Nominees (Asing) Sdn Bhd - Exempt AN For Citibank New York (Norges Bank 14)	16,579,900	1.28	19	Amanahraya Trustees Berhad - Public Islamic Optimal Growth Fund	8,506,000	0.66

## THIRTY LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS (CONT'D)

NO.	NAME OF SHAREHOLDERS	NO. OF SHARES	%	NO.	NAME OF SHAREHOLDERS	NO. OF SHARES	%
20	Citigroup Nominees (Tempatan) Sdn Bhd - Kumpulan Wang Persaraan (Diperbadankan)	8,059,500	0.62	26	Amanahraya Trustees Berhad - Amanah Saham Gemilang For Amanah Saham Persaraan	6,873,500	0.53
21	(Kenanga) Citigroup Nominees (Tempatan)	8,000,000	0.62	27	Amanahraya Trustees Berhad - Amanah Saham Gemilang For Amanah Saham Kesihatan	6,441,700	0.50
	Sdn Bhd - Employees Provident Fund Board (AMUNDI)	8,000,000	0.02	28	Cartaban Nominees (Tempatan)	( 107.010	0.40
22	Tan Sri Dato' Seri Dr Jeffrey Cheah Fook Ling Ao	7,703,872	0.60		Sdn Bhd - PAMB For Participating Fund	6,197,010	0.48
23	Malaysia Nominees (Tempatan) Sendirian Berhad - Great Eastern Life Assurance (Malaysia) Berhad	7,364,300	0.57	29	Citigroup Nominees (Asing) Sdn Bhd-Exempt AN For Citibank New York (Norges Bank 9)	6,120,822	0.47
	(Par 3)			30	Citigroup Nominees (Asing) Sdn		
24	Citigroup Nominees (Tempatan) Sdn Bhd - Exempt AN For AIA Bhd	7,247,903	0.56		Bhd - CBLDN For Aviva Investors Multi-Strategy Target Return Fund (AIIF ICVC)	6,119,800	0.47
25	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad -Deutsche Trustees Malaysia Berhad For Eastspring Investments Small-Cap Fund	6,923,800	0.54				

## SUBSTANTIAL SHAREHOLDERS

NO.	NAME OF SHAREHOLDERS	NO. OF SHARES	%	NO.	NAME OF SHAREHOLDERS	NO. OF SHARES	%
1	Sunway Berhad - Deemed Interest <sup>a</sup>	703,532,609	54.44	8	Sungei Way Corporation Sdn Bhd		
		100,000,000	• • • • •		- Direct Interest	130,025,817	10.06
2	Sunway Holdings Sdn Bhd	703,532,609	54.44		- Deemed Interest <sup>f</sup>	703,532,609	54.44
3	Tan Sri Dato' Seri Dr Jeffrey Cheah Fook Ling Ao			9	Active Equity Sdn Bhd		
	- Direct Interest	7,723,892	0.60		- Deemed Interest <sup>g</sup>	833,558,426	64.51
	- Deemed Interest <sup>b</sup>	833,629,588	64.51	10	Employees Provident Fund Board	78,283,043	6.06
4	Puan Sri Datin Seri (Dr) Susan Cheah Seok Cheng - Deemed Interest <sup>c</sup>	841,353,480	65.11	thro b Deer	ned interest by virtue of Section 8 of the ugh Sunway Holdings Sdn Bhd. ned interest by virtue of Section 8 of the Act	held through Active E	quity Sdn
5	Sarena Cheah Yean Tih - Direct Interest - Deemed Interest d	57,727 841,282,416	* 65.10	<ul> <li>Bhd, Sungei Way Corporation Sdn Bhd, Sunway Berhad, Sunway Holdings Sdn Bhd and children.</li> <li>c Deemed interest by virtue of Section 8 of the Act held through spouse and children</li> <li>d Deemed interest by virtue of Section 8 of the Act held through Active Equity Sdr Bhd, Sungei Way Corporation Sdn Bhd, Sunway Berhad, Sunway Holdings Sdn Bhd</li> </ul>			
6	Evan Cheah Yean Shin	041,202,410	05.10	spouse and parent. e Deemed interest by virtue of Section 8 of the Act held through Active Equity 5 Bhd, Sungei Way Corporation Sdn Bhd, Sunway Berhad, Sunway Holdings Sdn E and parent.			
	- Direct Interest	13,435	*		ned interest by virtue of Section 8 of the Act h vay Holdings Sdn Bhd.	eld through Sunway Be	rhad and
	- Deemed Interest e	841,282,318	65.10	g Deer	ned interest by virtue of Section 8 of the oration Sdn Bhd, Sunway Berhad and Sunway		ngei Way
7	Adrian Cheah Yean Sun				-0		
	- Deemed Interest <sup>e</sup>	841,282,318	65.10				

