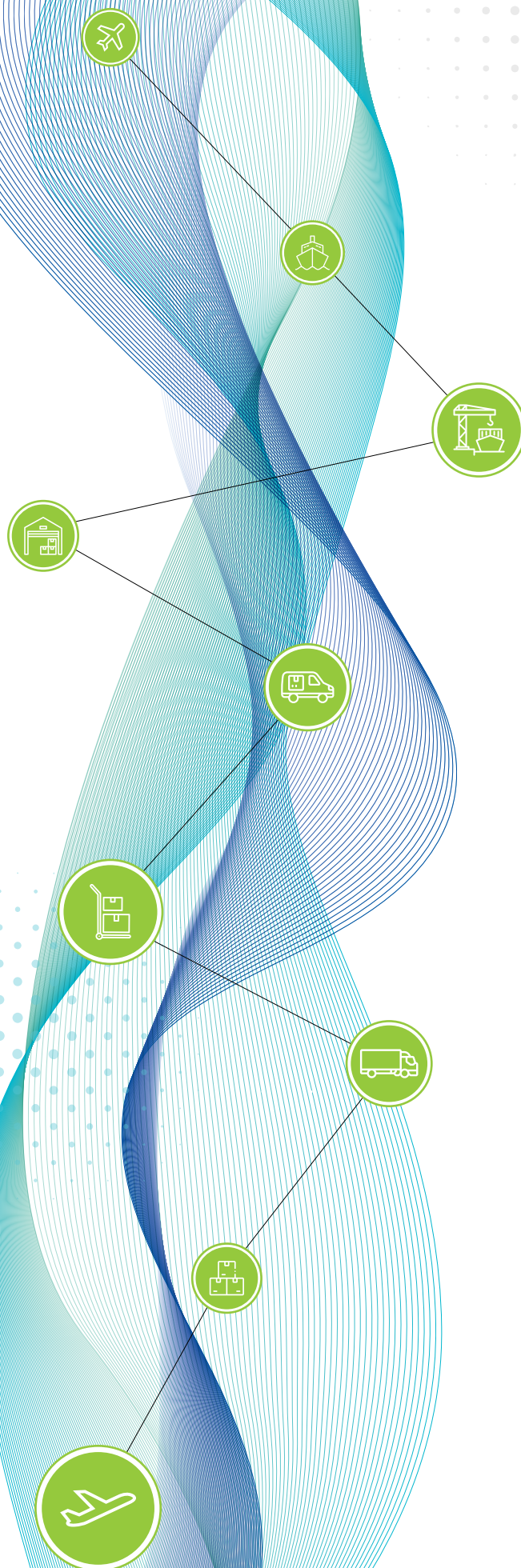


INNOVATING LOGISTICS, DRIVING SUSTAINABILITY

ANNUAL REPORT 2023







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Form of Proxy

SWIFT GROUP

At A Glance

As At 31 December 2023

SWIFT HAULAGE
BERHAD

HAULAGE RANKING

No. **1**
*Haulier in Malaysia on
TEUs*

BRANCH OFFICES

25
Locations in Malaysia, Singapore, and Thailand

FACILITIES & LAND BANK

11,700,000
Square Feet

WORKFORCE

3,773
Employees

WAREHOUSING

Approximately
1.6
Million Square Feet

CONTAINER HAULAGE

~900 | **~5,300**
Prime Movers | *Trailers*

CONTAINER DEPOT

Over **1,800,000**
Square Feet with
28,500
TEUs Capacity

LAND TRANSPORTATION

~400 | **~800** | **~90**
Prime Movers | *Box/ Curtain Siders* | *Small Trucks*

CROSS BORDER

~150 | **~200** | **~200**
Prime Movers | *Trailers* | *Containers*

SPECIALISED TRANSPORTATION

~85 | **~110**
Prime Movers | *LNG/Petroleum Tankers*



CORPORATE

Milestones

As At 31 December 2023

SWIFT HAULAGE
BERHAD

WE MADE HISTORY IN OUR JOURNEY

2011

Swift was established with the provision of container haulage and land transportation services.

We ventured into consolidation business in East Malaysia by acquiring 65% equity interest in Macro Logistics (M) Sdn. Bhd. in 2011, and the remaining 35% equity interest in 2012. In 2015, the company changed its name to Swift Consolidators Sdn. Bhd.

2012

We obtained our first freight forwarding licence by acquiring the entire equity interest in Delta Express (M) Sdn. Bhd.

We acquired eight (8) acres of land in Pelabuhan Klang, Selangor, for container haulage operations.

We ventured into warehousing services and built 100,000 square feet of warehouse space.

2013

We strengthened our haulage business services and enhanced our fleet size in the Northern and Southern regions.

We acquired the entire equity interest in DKSH Transport Agencies (M) Sdn. Bhd. and changed its name to Swift Logistics TA Sdn. Bhd.

We ventured into sales, services and spare parts business and developed a one-stop workshop by acquiring an equity interest in Q-Team Sdn. Bhd. and its subsidiaries, Q-Team Risk Management Sdn. Bhd. and Fleet Engineering Services Sdn. Bhd.

2014

We acquired three (3) acres of land in Bandar Sultan Suleiman in Pelabuhan Klang, Selangor, and expanded the container haulage area.

We acquired 58 acres of land at Pulau Indah in Pelabuhan Klang, Selangor.

2015

We ventured into the container depot services business in Northport and Westport in Pelabuhan Klang by acquiring a 51.5% equity interest in Container Connections (M) Sdn. Bhd. in 2015, and an additional 10% equity interest in 2020, bringing the total equity interest to 61.5%.

We ranked the No. 1 haulier in Pelabuhan Klang and have the largest market share nationwide.

2016

We completed the acquisition of the entire equity interest in MISC Integrated Logistics Sdn. Bhd. and changed its name to Swift Integrated Logistics Sdn. Bhd.

We ventured into specialised transportation and project logistics services.

We obtained a multimodal transport operator licence issued by the Ministry of Finance and a Petronas licence with Standardised Work and Equipment Category codes.

We expanded warehousing capacity in Seberang Prai, Pulau Pinang, Pelabuhan Klang, Selangor and Tebrau, Johor.

We scaled up haulage services in the Eastern region by increasing fleet size.

2017

We expanded our business in Thailand with land transportation and freight forwarding services by acquiring a 49% equity interest in Crossland Logistics (Thailand) Co., Ltd. and its wholly owned subsidiary, Crossland Forwarders Co., Ltd. Crossland Logistics (Thailand) subsequently changed its name to Swift Crossland Logistics Co., Ltd. and started providing cross-border transportation services to Laos, Cambodia, Vietnam, Myanmar, and the southern border of China.

We expanded warehousing capacity in Kota Kinabalu, Sabah.

2018

We expanded container haulage services in the Northern region and land transportation services throughout Peninsular Malaysia by acquiring the entire equity interest in Tanjong Express (M) Sdn. Bhd., Tanjong Express Logistic (M) Sdn. Bhd. and Komunajaya Sdn. Bhd.

We became a market leader for our container haulage services in the Northern region.

2019

We expanded container haulage services in the Central and Southern regions by acquiring the entire equity interest in Agenda Wira Sdn. Bhd.

We became a market leader for our container haulage services in the Southern region.

2020

We launched an e-commerce fulfilment warehouse centre.

We started the small truck transportation services.

We strengthened our container haulage business in the Central and Northern regions and expanded our container depot services by acquiring the entire equity interest in Sentiasa Hebat Sdn. Bhd., Sentiasa Hebat (Penang) Sdn. Bhd., Northern Gateway Depot Sdn. Bhd., Agensi Tanjung Bruas Sdn. Bhd., Earth Move International Sdn. Bhd. and Top Tyres & Workshop Sdn. Bhd.

2021

We acquired a 50% equity interest in Hypercold Logistics Sdn. Bhd. and started providing cold-chain logistics services in East Malaysia.

We acquired the entire equity interest in Ann Joo Properties Sdn. Bhd. and changed its name to Swift Logistics Yard Sdn. Bhd.

We were listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities").

2022

We expanded warehousing capacity in Seberang Prai, Pulau Pinang, Port Klang Free Zone (*Zon Perdagangan Bebas Pelabuhan Klang*), Selangor and Tebrau, Johor.

Swift and its subsidiaries, Swift Logistics TA Sdn. Bhd. and Swift Integrated Logistics Sdn. Bhd. were awarded the Authorised Economic Operator Certification by the Royal Malaysian Customs Department.