# ANNUAL GENERAL MEETING

221 Notice of 4<sup>th</sup> Annual General Meeting
227 Proxy Form
229 Corporate Directory

## **MEETING THE NEEDS OF MANY**

By providing our staff and stakeholders with a platform to express themselves, we are able to create an ever-evolving organisation that pays homage to the people that helped build it.

# **NOTICE OF 4<sup>TH</sup> ANNUAL GENERAL MEETING**

**NOTICE IS HEREBY GIVEN THAT** the 4<sup>th</sup> Annual General Meeting of SUNWAY CONSTRUCTION GROUP BERHAD (1108506-w) will be held at Grand Caymans, Level 10, Sunway Resort Hotel & Spa, Persiaran Lagoon, Bandar Sunway, 47500 Subang Jaya, Selangor Darul Ehsan on Wednesday, 20 June 2018 at 3.00 p.m. for the following purposes:

## **AS ORDINARY BUSINESS**

- 1 To receive the Audited Financial Statements for the financial with the Directors' and Auditors' Reports thereon. (*Please refer to Explanatory Note 1*)
- 2 To approve the payment of fees to Non-Executive Direct financial year ended 31 December 2017.
- 3 To approve the payment of benefits payable to Non-Execut period from 1 January 2018 until the conclusion of the next
- 4 To re-elect the following Directors:
- 4.1 Mr Chung Soo Kiong who retires by rotation pursuant a Association and being eligible, offers himself for re-ele
- **4.2** Mr Evan Cheah Yean Shin who retires by rotation pursua of Association and being eligible, offers himself for re-e
- 4.3 Dr Sarinder Kumari A/P Oam Parkash who retires pursu of Association and being eligible, offers herself for re-e
- 5 To re-appoint Messrs BDO as Auditors of the Company f Directors to fix their remuneration.

## **AS SPECIAL BUSINESS**

To consider and if thought fit, to pass the following Resolutions:

## ORDINARY RESOLUTION

## Authority to Issue Shares Pursuant to Sections 75 and 7

"THAT subject always to the Companies Act 2016, the Mai Malaysia Securities Berhad, the Company's Constitution and and/or regulatory authorities, the Directors be and are he and 76 of the Companies Act 2016 to issue and allot new s price, upon such terms and conditions, for such purposes Directors may in their absolute discretion deem fit and e provided that the aggregate number of shares to be issu exceed 10% of the total number of issued shares of the C Directors be and are also empowered to obtain the approv for the listing of and quotation for the additional shares continue to be in force until the conclusion of the next Am

## 7 ORDINARY RESOLUTION

Proposed Renewal of Shareholders' Mandate for Recur Revenue or Trading Nature

"THAT approval be and is hereby given to the Company ar related party transactions from time to time, which are as set out in Section 2D of the Circular to Shareholders da or trading nature and carried out in the ordinary course favourable to the related parties than those generally avail to the minority shareholders of the Company, subject to the Requirements of Bursa Malaysia Securities Berhad, Comp Constitution and all other applicable laws, guidelines, rule

cial year ended 31 December 2017 together	
tors amounting to RM718,000.00 for the	Ordinary Resolution 1
utive Directors of up to RM200,000 for the tt Annual General Meeting of the Company.	Ordinary Resolution 2
to Article 107 of the Company's Articles of ection.	Ordinary Resolution 3
ant to Article 107 of the Company's Articles election.	Ordinary Resolution 4
uant to Article 90 of the Company's Articles election.	Ordinary Resolution 5
for the ensuing year and to authorise the	Ordinary Resolution 6

76 of the Companies Act 2016	
ain Market Listing Requirements of Bursa d the approvals of the relevant government ereby empowered pursuant to Sections 75 shares in the Company at any time at such and to such person(s) whomsoever as the expedient in the interest of the Company, sued pursuant to this resolution does not Company for the time being and THAT the val from Bursa Malaysia Securities Berhad s so issued and THAT such authority shall inual General Meeting of the Company."	Ordinary Resolution 7
rent Related Party Transactions of a	
nd its subsidiaries to enter into recurrent necessary for the day-to-day operations ated 30 April 2018 which are of a revenue e of business and are on terms not more ilable to the public and are not detrimental ne compliance with the Main Market Listing panies Act 2016 (the Act), the Company's es and regulations.	Ordinary Resolution 8

## NOTICE OF $4^{TH}$ ANNUAL GENERAL MEETING (CONT'D)

## AS SPECIAL BUSINESS (CONT'D)

To consider and if thought fit, to pass the following Resolutions (cont'd):

7	ORDINARY RESOLUTION Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (cont'd)	
	THAT such authority shall commence upon the passing of this resolution and shall continue to be in force until:	
	(a) the conclusion of the next Annual General Meeting (AGM) of the Company at which time the mandate will lapse, unless by a resolution passed at the next AGM, the mandate 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(2) of the Act (but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or	
	(c) revoked or varied by resolution passed by the shareholders in general meeting,	
	whichever is the earlier.	
	THAT authority be and is hereby given to the Directors of the Company to complete and do all such acts and things (including executing such documents as may be required) to give effect to the transactions contemplated and/or authorised by this Ordinary Resolution."	Ordinary Resolution 8 (cont'd)
8	ORDINARY RESOLUTION Proposed Renewal of Share Buyback Authority	
	"THAT subject to the Companies Act 2016 (the Act), rules, regulations and orders made pursuant to the Act, provisions of the Company's Constitution, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (Bursa Securities) and any other relevant authorities, the Company be and is hereby authorised to purchase such amount of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company PROVIDED THAT:	
	(a) the aggregate number of ordinary shares in the Company (SunCon Shares) which may be purchased and/or held by the Company shall not exceed 10% of the total number of issued shares in the ordinary share capital of the Company at any point of time, subject to a restriction that the share capital of the Company does not fall below the applicable minimum share capital requirements of the Main Market Listing Requirements of Bursa Securities;	
	(b) the maximum funds to be allocated by the Company for the purpose of purchasing the SunCon Shares shall not exceed the Company's retained profits at any point of time;	
	(c) the authority conferred by this resolution will commence immediately upon passing of this Ordinary Resolution and will continue to be in force until:	
	<ul> <li>the conclusion of the next Annual General Meeting (AGM) at which time it shall lapse unless by Ordinary Resolution passed at the meeting, the authority is renewed, either unconditionally or subject to conditions; or</li> </ul>	
	(ii) the expiration of the period within which the next AGM after that date is required by law to be held; or	
	(iii) revoked or varied by Ordinary Resolution passed by the shareholders of the Company in a general meeting,	Ordinary Resolution
	whichever occurs first; and	9

## AS SPECIAL BUSINESS (CONT'D)

To consider and if thought fit, to pass the following Resolutions (cont'd):

(d) upon completion of the purchase(s) of the SunCon Sha Company be and are hereby authorised to cancel the Su SunCon Shares so purchased as treasury shares (of wh Section 127(7) of the Act), or to retain part of the SunCo and cancel the remainder and in any other manner as and orders made pursuant to the Act, the Main Market and any other relevant authorities for the time being in

AND THAT the Directors of the Company be and are hereb necessary or expedient to implement, finalise or to effe with full powers to assent to any conditions, modification be required or imposed by the relevant authorities and executing all documents) as the Directors may deem fit Company."