We expanded our business in Singapore by acquiring the entire equity interest in Watt Wah Petroleum Haulage Pte. Ltd. and changed its name to Swift Integrated Logistics (S) Pte. Ltd.

2023

We completed the acquisition of the entire equity interest in BLG Swift Logistics Sdn. Bhd. and changed its name to Swift Autologistics Sdn. Bhd.

We acquired the entire equity interest in Standard Marine Agencies (Sarawak) Sdn. Bhd. and expanded our business in Sarawak.

We pioneered the logistics industry in Malaysia by adopting electric prime movers.





OVER

1,500

PRIME MOVERS

6,000

TRAILERS

About Us

Swift Haulage Berhad ("Swift" or "the Company") and its subsidiaries ("Swift Group" or "the Group") are Malaysia's largest haulier and leading integrated logistics service provider, consistently ranked as the top haulier in all major ports in Peninsular Malaysia in terms of twenty-foot equivalent unit ("TEU") volume.

Swift Group provides a wide range of logistics solutions, such as container haulage, land transportation, warehousing and container depot and freight forwarding services. In addition to this, we also offer services related to commercial vehicles, including sales, service, spare parts, and dealerships. Our other services include e-commerce retailing.

Through our Green Logistics division, we are committed to providing innovative and sustainable logistics solutions to our clients. We strive to manage logistics operations with the utmost dedication to reduce our environmental impact and carbon footprint. With our unified efforts, we are leading the way towards a better, more sustainable future.

We are certified Multimodal Transport and Authorised Economic Operators and a Petronas licence holder.

Swift Group's fleet operations in Malaysia, Thailand and Singapore consist of over 1,500 prime movers, 6,000 cargo trailers, 90 trucks and 110 tankers.

Our warehousing services provide collective storage facilities with a total capacity of 1.6 million square feet (owned and leased) and container depots with a collective capacity of 28,500 TEU.



Strategies

The Group continues to focus on servicing our customer base with innovative logistics solutions and implementing our expansion strategies.

Our strategies include seeking acquisition opportunities, enhancing shareholders' value, and further solidifying our position as one of Malaysia's leading integrated logistics services providers.

Objectives

To grow the top and bottom lines and capture market share for our integrated logistics services in a fragmented market.

Vision

To be the preferred logistics partner providing efficient services to our customers.

Mission

- Strengthen our resources
- Withstand market changes
- Innovative in meeting customers' logistics needs
- Fast-track growth with a combined effort
- Teamwork

Core Values

- Safety
- Initiative
- Teamwork
- Integrity
- Discipline
- Commitment
- Quality

INTEGRATED

GREEN LOGISTICS

SOLUTIONS

Our integrated green logistics solutions prioritise environmental sustainability at every stage. We achieve this by constructing green-certified warehouses using sustainable materials and integrating solar panels to generate renewable energy. We have also embraced electric vehicles for transportation, significantly reducing carbon emissions. Moreover, we implement carbon emission tracking systems, enabling customers to monitor the environmental impact of their purchases.

These comprehensive measures aim to minimise our ecological footprint, foster transparency, and address the increasing demand for environmentally responsible logistics and operations management practices.



Container Haulage Services

Our container haulage services involve transporting mainly laden containers to and from seaports and other locations within Peninsular Malaysia.

Inbound container movement delivers laden containers from a port to the customer's destination. In contrast, outbound container movement delivers loaded containers from a customer's location to the designated seaport.



Land Transportation Services

Our land transportation services involve cargo movement by road, including inland transportation and distribution, and specialised transportation in Peninsular Malaysia.

In contrast, our cross-border transportation covers the international land borders for destinations in Malaysia, Singapore, Thailand, Cambodia, Laos, Myanmar, Vietnam, and the southern edge of China.



Warehousing and Container Depot Services

Our warehousing services comprise operating and leasing warehouses for storing goods, operating and managing customers' warehouses, and e-fulfilment services.

Our container depot services involve operating container depots to store unladen containers temporarily.



Freight Forwarding Services

Our freight forwarding services mainly involve organising end-to-end cargo transportation from one country to another or between Peninsular and East Malaysia, including customs clearance.

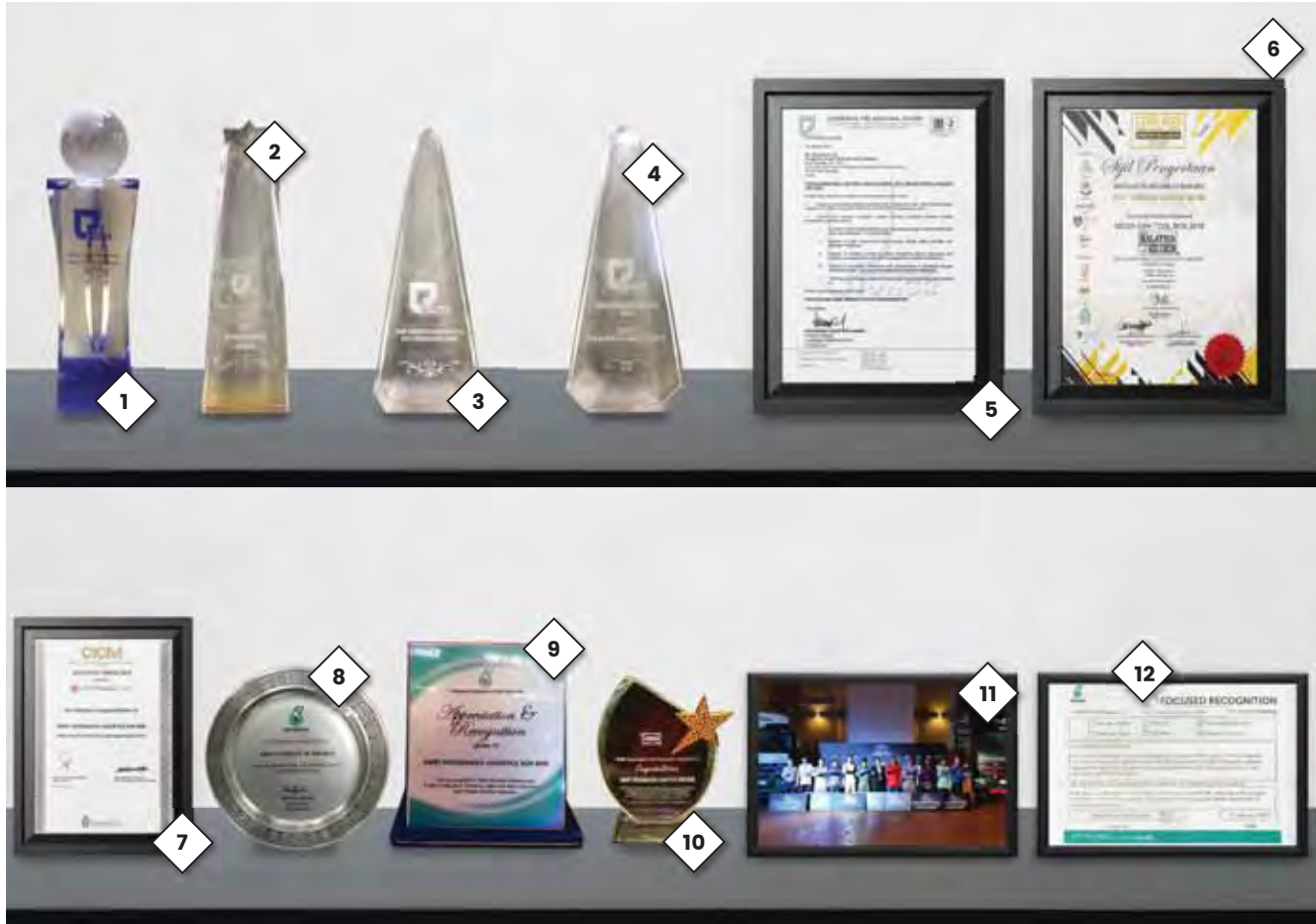
Our critical operations include sea, air and land freight forwarding, project logistics, in-plant logistics and ship husbandry.



Other Services

Our other services complement and support our core integrated logistics services: sales, service, and spare parts dealerships for commercial vehicles, and e-commerce retailing.