## SPECIAL RESOLUTION

## Proposed Adoption of the New Constitution of the Com

"THAT approval be and is hereby given to the Company to Memorandum and Articles of Association by the replacem out in the Circular to Shareholders dated 30 April 2018 w of Directors of the Company be and are hereby authorised and/or amendments as may be required by any relevant and take all such steps as may be considered necessary to

By Order of the Board

## TAN KIM AUN (MAICSA 7002988) SOH KE YI (MAICSA 7060456) **Company Secretaries**

Bandar Sunway 30 April 2018

## **NOTES:**

- appoint more than 1 proxy to attend and vote instead of the member at the meeting. A proxy need not be a member.
- 2. Where a member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least 1 proxy in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- 3. Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in 1 securities account (omnibus account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
- 4. Where a member appoints more than 1 proxy, the appointment shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.
- 5. If a member has appointed a proxy to attend a meeting and subsequently he attends such meeting in person, the appointment of such proxy shall be null and void, and his proxy shall not be entitled to attend the said meeting.
- 6. The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorised in writing, or if such appointer is a corporation, either under its common seal or the hand of its officer or attorney duly authorised.
- 7. The instrument appointing a proxy must be deposited at the Registered Office of the Company at Level 16, Menara Sunway, Jalan Lagoon Timur, Bandar Sunway, 47500 Subang Jaya, Selangor Darul Ehsan, Malaysia not less than 24 hours before the time appointed for holding the meeting or any adjournment thereof, either by hand, post, electronic mail or fax to (603) 5639 9507. In the case where the member is a corporation and the proxy form is delivered by fax or electronic mail, the original proxy form shall also be deposited at the Registered Office, either by hand or post not less than 24 hours before the time appointed for holding the meeting or any adjournment thereof.
- 8. In respect of deposited securities, only members whose names appear in the Record of Depositors on 13 June 2018, shall be entitled to attend, speak and vote at the general meeting.

ares by the Company, the Directors of the unCon Shares so purchased or to retain the hich may be dealt with in accordance with on Shares so purchased as treasury shares s prescribed by the Act, rules, regulations at Listing Requirements of Bursa Securities in force.	
by authorised to take all such steps as are ect the purchase(s) of the SunCon Shares ns, variations and/or amendments as may I to do all such acts and things (including and expedient in the best interest of the	Ordinary Resolution 9 (cont'd)
	9 (colit u)
ipany	
to alter or amend the whole of its existing ment thereof with a new Constitution as set with immediate effect AND THAT the Board d to assent to any conditions, modifications t authorities, and to do all acts and things to give full effect to the foregoing."	Special Resolution

1. A member of the Company who is entitled to attend and vote at a general meeting of the Company, or at a meeting of any class of members, may

## NOTICE OF $4^{TH}$ ANNUAL GENERAL MEETING (CONT'D)

## **EXPLANATORY NOTES ORDINARY BUSINESS**

## financial year ended 31 December 2017 together with the **Directors' and Auditors' Reports thereon**

The Audited Financial Statements are for discussion only as they do not require shareholders' approval pursuant to the provision of Section 340(1) of the Companies Act 2016. As such, this agenda will not be put for voting.

## 2. Ordinary Resolution 1 – To approve the payment of fees to Non-Executive Directors amounting to RM718,000.00 for the financial year ended 31 December 2017

The Company has adopted the following fees structure for its Non-Executive Directors (NEDs):

BOARD/AUDIT COMMITTEE	CHAIRMAN (RM/ANNUM)	MEMBER (RM/ANNUM)
Board	100,000	100,000
Audit Committee	6,000	3,000

The payment of the above mentioned fees for the financial year ended 31 December 2017 will only be made if the Proposed Resolution 1 has been approved at this 4<sup>th</sup> Annual General Meeting (AGM) pursuant to Article 96 of the Articles of Association of the Company and Section 230 of the Companies Act 2016.

## 3. Ordinary Resolution 2 – To approve the payment of benefits pavable to Non-Executive Directors of up to RM200.000 from 1 January 2018 until the conclusion of the next AGM of the Company

Pursuant to Section 230 of the Companies Act 2016, any fees and benefits payable to the NEDs of a listed company and its subsidiaries shall be approved at a general meeting. The benefits payable to the NEDs of the Company comprises the following:

- (i) Meeting allowance of RM500 per meeting for attending the Board and Board Committees Meetings;
- (ii) Other emolument, including but not limited to construction site visit allowance of RM1.000 per visit for Director in the course of discharging his duty as Chairperson of High Level ESH (Environmental, Safety and Health) Council of the Company.

## 1. To Receive the Audited Financial Statements for the 4. Ordinary Resolutions 3 to 5 - To re-elect Mr Chung Soo Kiong, Mr Evan Cheah Yean Shin and Dr Sarinder Kumari as Directors of the Company

Article 107(1) of the Company's Articles of Association provides that one-third or the number nearest to one-third of the Directors of the Company (including Managing Director) for the time being shall retires by rotation at each AGM of the Company. Each Director shall retire from office once at least in each three years but shall be eligible for re-election.

Mr Chung Soo Kiong and Mr Evan Cheah Yean Shin, who retire by rotation pursuant to Article 107(1) of the Company's Articles of Association, being eligible, have offered themselves for reelection at the 4<sup>th</sup> AGM.

Article 90 provides that any Director appointed shall hold office only until the next AGM and shall be eligible for reelection. Dr Sarinder Kumari A/P Oam Parkash who was appointed on 1 March 2018, is standing for re-election as Director pursuant to Article 90, and being eligible, has offered herself for re-election.

The Nomination and Renumeration Committee had assessed the performance of the retiring Directors and recommended them for re-election as Directors of the Company due to their vast experience and contribution to the Company. Their profiles are enclosed in pages 31 to 35 of the Company's Annual Report 2017. The Board has endorsed the Nomination and Remuneration Committee's recommendation subject to the shareholders' approval at this AGM.

All Directors standing for re-election have abstained from deliberations and decisions on their own eligibility to stand for re-election at the relevant Nomination and Remuneration Committee and Board Meetings and will continue to abstain from deliberations and decisions on their own eligibility to stand for re-election at this AGM.

## SPECIAL BUSINESS

## 5. Ordinary Resolution 7 - Authority to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016

The Company is always on the look out for investment opportunities to enhance the earnings potential of the Company. If any investment opportunities involve the issue of new shares, the Directors, under present circumstances, would have to convene a general meeting to approve the issue of new shares even though the number involved may be less than 10% of the total number of issued shares of the Company.

In order to avoid any delay and costs involved in convening a general meeting to approve such issue of shares, it is thus took effect on 31 January 2017. considered appropriate that the Directors be empowered In view of the substantial amount of proposed amendments to issue new shares in the Company, up to an amount not exceeding in total 10% of the total number of issued to the existing Memorandum and Articles of Association, the shares of the Company at any time, for such purpose. This Board proposed that the existing Memorandum and Articles authority, unless revoked or varied at a general meeting, will of Association be altered or amended by the Company in its expire at the next Annual General Meeting of the Company. entirety by the replacement thereof with a new Constitution.

The renewal of this mandate will provide flexibility to the Company for any potential fund raising activities, including but not limited to placement of shares, for purpose of funding future investments, working capital and/or any acquisition.

At this juncture, there is no decision to issue new shares. Should The Personal Data Protection Act 2010 (PDPA) which regulates there be a decision to issue new shares after the authorisation the processing of personal data in commercial transactions. is sought, the Company will make an announcement of the applies to Sunway Management Sdn Bhd, the share registrar of actual purpose and utilisation of proceeds arising from such Sunway Construction Group Berhad. issuance of shares.

The Company did not issue any new shares under the general mandate which was approved at its 3<sup>rd</sup> AGM held on 15 June 2017.

## 6. Ordinary Resolution 8 - Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a **Revenue or Trading Nature**

The details on the proposed renewal of shareholders' mandate for recurrent related party transactions of a revenue or trading nature are set out in the Circular to Shareholders dated 30 April 2018.

## 7. Ordinary Resolution 9 - Proposed Renewal of Share **Buyback Authority**

The details on the proposed renewal of Share Buyback authority by the Company are set out in the Circular to Shareholders dated 30 April 2018.

## 8. Special Resolution 1 - Proposed Adoption of the new **Constitution of the Company**

The proposed amendments to the existing Memorandum and Articles of Association of the Company are made mainly for the following purposes:

(a) To ensure compliance with the amended Main Market Listing Requirements of Bursa Malaysia Securities Berhad which was issued on 29 November 2017; and

- (b) To ensure compliance with the Companies Act 2016 which
- Please refer to Part C of the Circular to Shareholders dated 30 April 2018 for further information.