AWARDS & *Recognitions*



1. **2014 - Port Industry Awards 2014
Best Forwarding Agent in Johor Ports**
Awarded to: Swift Logistics TA Sdn. Bhd.
By: Johor Port Authority
2. **2015 - Port Industry Awards 2015
Best Forwarding Agent in Johor Ports**
Awarded to: Swift Logistics TA Sdn. Bhd.
By: Johor Port Authority
3. **2016 - Port Industry Awards 2016
Best Forwarding Agent in Johor Ports**
Awarded to: Swift Logistics TA Sdn. Bhd.
By: Johor Port Authority
4. **2017 - Port Industry Awards 2017
Best Forwarding Agent in Johor Ports**
Awarded to: Swift Logistics TA Sdn. Bhd.
By: Johor Port Authority
5. **2017 - Port Industry Awards 2017
Best Haulier Agent in Johor Ports**
Awarded to: Swift Haulage Berhad
By: Johor Port Authority
6. **2018 - Participated in the Largest Simultaneous Safety Briefing, "Mega Occupational, Safety and Health Toolbox 2018"**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: Malaysia Book of Records
7. **2018 - Safe Road Award 2018 Silver Award**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: Chemical Industries Council of Malaysia
8. **2019 - Recognition for Contributions towards Working Safely at PCESB/PCPSB in 2019**
Awarded to: Swift Logistics TA Sdn. Bhd.
By: Petronas Chemicals Ethylene Sdn. Bhd. and Petronas Chemicals Polyethylene Sdn. Bhd.
9. **2019 - Appreciation and Recognition for Managing Product Warehouse with Zero Variance, Zero Health, Safety and Environment Non-Compliance and Timely Product Delivery in 2019**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: Petronas Chemicals LDPE Sdn. Bhd.
10. **2019 - CEO Safety Award 2018 in Recognition of Injury-Free Operations**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: HESS Exploration and Production Malaysia B.V.
11. **2019 - Grand Prize Winner Mercedes-Benz Truck Driver's League 2019**
Awarded to: Swift Haulage Berhad
By: Hap Seng Trucks Distribution Sdn. Bhd.
12. **2020 - Focused Recognition Award for Completing Deliveries for 10,336 Orders with Zero Accidents in 2019**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: Petronas Chemicals Marketing (Labuan) Ltd.



13. **2020 - Appreciation and Recognition for Managing Product Warehouse with Zero Variance, Zero Health, Safety and Environment Non-Compliance and Timely Product Delivery in 2020**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: Petronas Chemicals LDPE Sdn. Bhd.
14. **2020 - 3rd Place in Occupational Safety and Health Innovation Category**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: Jabatan Keselamatan Kesihatan dan Pekerjaan Perak
15. **2022 - Focused Recognition Award for Injecting 64 RTOG-Compliance New Fleet in Supporting Reliability of PCML Inland Delivery Requirement in 2021**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: Petronas Chemicals Marketing (Labuan) Ltd.
16. **2022 - Certificate of Excellence 2021 Handling of Custom Clearance Services and Inland Transportation for the East Coast Rail Link (ECRL) Project**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: China Communications Construction (ECRL) Sdn. Bhd.
17. **2022 - Port Industrial Award 2022 Best Forwarder in 2021 in Johor Ports**
Awarded to: Swift Logistics TA Sdn. Bhd.
By: Johor Port Authority
18. **2022 - Port Industrial Award 2022 Best Haulage in 2021 in Johor Ports**
Awarded to: Swift Haulage Berhad
By: Johor Port Authority
19. **2022 - Focused Recognition Award for Injecting 28 RTOG-Compliance New Fleet in Supporting Reliability of PCML Inland Delivery Requirement and 20 New Fleet in Supporting Polymer Delivery Requirement in 2022**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: Petronas Chemicals Marketing (Labuan) Ltd.
20. **2023 - Fleet Operational Excellence Award 2022**
Awarded to: Watt Wah Petroleum Haulage Pte. Ltd.
By: Chevron's International Integrated Supply Chain
21. **2023 - Haulier Goal Zero SEA 2022**
Awarded to: Watt Wah Petroleum Haulage Pte. Ltd.
By: Shell
22. **2023 - Focused Recognition Award for Achieving the Target to Reduce 2021 Average Speeding Violations of 156/month by 75% in 2022**
Awarded to: Swift Integrated Logistics Sdn. Bhd.
By: Petronas Chemicals Marketing (Labuan) Ltd.
23. **2023 - Best Logistics Partner 2023**
Awarded to: Swift Haulage Berhad
By: COSCO Shipping Lines (Malaysia) Sdn. Bhd.

CORPORATE

Information

BOARD OF DIRECTORS

- **Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor**
Independent Non-Executive Chairman
- **Loo Yong Hui**
Non-Independent Executive Director / Group Chief Executive Officer
- **Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar**
Non-Independent Non-Executive Director
- **Loo Hooi Keat**
Non-Independent Non-Executive Director / Advisor
- **Kee Chung Ching**
Non-Independent Executive Director / Group Chief Financial Officer
- **Datuk Noripah Binti Kamso**
Independent Non-Executive Director
- **Dato' Gopikrishnan A/L N.S. Menon**
Independent Non-Executive Director
- **Rozainah Binti Awang**
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Chairperson

Rozainah Binti Awang

Members

Datuk Noripah Binti Kamso
Dato' Gopikrishnan A/L N.S. Menon

NOMINATION AND REMUNERATION COMMITTEE

Chairperson

Datuk Noripah Binti Kamso

Members

Dato' Gopikrishnan A/L N.S. Menon
Loo Hooi Keat

HEAD OFFICE

Suite 8.02, Level 8, Intan Millennium Square 2 (IMS 2)
No. 88, Jalan Batai Laut 4
Taman Intan
41300 Klang
Selangor Darul Ehsan

Tel : +603-3361 3555
Fax : +603-3361 3511

REGISTERED OFFICE

Level 7, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur
Wilayah Persekutuan

Tel : +603-2084 9000
Fax : +603-2094 9940
Email : info@sshsb.com.my

COMPANY SECRETARIES

Chua Siew Chuan
(MAICSA 0777689)
(SSM PC No.: 201908002648)

Lim Lih Chau
(LS0010105)
(SSM PC No.: 201908001454)

AUDITORS

BDO PLT

201906000013 (LLP0018825-LCA) & AF 0206

Level 8, BDO @ Menara CenTARa
360, Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
Wilayah Persekutuan

Tel : +603-2616 2888
Fax : +603-2616 2970

PRINCIPAL BANKERS

AmBank Islamic Berhad
OCBC Bank (Malaysia) Berhad
United Overseas Bank (Malaysia) Berhad

STOCK EXCHANGE

Listed on the Main Market of
Bursa Malaysia Securities Berhad on
21 December 2021
Stock Name : SWIFT
Stock Code : 5303
Sector : Transportation &
Logistics
Sub Sector : Transportation &
Logistics Services

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd
Registration No.: 197101000970
(11324-H)

Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan

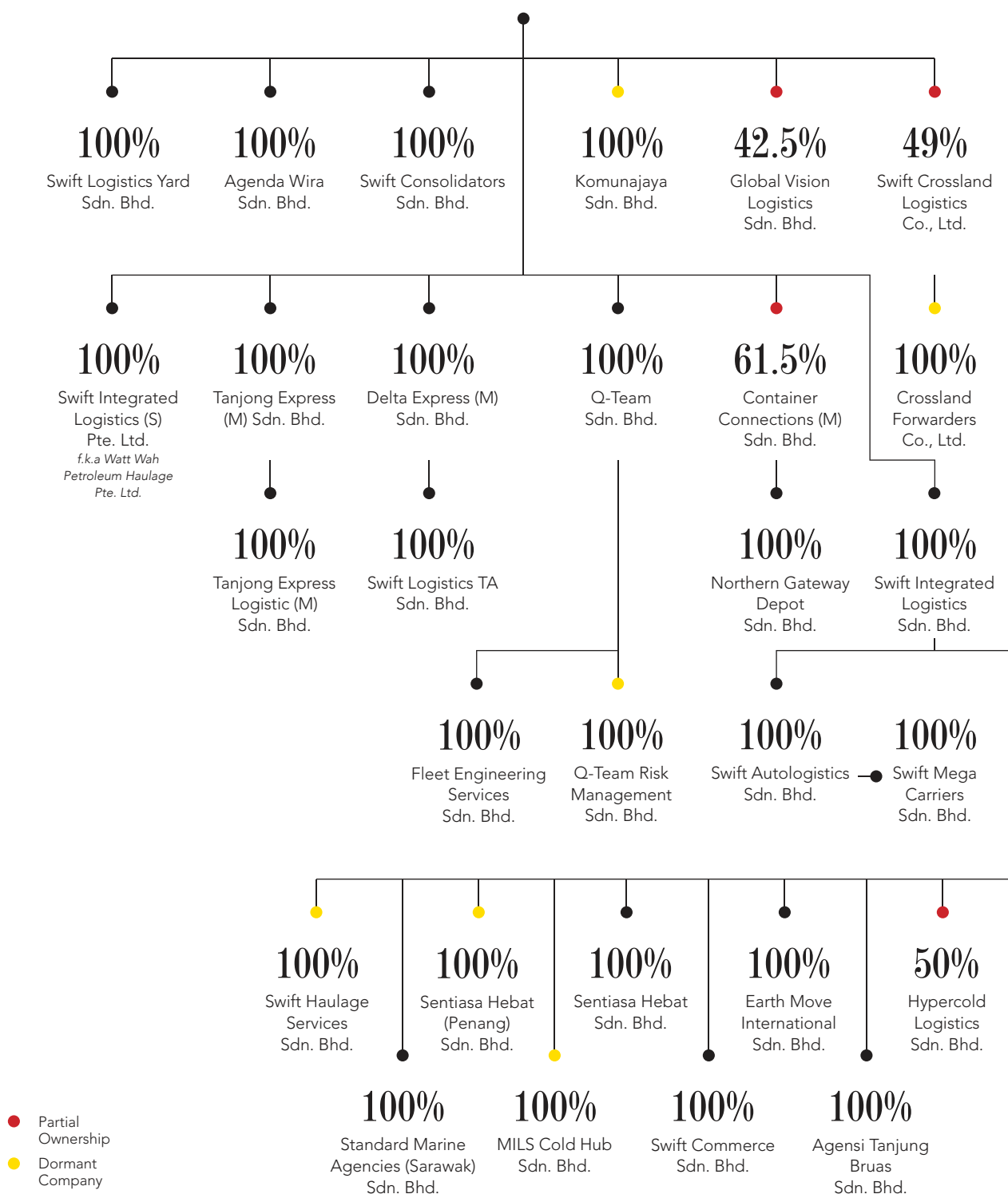
Tel : +603-2783 9299
Fax : +603-2783 9222
Email : is.enquiry@my.tricorglobal.com

CORPORATE Structure

As At 31 December 2023



SWIFT HAULAGE BERHAD



CHAIRMAN'S & GCEO'S

Joint Statement

SWIFT HAULAGE
BERHAD

Dear Valued Shareholders,

On behalf of the Board of
Directors ("Board"), it is our
privilege to present

Swift Haulage Berhad's

("Swift" or "the Company")
and its subsidiaries (the "Swift
Group" or "the Group")
annual report and audited
financial statements for the
financial year ended 31
December 2023
("FYE 2023").



**Tan Sri Dato Sri
Abi Musa Asa'ari
Bin Mohamed Nor**
Independent
Non-Executive
Chairman



Loo Yong Hui
Non-Independent
Executive
Director/ Group
Chief Executive
Officer



BUSINESS OPERATION HIGHLIGHT

Following the supply chain disruptions caused by the COVID-19 pandemic in the preceding few years, logistics players are now facing challenges and uncertainties that mainly relate to macroeconomic instability, such as rising inflation and high interest rates as well as geopolitical conflicts.

The overall growth of the logistics sector in Malaysia is primarily correlated with the increase in Malaysia's economic activities as well as international trade. Throughout 2023, Malaysia witnessed a decline in trade performance, as indicated by an 8.0% contraction in exports and a 6.4% weakening in imports. Despite global headwinds, the overall cargo volume in Malaysia has held steady as demand picked up during the second half of the year.

The Group continues to anticipate promising growth in the warehousing service segment as the demand for specific warehouses in good and strategic locations is higher than ever. To this end, the Group launched its new eco-friendly warehouse in Westport, Pelabuhan Klang, certified by Green Business Certification Inc. by World Bank Group. The warehouse boasts a capacity of 269,000 square feet ("sq. ft."), providing ample space for goods storage and distribution. Furthermore, our associate, Global Vision Logistics Sdn. Bhd. ("GVL") is on track to complete Phase 1 of ASEAN's largest international logistics hub located in Shah Alam by the end of 2025.

On 6 July 2023, our Group made a significant move towards expanding our services by entering into an industrial land lease agreement with Perbadanan Memajukan Iktisad Negeri Terengganu ("PMINT"), a corporate entity established under the Terengganu State Economic Development Corporation. This agreement allows us to lease a piece of land measuring approximately 18 acres located at Kerteh, Terengganu, for a period of 30 years. With this, the Group is set to develop a new logistics hub, aiming to expand our export and domestic delivery services from Kerteh to different locations across Peninsular Malaysia and Singapore, further solidifying our commitment to growth and expansion.

While we have increased our warehousing capacity, we have also expanded our operation in East Malaysia through the acquisition of Standard Marine Agencies (Sarawak) Sdn. Bhd. ("SMA"), a company involved in the provision of shipping agency services and handling cargoes. The acquisition of SMA provides a new customer base to the Group as well as competitive advantages in relation to the operation of logistic services within the East Malaysia market segment. In addition, we have also acquired the remaining stake in Swift Autologistics Sdn. Bhd. ("SAL"), a company mainly involved in the provision of warehousing services and car carrier transportation services.

Looking ahead, we aim to continue seeking new opportunities in 2024 whilst making meaningful progress in our ESG agenda to contribute to Malaysia's sustainable progress.

FINANCIAL HIGHLIGHTS

With the expansion of fleet and warehouse capacity, our Group reported a higher revenue at RM671.52 million in FYE 2023, marking a 4.3% increase as compared to the financial year ended 2022 ("FYE 2022"). Revenue in FYE 2023 was mainly contributed by the container haulage and land transportation segments, collectively contributing 76.2% of the Group's total revenue. In line with the overall increase in revenue, our profit before tax ("PBT") and profit after tax ("PAT") have also increased by 5.8% and 28.3% respectively.

As at 31 December 2023, our financial position remains healthy, with a significant increase in cash and bank balances to RM159.19 million from RM51.19 million as at 31 December 2022. Our shareholders' equity has also increased to RM701.61 million, representing a net asset per share of 79.64 cents.

For further insight into our financial performance, please refer to the Management Discussion & Analysis section in this Annual Report.

SUSTAINABILITY INTEGRATION

At Swift, we are dedicated and committed to accelerate our sustainability objective to achieve a greener and more sustainable future. We took a significant step forward in 2023 by setting up our Green Logistics Division, aimed at aiding companies in their pursuit of environmentally friendly solutions.

We take pride in being the first logistics company in Malaysia to adopt electric prime movers in our efforts to reduce our carbon footprint and adopt sustainable and environmentally-conscious logistics solutions. In addition, we also promote eco-friendly practices in our warehouses by installing solar panels to generate sustainable energy and replacing some of our forklifts with battery-operated models. On top of that, we also install an electric vehicle ("EV") charging station for electric prime movers in our haulage yard, marking another stride on our sustainability journey towards 2030.

For further insight into our sustainability strategies and initiatives, please refer to the Sustainability Statement in this Annual Report.

UPHOLDING CORPORATE GOVERNANCE

Good governance structures are pivotal in supporting our business in this rapidly changing market environment. To foster long-term growth, we uphold our commitments and conduct our operations with the utmost governance standards to safeguard the rights of our shareholders and ensure transparent disclosure practices.

At Swift, we continuously evaluate and improve our corporate governance practices. This involves reviewing policies, procedures, and governance structures regularly to identify areas for enhancement.

For further insight into our efforts to maintain corporate governance standards, please refer to the Corporate Governance Overview Statement ("CG Statement") in this Annual Report as well as the Corporate Governance Report ("CG Report").



FUTURE PROSPECTS

The global economy remains uncertain as we move forward to 2024, with anticipated challenges from rising inflation, high interest rates, and geopolitical tensions. Despite global headwinds, the Ministry of Finance ("MOF") anticipates Malaysia's GDP growth between 4.0% and 5.0% in 2024.

With a cautious yet optimistic outlook, our group emphasises sustainable growth, driven by mature contributions from ongoing investments in new warehouses and fleet expansion in the Northern and Central regions. In the upcoming year, we will continue to allocate capital expenditure ("capex") to expand our warehouse capacity, acquire electric prime movers and develop IT systems to enhance our shareholders' value.

REWARDING OUR SHAREHOLDERS

To reward our valued shareholders for their continued support and confidence in Swift, we are pleased to announce that the Company has declared the following dividends in FYE 2023: -

- (a) a single tier interim dividend of 0.8 cents per ordinary share amounting to RM7.05 million in respect of FYE 2023, was paid on 10 October 2023; and
- (b) a single tier interim dividend of 0.8 cents per ordinary share amounting to RM7.05 million in respect of FYE 2023, was paid on 8 April 2024.