## **PERSONAL DATA NOTICE**

- The personal data processed by Sunway Management Sdn Bhd may include your name, contact details, mailing address and any other personal data derived from any documentation.
- Sunway Management Sdn Bhd may use or disclose your personal data to any person engaged for the purposes of issuing the above notice of meeting and convening the meeting.
- Subject to the requirement under the PDPA, if you would like to make any enquiries on your personal data, please contact us at:

## Address

- Sunway Management Sdn Bhd Level 16, Menara Sunway Jalan Lagoon Timur, Bandar Sunway 47500 Subang Jaya Selangor Darul Ehsan
- T (603) 5639 8889 F (603) 5639 9507

## **Proxy Form**

4<sup>th</sup> Annual General Meeting



Number of share (s) held	
CDS Account No.	

*I/We (Full Name)	*NRIC No./Pass
Tel./Mobile No	of
being a member of SUNWAY CONSTRUCTION GROUP	BERHAD and entitle
Full Name	Tel./Mobile No.
Address	NRIC No./Passport
and/or failing *him/her,	
Full Name	Tel./Mobile No.
Address	NRIC No./Passport

or failing \*him/her, the Chairman of the Meeting as \*mv/our proxy to attend and vote for \*me/us on \*mv/our behalf at the 4th Annual General Meeting of the Company to be held at Grand Caymans, Level 10, Sunway Resort Hotel & Spa, Persiaran Lagoon, Bandar Sunway, 47500 Subang Jaya, Selangor Darul Ehsan on Wednesday, 20 June 2018 at 3.00 p.m. and at any adjournment thereof.

\* Strike out whichever not applicable

My/our proxy/proxies shall vote as follows:

Please indicate with an "X" in the space below how you wish your votes to be cast. If no specific direction as to voting is given, the proxy/proxies will vote or abstain from voting on the resolutions at his/their discretion.

NO.	ORDINARY RESOLUTIONS		1 <sup>ST</sup> PROXY "A"		2 <sup>ND</sup> PROXY "B"	
NO.			AGAINST	FOR	AGAINST	
1.	To approve the payment of fees to Non-Executive Directors					
2.	To approve the payment of benefits payable to Non-Executive Directors					
3.	To re-elect Mr Chung Soo Kiong as Director					
4.	To re-elect Mr Evan Cheah Yean Shin as Director					
5.	To re-elect Dr Sarinder Kumari A/P Oam Parkash as Director					
6.	To re-appoint Messrs BDO as Auditors and to authorise the Directors to fix their remuneration					
7.	To authorise the issue of shares pursuant to Sections 75 and 76 of the Companies Act 2016					
8.	To approve the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature					
9.	To approve the Proposed Renewal of Share Buyback Authority					
	SPECIAL RESOLUTION					
1.	. To approve the Proposed Adoption of the New Constitution of the Company					
Date	d this day of 2018 Signature of Member			_		

NOTES

1. A member of the Company who is entitled to attend and vote at a general meeting appoint more than 1 proxy to attend and vote instead of the member at the meet

- 2. Where a member is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least
- 1 proxy in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities 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.
- his proxy shall not be entitled to attend the said meeting.
- either under its common seal or the hand of its officer or attorney duly authorised.
- general meeting.
- 9. Please refer to the Company's Personal Data Notice in page 225 of the annual report 2017 in relation to Personal Data Privacy.

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#### SUNWAY CONSTRUCTION GROUP BERHAD (1108506-W) (Incorporated in Malavsia)

**Registered Office:** Level 16, Menara Sunway, Jalan Lagoon Timur Bandar Sunway, 47500 Subang Jaya Selangor Darul Ehsan, Malaysia T (603) 5639 8889 / 5639 8841 F(603) 5639 9507

\*NRIC No./Passport No./Company No.

ed to vote hereby appoint:	1	ST PROXY A
	Proportion of shareholdings repre	esented
No.	Number of Shares	%

#### 2<sup>ND</sup> PROXY B

	Proportion of shareholdings represented			
No.	Number of Shares	%		

100%

ignature of Membe

g of the Company, or at a meeting of any class of members, may	y
ting. A proxy need not be a member.	