APPRECIATION

On behalf of the Board, we express our sincere appreciation to our shareholders, customers, business partners and devoted employees for their steadfast support and dedication to Swift Group's shared vision.

Your unwavering support has been instrumental in our accomplishments, and we remain committed to upholding your trust and delivering exceptional value in the years to come. We pledge to continuously enhance our operations, invest in our people, and further our sustainability initiatives to achieve the long-term growth and prosperity of the Group.

Thank you.

Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor
Independent Non-Executive Chairman

Loo Yong Hui
Non-Independent Executive Director/
Group Chief Executive Officer

16 April 2024

MANAGEMENT

Discussion & Analysis

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS

Swift is one of the top hauliers in all major ports in Peninsular Malaysia in terms of twenty-foot equivalent unit (TEU) volume. The Group is a certified Multimodal Transport Operator ("MTO") and PETRONAS license holder with the Authorised Economic Operator ("AEO") status.

Established in the year 2011, Swift began its journey with the provision of container haulage and land transportation services. Over the years, the company has transformed into one of Malaysia's leading integrated logistic providers, offering the following diverse range of services: -

Container Haulage Services

Transporting laden containers to and from seaports and other locations within Peninsular Malaysia. Our container haulage services comprise inbound and outbound container movements.



Land Transportation Services

Shipment of cargo by road, comprising inland distribution and cross-border transportation services.



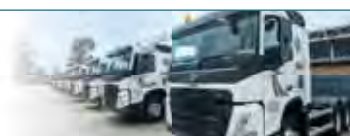
Warehousing and Container Depot Services

Warehousing services comprise operating and leasing warehouses for goods storage, operations and management of customers' warehouses and e-fulfilment services. Container depot services include storing, cleaning, and repairing unladen containers.



Freight Forwarding Services

Organising end-to-end shipment of cargo by sea, air and land on behalf of our customers from one country to another or between Peninsular and East Malaysia.



Other Services

Sales, spare parts and services dealership for commercial vehicles and e-commerce retailing.



During the FYE 2023, the Group focused its efforts on expanding its warehouse segment through the acquisition of warehouses and lands, which are strategically located. These include the acquisition of three (3) pieces of industrial land located at Seberang Perai Utara, Pulau Pinang, with a total land area measuring 21,702 square meters, consisting of a warehouse with a GFA of 103,150 sq. ft. and a five-storey office block with a GFA of 31,300 sq. ft.

As we increase our warehousing capacity, we have also expanded our market presence to East Malaysia through the acquisition of SMA, a company involved in shipping agency services and handling cargo. The acquisition of SMA provides the Group with a new set of customer base as well as competitive advantages in relation to the operation of logistic services within the East Malaysia market segment. During FYE 2023, the Group has also increased its shareholding interest in SAL and GVL by 40% and 17.5% respectively.

As of 31 December 2023, we have a total of 25 branch offices with a total workforce of 3,773 employees located across Malaysia, Thailand, and Singapore. The Group's integrated logistics operations are supported by its fleet operations in Malaysia, Thailand, and Singapore, consisting of over 1,500 prime movers, 6,000 cargo trailers, 90 trucks and 110 tankers. The Group also have a large warehousing capacity measuring 1.6 million sq. ft. and container depots with a collective capacity to store 28,500 TEU shipping containers.

FINANCIAL REVIEW

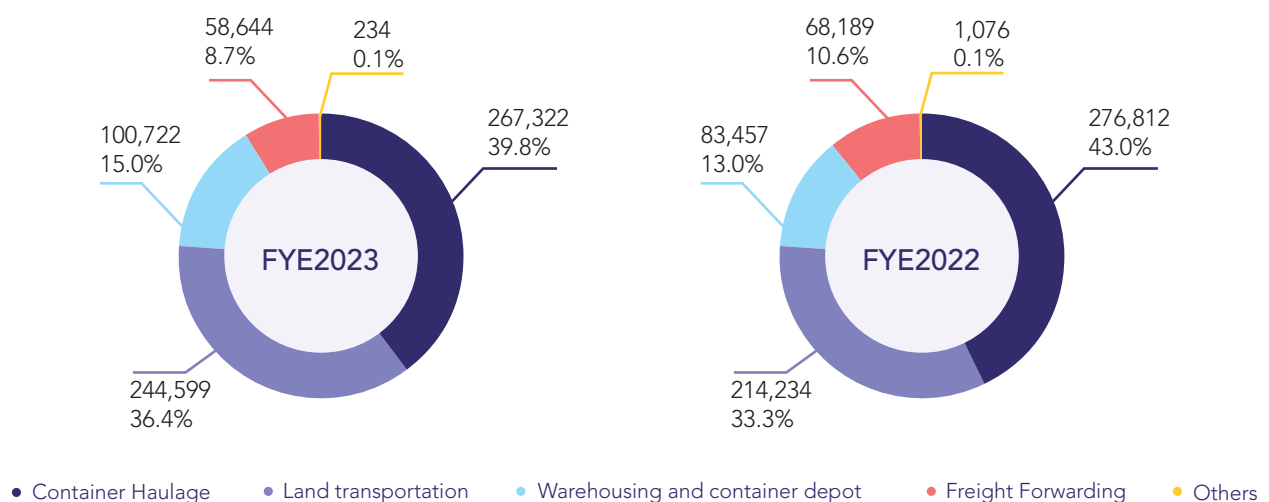
FINANCIAL PERFORMANCE REVIEW

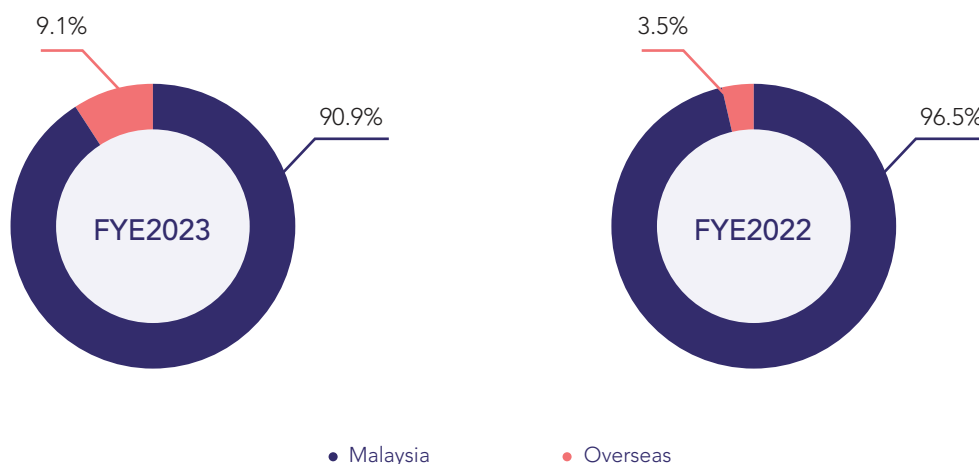
	FYE 2023 RM'000	FYE 2022 RM'000	Variance RM'000	%
FINANCIAL RESULTS				
Financial Indicators				
Revenue	671,521	643,768	27,753	4.3
Gross Profit ("GP")	198,287	197,438	849	0.4
Profit Before Tax ("PBT")	65,898	62,277	3,621	5.8
Profit After Tax ("PAT")	63,145	49,218	13,927	28.3
Financial Ratios				
GP margin (%)	29.5	30.7	-	(1.2)
PBT margin (%)	9.8	9.7	-	0.1
PAT margin (%)	9.4	7.6	-	1.8

The year 2023 remains overshadowed by global events such as geopolitical tensions, tightened monetary policies and inflations, resulting in an economic slowdown. This global economic slowdown affected international trade, where Malaysia experienced a decline in trade performance, as indicated by an 8.0% contraction in exports and a 6.4% weakening in imports.

Despite global headwinds, the overall cargo volume in Malaysia has held steady as demand picked up during the second half of the year. Our Group recorded an increase in revenue by RM27.75 million, or 4.3%, from RM643.77 million in FYE 2022 to RM671.52 million in FYE 2023, mainly due to the increase in our fleet and warehouse capacity.

Our revenue contribution by business segment and by geographical markets, shown in thousands, are as follows: -



FINANCIAL REVIEW (CONT'D)**FINANCIAL PERFORMANCE REVIEW (CONT'D)**

During FYE 2023, our Group's revenue is mainly derived from the container haulage segment and land transportation segment, which represent 39.8% and 36.4% of the total revenue, respectively. Revenue from the land transportation segment rose by RM30.37 million or 14.2%, mainly attributable to additional revenue generated from the increase in our fleet capacity during the financial year. Our warehousing and container depot segment also contributed a higher revenue during the financial year, increasing from RM83.46 million in FYE 2022 to RM100.72 million in FYE 2023, representing an increase of RM17.26 million or 20.7%. This increase was driven by the completion of three (3) new warehouses located in Tebrau, Johor, Seberang Perai, Pulau Pinang and Port Klang Free Zone, Selangor in FYE 2022, which contributed to full-year revenue in FYE 2023.

In terms of geographical regions, our Group's revenue in FYE 2023 remained similar to that of FYE 2022, with 90.9% of our total revenue in FYE 2023 was generated from Malaysia, while the remaining 9.1% was derived from overseas.

In tandem with the revenue growth, our Group's GP has increased by RM0.85 million or 0.4%, from RM197.44 million in FYE 2022 to RM198.29 million in FYE 2023. However, our GP margin has slightly decreased from 30.7% to 29.5% due to the rise in operating costs.

Our Group reported a higher PBT at RM65.90 million with PBT margin of 9.8% in FYE 2023. The increase was mainly due to higher other income, contributed by a gain on bargain purchase arising from the acquisition of a 17.5% stake in GVL. This was offset by higher finance costs, employee share option schemes ("ESOS") employee benefit, and overhead expenses from business expansion.

Concurrently, our PAT also increased from RM49.22 million in FYE 2022 to RM63.15 million in FYE 2023, representing an increase of RM13.93 million or 28.3% mainly due to lower tax expense during the financial year as a result of the non-taxable other income, qualifying capital expenditure and reversal of deferred tax liability.

FINANCIAL REVIEW (CONT'D)**FINANCIAL POSITION REVIEW**

	FYE 2023 RM'000	FYE 2022 RM'000	Variance RM'000	%
FINANCIAL RESULTS				
Financial Indicators				
Total Assets	1,720,520	1,555,901	164,619	10.6
Total Liabilities	1,016,354	899,541	116,813	13.0
Equity attributable to Equity Holders of the Company	701,612	655,220	46,392	7.1
Financial Ratios				
Current ratio (times)	1.0	1.1		
Net gearing ratio (times)	0.9	0.9		

The total assets of our Group increased by RM164.62 million or 10.6%, from RM1,555.90 million as at 31 December 2022 to RM1,720.52 million as at 31 December 2023. The increase was mainly due to higher cash and bank balances by RM108.00 million as a result of cash generated from our business operations as well as the drawdown from unrated Islamic medium term notes at the end of the year mainly for investment activities. Additionally, the increase in the total assets was also contributed by a rise in the investment in associates by RM57.57 million in relation to the acquisition of an additional 17.5% equity interest in GVL.

Total liabilities of our Group increased by RM116.81 million or 13.0%, from RM899.54 million as at 31 December 2022 to RM1,016.35 million as at 31 December 2023, mainly attributable to the increase in total borrowings by RM119.29 million for the purpose of investment activities.

Overall, our Group concluded the financial year in a robust financial position, boasting a healthy current ratio of 1.0 times and a net gearing ratio of 0.9 times. As at 31 December 2023, our earnings per share and net asset per share stood at 7.01 cents and 79.64 cents, respectively.

CASH FLOW REVIEW

	FYE 2023 RM'000	FYE 2022 RM'000	Variance RM'000
CASH FLOW STATEMENT			
Financial Indicators			
Net Cash Flows from Operating Activities	133,599	163,869	(30,270)
Net Cash Used in Investing Activities	(21,711)	(96,042)	74,331
Net Cash from/ (used in) Financing Activities	2,812	(94,558)	97,370
Net increase/(decrease) in cash and cash equivalents ("CCE")	114,700	(26,731)	141,431
Effect of exchange rate changes on CCE	257	56	201
CCE at the beginning of the financial year	34,627	61,302	(26,675)
CCE at the end of the financial year	149,584	34,627	114,957

CASH FLOW REVIEW (CONT'D)

As at 31 December 2023, our Group generated a lower positive operating cash flow of RM133.60 million, compared to the cash inflow of RM163.87 million as at 31 December 2022, due to the increase in working capital requirements, which are in line with the growth in revenue.

The net cash outflow of RM21.71 million in investing activities was mainly attributable from the advances to associate and additional acquisition of an additional stake of 17.5% in GVL, amounting to RM63.36 million. The cash outflow from investing activity was also attributed by the purchase of property, plant and equipment and right-of-use assets total amounting to RM54.80 million. The total outflow was partially offset by the withdrawal of short-term funds and proceeds from the disposal of non-current assets held for sale, amounting to RM51.83 million and RM45.46 million, respectively.

The Group recorded a net cash inflow from financing activities of RM2.81 million as at 31 December 2023, which was mainly contributed by the net drawdown of borrowings amounting to RM93.99 million. This cash inflow was offset by net repayment of lease liabilities, payment of interest, payment of dividend amounting to RM41.50 million, RM32.69 million and RM15.86 million, respectively.

CAPITAL STRUCTURE, RESOURCES AND EXPENDITURE

As at 31 December 2023, our Group's share capital amounts to RM384.90 million, consisting of 880,713,102 ordinary shares net of treasury shares.

At Swift, we finance our business operations with cash generated from operations, credit granted by suppliers, finance leases and bank borrowings from financial institutions as well as our cash and bank balances. Our bank borrowings from financial institutions consist of term loans, unrated Islamic medium term notes, trade financing, bank overdrafts and revolving credits.

In FYE 2023, the total purchase of Property, Plant and Equipment by the Group is RM88.00 million, which consists of the following: -

Property, Plant and Equipment	RM'000
Buildings	1,153
Freehold land	928
Structure and renovation	3,343
Vehicles and mechanical equipment	29,498
Other vehicles	3,971
Furniture, fittings, and office equipment	361
Computers and peripherals	1,065
Containers	144
Work-in-progress	47,537
Total	88,000

As at 31 December 2023, our capital commitments are as follows: -

Capital Commitment	RM'000
Contracted but not provided for in the financial statements - Property, plant, and equipment	130,862

RISKS RELATING TO OUR BUSINESS

Market Risk

As a player in the logistics industry, the Group's business and financial performance are significantly influenced by both local and global economic as well as political factors. These factors include economic slowdowns, ongoing wars, trade tensions and restrictions, weakened demand, inflationary pressures, and monetary policies. Such external environments affect the spending habits of consumers and global demand for products and goods. Hence, any global economic slowdown or trade restrictions may affect the global demand for products and goods, which in turn will lead to a corresponding decrease in the demand for our services and ultimately cause an adverse impact on our financial performance.

To manage this risk, we have implemented agile cost management to monitor our cost structure and improve cost efficiencies. In addition, we remain proactive in expanding our market and customer bases to secure more business opportunities and become less susceptible to unfavourable changes in the market.

Health and Safety Risk

The nature of our business exposes us to the risks of accidents. Failure to adequately address this risk may result in operational disruptions, financial losses, legal liabilities, and harm to the safety of the public and our employees.

To mitigate this risk, we have implemented preventive measures such as monitoring violations in terms of speeding, harsh braking, and harsh acceleration. In addition, before hiring a driver, we will conduct a background check to ensure the driver possesses valid licenses and has adequate experience suited to the job requirements. Drivers are required to undergo relevant training before starting to perform deliveries. Throughout the service, drivers are required to attend training such as defensive driving training, toolbox, 6-in-1 training, and motivation programmes.

In addition to driver training, regular maintenance of the prime movers, trucks, and trailers is also crucial to ensure these vehicles are in optimal condition, minimising the risk of accidents caused by technical problems. The Group also monitors accident cases monthly, investigates to identify root causes, and implements corrective actions accordingly for improvement purposes.

Regulatory Risk

At Swift, our operations span multiple countries, including Malaysia, Thailand, and Singapore, each governed by its unique set of laws, sanctions, licenses, and permits. Lack of forward planning or adaptability to changes in government policy and rules and regulations can lead to non-compliance with these regulations, which may result in reputational damage, operational disruptions as well as legal and financial consequences such as fines and penalties and revocation or non-renewal of licenses.