3. Where a member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in 1 securities account (omnibus account),

4. Where a member appoints more than 1 proxy, the appointment shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy. 5. If a member has appointed a proxy to attend a meeting and subsequently he attends such meeting in person, the appointment of such proxy shall be null and void, and

6. The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorised in writing, or if such appointer is a corporation,

7. The instrument appointing a proxy must be deposited at the Registered Office of the Company at Level 16, Menara Sunway, Jalan Lagoon Timur, Bandar Sunway, 47500 Subang Jaya, Selangor Darul Ehsan, Malaysia not less than 24 hours before the time appointed for holding the meeting or any adjournment thereof, either by hand, post, electronic mail or fax to (603) 5639 9507. In the case where the member is a corporation and the proxy form is delivered by fax or electronic mail, the original proxy form shall also be deposited at the Registered Office, either by hand or post not less than 24 hours before the time appointed for holding the meeting or any adjournment thereof. 8. In respect of deposited securities, only members whose names appear in the Record of Depositors on 13 June 2018, shall be entitled to attend, speak and vote at the

Common Seal

## **CORPORATE DIRECTORY**

## SUNWAY CONSTRUCTION GROUP BERHAD (1108506-W) SUNWAY CONSTRUCTION SDN BHD (27175-V)

## Head Office

Level 8. Menara Sunway Jalan Lagoon Timur, Bandar Sunway 47500 Subang Jaya, Selangor Darul Ehsan **T** (603) 5639 9696 **F** (603) 5639 9601 W sunwayconstruction.com.my

## Johor Office

Unit 05. Level 7. Hub Citrine Sunway Citrine, Sunway Iskandar Persiaran Medini 3 Bandar Medini Iskandar 79250 Iskandar Puteri Johor Darul Ta'zim T (607) 5098 825

## FOUNDATION AND GEOTECHNICAL ENGINEERING SERVICES

## SUNWAY GEOTECHNICS (M) SDN BHD (414014-W)

Level 7. Menara Sunway Jalan Lagoon Timur, Bandar Sunway 47500 Subang Jaya, Selangor Darul Ehsan T (603) 5639 9696 F (603) 5639 9533

## **MECHANICAL, ELECTRICAL & PLUMBING SERVICES**

## SUNWAY ENGINEERING SDN BHD (341887-W)

Level 9, Menara Sunway Jalan Lagoon Timur, Bandar Sunway 47500 Subang Jaya, Selangor Darul Ehsan **T** (603) 5639 9696 F (603) 5639 9531

FORWARD-LOOKING STATEMENTS

This annual report could or may contain certain forward-looking statements that are based on Sunway Construction Group's current expectations or beliefs, as well as assumptions or anticipation of future events. These forward looking statements can be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements often use words such as anticipate, target, expects, estimate, plan, goal, believe, will, may, would, could, potentially, intends or other words of similar expressions. Undue reliance should not be placed solely on any of such statements because, by their very nature, they are subject to known and unknown risks and uncertainties and can be affected by other factors that could cause actual results, and the Group's plans and objectives, to differ materially from those expressed or implied in the forward-looking statements. Forward looking statements speak only as of the date they are made, and it should not be assumed that they have been revised or updated in light of changes in the global, political, economic, business, competitive, market and regulatory forces, future exchange and interest rates, changes in tax rates and future business combinations and dispositions. The Group undertakes no obligation to revise or update any forward looking statements contained in this document, regardless of whether those statements are affected as a result of new information. future events or otherwise.

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Stamp

## THE SHARE REGISTRAR

## SUNWAY CONSTRUCTION GROUP BERHAD (1108506-W)

LEVEL 16, MENARA SUNWAY JALAN LAGOON TIMUR BANDAR SUNWAY 47500 SUBANG JAYA SELANGOR DARUL EHSAN MALAYSIA

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## MANUFACTURING AND SALE OF PRECAST CONCRETE PRODUCTS

## SUNWAY PRECAST INDUSTRIES SDN BHD (231775-X)

Senai, Johor

18. Jalan Idaman 1/1 Taman Perindustrian Senai 81400 Senai. Johor Darul Takzim T (607) 5955 222 **F** (607) 5951 246

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