To address this risk, we have established procedures and mechanisms as well as engage the regulatory authorities, when necessary, to ensure full compliance with the rules and regulations. In addition, we diligently secure necessary licenses, permits and approvals required for smooth business operations, thereby bolstering regulatory adherence and safeguarding against potential disruptions.

Data Security Risk

Data backup plays a crucial part in ensuring the smooth functioning and continued success of the business in the logistics industry. With the increasing reliance on technology, critical information such as company financial and operational data are stored and processed digitally, exposing it to the risk of data loss due to system failures, human errors, or cyber-attacks. Neglecting to address this risk can lead to loss of company data, resulting in disruption of business operations.

Our Group has subscribed to data centre services with data backup and disaster recovery services to account for the risk of potential data loss. Additionally, the Group's IT has implemented data backup on a daily basis, with 25 system servers being backed up into the data deduplication storage system. All backups will be tested periodically to ensure the accuracy of data. Furthermore, we also established a business continuity and disaster recovery plan to prepare the Group with appropriate recovery measures in the event of potential data loss.

FUTURE PROSPECT AND OUTLOOK

Moving into FYE 2024, the global economic landscape is expected to remain affected by various events such as trade tensions and ongoing war, which will result in price hikes, supply chain disruptions, and inflation. In response, restrictive monetary policies such as increasing interest rates have been implemented to address inflationary pressures, resulting in reduced consumer spending and an economic slowdown.

Despite the global headwinds, Malaysia's external trade in 2024 is expected to improve, with exports and imports forecasted to grow by 5.2% and 4.4%, respectively, according to Malaysian Industrial Development Finance Berhad ("MIDF"). Based on the MOF, Malaysia's GDP is also expected to grow from 4.0% to 5.0% in 2024.

With improving economic activities driving the demand for logistics services, particularly in warehousing services, the Group remains focused on expanding its warehousing capacity in both the Northern and Central Regions of Malaysia. The acquisition of three (3) pieces of industrial land located at Seberang Perai Utara, Pulau Pinang, is a key initiative aimed at expanding our warehousing capacity in the Northern Region to improve the Group's revenue prospects.

Apart from the expansion in our warehousing capacity, our Group has invested in two (2) units of electric prime movers into our fleet during FYE 2023, aligning with the National Energy Transition Roadmap ("NETR") announced by the Minister of Economy. Not only does this reduce our carbon footprint within the logistics operations, but this upgrade also attracts strong interest from multinational customers ("MNCs") with strong environmental awareness. With the increasing awareness of sustainability, our Group plans to further enlarge our electric fleet in 2024 to accommodate the increasing demand. Ultimately, the Group commits to procure only electric powered movers or trucks from 2030 onwards.

Moving forward, the Group remains a cautiously optimistic outlook on its long-term prospects. The Group will continue to seize every opportunity to achieve strong business performance while making significant strides in our ESG agenda to contribute to Malaysia's sustainable growth.

DIVIDEND

It is the intention of the Board to distribute a dividend of up to 30.0% of the profit attributable to the owners of the Company in the fiscal year on a consolidated basis after considering our financial performance, operating cash flow, capital expenditure requirements and commitments.

The distribution of dividends is subject to the approval of our Board and compliance with all applicable laws, licence conditions, and contractual obligations, provided that such distribution will not impair our Group's cash requirements or any plans approved by our Board.

For FYE 2023, the Board has declared the following dividends: -

1. a single tier interim dividend of 0.8 cents per ordinary share amounting to RM7.05 million in respect of FYE 2023, was paid on 10 October 2023; and
2. a single tier interim dividend of 0.8 cents per ordinary share amounting to RM7.05 million in respect of FYE 2023, was paid on 8 April 2024.

SUSTAINABILITY

Statement

In a world where every mile travelled and every package delivered make a ripple effect on our planet, the imperative for sustainability within the logistics industry has never been more pronounced. As the wheels of global commerce turn ceaselessly, the responsibility to minimise environmental impact and advocate sustainable practices rests heavily upon the shoulders of logistics companies.

In response to this pressing call for action, Swift Group has embarked on a journey of transformation, driven by a steadfast commitment to economic resilience, environmental stewardship, social responsibility, and ethical governance. In this regard, the Board is pleased to present the Company's third (3rd) Sustainability Statement ("Statement") for the FYE 2023 to highlight our sustainability practices and initiatives undertaken in addressing the Group's sustainability risks and opportunities within the context of Economic, Environment, Social and Governance ("EESG").

Scope and Reporting Period

This Statement outlines Swift Group's sustainability strategies and performance for the period from 1 January 2023 to 31 December 2023, unless otherwise specified.

The Economic, Environmental and Governance sections of this Statement encompass the sustainability efforts and performance of Swift and all its subsidiaries, whereas the Social section (except accident and employees' demographics) specifically focuses on our business operations solely within Malaysia.

Statement of Assurance

This Sustainability Statement has not been subjected to an assurance process.

Reporting Framework

This Statement has been prepared based on all available internal information in accordance with Bursa Malaysia Securities Berhad's ("Bursa Securities") Main Market Listing Requirements ("MMLR") relating to the sustainability statement and its Sustainability Reporting Guide 3rd Edition. Additionally, we have benchmarked our sustainability strategies with the Sustainable Development Goals ("SDG") set by the United Nations ("UN") Department of Economic and Social Affairs in 2015.

Feedback

We welcome our stakeholders' feedback on this Statement and any other sustainability matter for our continuous improvement of sustainability measures and reporting standards. Any relevant feedback, comments or inquiries should be directed to corporate@swiftlogistics.com.my.

SUSTAINABILITY HIGHLIGHTS 2023

Economic, Environment, Social and Governance



ECONOMIC



Financial Performance (RM'000)

	FYE 2023	FYE 2022	FYE 2021
Revenue	671,521	643,768	588,332
Gross Profit	198,287	197,438	187,320
Net Profit	63,145	49,218	48,171



Customer Satisfaction Survey

	FYE 2023	FYE 2022	FYE 2021
Rating	4.4	4.4	4.2

Notes:

Rating 4 : likely to continue using Swift services.

Rating 5 : very likely to continue using Swift services.

Vendor Assessment

- Achieved **100%** local purchases for office supplies and spare parts for vehicle maintenance.
- Maintained **100%** passing rate for vendor evaluation and none of the vendors was ruled out in FYE 2023.



ENVIRONMENT



Carbon Emission (tCO₂e)

	FYE 2023	FYE 2022	FYE 2021
Scope 1 & 2	137,801	134,392	116,648
Scope 1, 2 & 3	144,236 **	140,463	N/A *

Note:

* Scope 3 emission (business travel and employee commuting) was started to be tracked and recorded since FYE 2022, hence no information available for FYE 2021.

** Scope 3 emission for FYE2023 includes waste on top of business travel and employee commuting.



Energy Consumption (Megawatt)

	FYE 2023	FYE 2022	FYE 2021
Energy	4,777	4,789	4,571



Waste Management (MT)

	FYE 2023	FYE 2022	FYE 2021
Non-hazardous	715	659	586
Hazardous	123	128	116
Recycle	880	476	18



Water Consumption (Megalitres)

	FYE 2023	FYE 2022	FYE 2021
Water	149	179	184



SOCIAL



Human Rights and Diversity

- Maintained an inclusive and conducive workplace.
- **Zero cases** of discrimination and harassment.
- **Zero complaint** on infringement of human rights.



Community Programmes

Several community programmes conducted, involved contribution of a total of RM0.04 million and benefitted a total of 296 beneficiaries.



Training and Education

	FYE 2023	FYE 2022	FYE 2021
No. of trainings conducted	175	135	94
No. of training days	357	265	163
No. of training hours	24,637	16,911	7,700
Training cost (RM'000)	945	691	234
No. of employees involved	2,172	2,438	1,271



Occupational Health & Safety

	FYE 2023	FYE 2022	FYE 2021
No. of work-related injuries	30	27	24
No. of work-related fatalities	*1	1	**2

* due to health reason

** 1 case was due to health reason



Career Development

	FYE 2023	FYE 2022	FYE 2021
Management Trainee	4	1	7
Intern	150	109	91
Promotions	156	77	78



Diversity & Equal Opportunities

- Achieved the goal of more than 30% women representation in the Board in conjunction with the appointment of Ms Kee Chung Ching as the Non-Independent Executive Director.



Governance

Our Anti-Bribery & Corruption Policy ("ABC Policy") remains strictly enforced in the Group since its implementation in February 2021. All employees are required to be briefed on the ABC Policy during induction sessions.

Zero cases of suspected bribery and corruption or unethical behaviour of our employees.

SUSTAINABILITY COMMITMENT

We have in place a Sustainability Policy that outlines our sustainability principles and commitment to delivering quality services while simultaneously fostering long-term social and environmental equilibrium to the best of our ability. Our Sustainability Policy is aligned with the UN SDGs.

The Group's sustainability commitment primarily focuses on identifying and addressing sustainability risks and opportunities arising from Economic, Environment, and Social activities. Amongst others, the key focus areas highlighted in our Sustainability Policy include: -

- To manage the potential direct and indirect environmental impacts arising from our operating activities with our Environmental Management System ("EMS") in place;
- To respect and honour international norms and human rights in compliance with Malaysian Law requirements;
- To contribute to the enrichment of society by creating local job opportunities, philanthropy, and volunteerism; and
- To deliver sustainable business growth and positive economic impact to our stakeholders by providing high-quality and reliable services while adhering to ethical business conduct.

SUSTAINABILITY GOVERNANCE

We recognise that effective governance is paramount to the effective implementation of our Sustainability Policy. Our sustainability governance structure involves three (3) tiers of sustainability management, including the Board, Sustainability Steering Committee ("SSC") and Sustainability Working Committee ("SWC").

In Swift, sustainability management is one of the Board's key agenda items. The Board is ultimately responsible to steer and provide advisory on the Group's overall sustainability strategies and management. To ensure the effective discharge of responsibilities, the Board is supported by the SSC and SWC, both of which are empowered to drive the sustainability agenda in all subsidiaries within Swift Group.

Our SSC is led by the Group Chief Executive Officer ("Group CEO") and consists of six (6) Key Senior Management to oversee and manage the Group's sustainability affairs. The Group CEO, as the Chairman of the SSC, is entrusted to report the progress and performance updates of the Group's sustainability initiatives to the Board on a regular basis.

Our SWC is tasked to implement at least one (1) sustainability initiative every month within their respective Business Units ("BUs") or operation regions. The outcomes from these sustainability initiatives shall then be reported to the Group Health, Safety, Environment and Quality ("GHSEQ") on a monthly basis. Subsequently, the GHSEQ will compile and present the results at the SSC quarterly meeting for further discussion and deliberation.

The detailed roles and responsibilities of the Board, SSC and SWC are as follows: -



Board of Directors

- To hold ultimate responsibility over sustainability management
- To oversee the Group's overall sustainability strategies, efforts, and performance



Sustainability Steering Committee ("SSC")

- To appoint members of SWC
- To oversee the progress of integrated sustainability activities across the Group
- To ensure key members are involved in the decision-making process of the Group's sustainability matters
- To report the progress of sustainability matters to the Board on a periodical basis



Sustainability Working Committee ("SWC")

- To ensure sustainability matters are effectively communicated to all stakeholders, including employees, contractors, vendors, customers and others
- To align and implement sustainability initiatives according to the strategic guidance provided by the SSC
- To directly monitor the sustainability performance of the regions/BUs so as to ensure the achievement of the objectives, goals, targets and values set by the SSC
- To report the progress of sustainability matters to the SSC

STAKEHOLDERS' ENGAGEMENT

We recognise the importance of cultivating strong relationships and engagement with various stakeholders to drive the Group's sustainability agenda. To this end, we are dedicated to conduct open and inclusive communication with our various stakeholders so as to gain a better understanding on their needs and expectations. This approach enables us to identify areas for improvement and effectively respond to their needs. Such improvements will then be integrated into our Group's sustainability practices.

During FYE 2023, we have engaged with various key stakeholders through different engagement approaches, tabled as follows: -

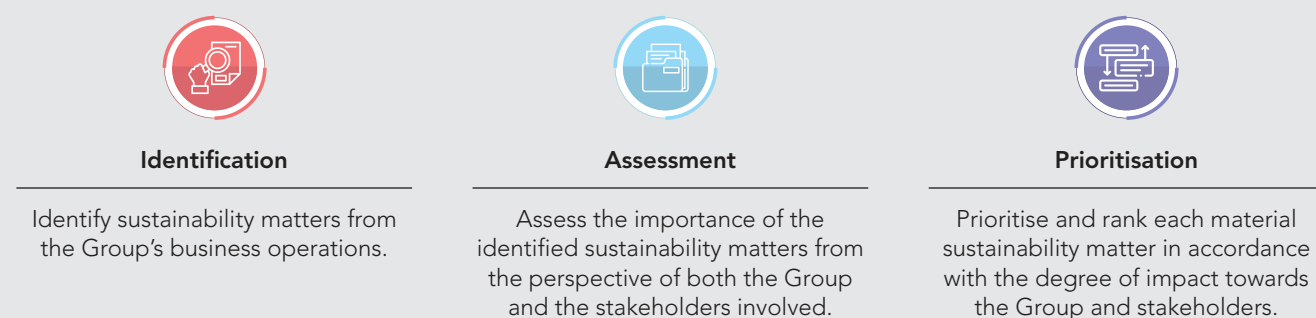
Stakeholders	Areas of Interest/Concerns	Actions to Address These Concerns	Frequency of Engagement
Employees	• Career development	<ul style="list-style-type: none"> Ongoing career progression programmes for employees. Performance management system/appraisal 	<ul style="list-style-type: none"> Throughout the year Mid and year-end review
	• Work-life balance	• Employee engagement activities and events	• Throughout the year
	• Employment rights and benefits	• Terms and conditions are as per the Offer Letter, Employee Handbook and Collective Agreement (Non-Executive)	• Throughout the year
	• Child labour and forced labour	• Compliance with Human Rights & Labour Practices Policy and relevant employment laws	• Throughout the year
	• Knowledge building and talent development	• Training programmes	• Throughout the year
	• Employee health, safety, and wellness	• Compliance with health and safety rules and regulations	• Throughout the year
	• Diversity and inclusion	• Diversity and inclusion are included in the Employee Handbook and have been adopted in the Group	• Throughout the year
Local Authorities/ Regulatory Bodies/ Government Ministries	• Regulatory requirements and compliance	<ul style="list-style-type: none"> Policies and reports in place as per regulatory requirements Site inspection/ audit by authorities 	<ul style="list-style-type: none"> As and when required As and when required
	• Accuracy, transparency, and disclosure	<ul style="list-style-type: none"> Liaise with authorities on grey areas/new requirements Internal and external audits follow Standard Operating Procedures ("SOPs") 	<ul style="list-style-type: none"> As and when required Throughout the year

Stakeholders	Areas of Interest/ Concerns	Actions to Address These Concerns	Frequency of Engagement
Shareholders / Investors	• Business directions	• Announcement made to Bursa Securities • Annual Report • General Meeting • Session with shareholders/ investors	• As and when required • Yearly • Yearly • As and when required
	• Financial performance	• Quarterly Results • Annual Report	• Quarterly • Yearly
	• Governance and integrity	• Announcement made to Bursa Securities • Annual Report • General Meeting • Session with shareholders/ investors	• As and when required • Yearly • Yearly • As and when required
Customers	• Service quality	• Standards and certifications – audit (internal, external or customer)	• Throughout the year
	• Data privacy	• Clauses in Non-disclosure agreement ("NDA") and Service Level Agreement ("SLA")	• Throughout the year
	• Knowledge sharing	• Customer service centre	• Throughout the year
	• Reporting	• Key Performance Indicator ("KPI") report	• Monthly/ quarterly
	• Customer satisfaction	• Customer feedback/ complaints/ customer survey	• Throughout the year
	• Human rights	• Compliance with Human Rights Policy or customers' sustainability standards	• Throughout the year
	• Safety procedures	• Regular updates on Health, Safety and Environment issues	• Quarterly
Business Partners / Transporters	• Knowledge sharing	• Meetings	• As and when required/ quarterly
	• Safety procedures	• Service contract (back-to-back on customer's requirements, health, safety, and environment ("HSE") requirements) • Vendor audit	• During the development of the contract • Yearly
Vendors	• Business relationships	• Meetings	• Quarterly
	• Fair and transparent procurement practices	• Vendor evaluation	• Yearly
	• Credit terms and on-time payments	• Contract negotiation	• Throughout the year
Communities and Public	• Business opportunities • Employment opportunity	• Continuous business expansion to create business and employment opportunities	• Throughout the year
	• Education and social assistance • Social responsibility	• Corporate Social Responsibility ("CSR") programmes and campaigns	• Throughout the year
	• Environmental impact from operation	• Compliance with regulations/ immediate rectification in the event of a breach, if any	• Throughout the year

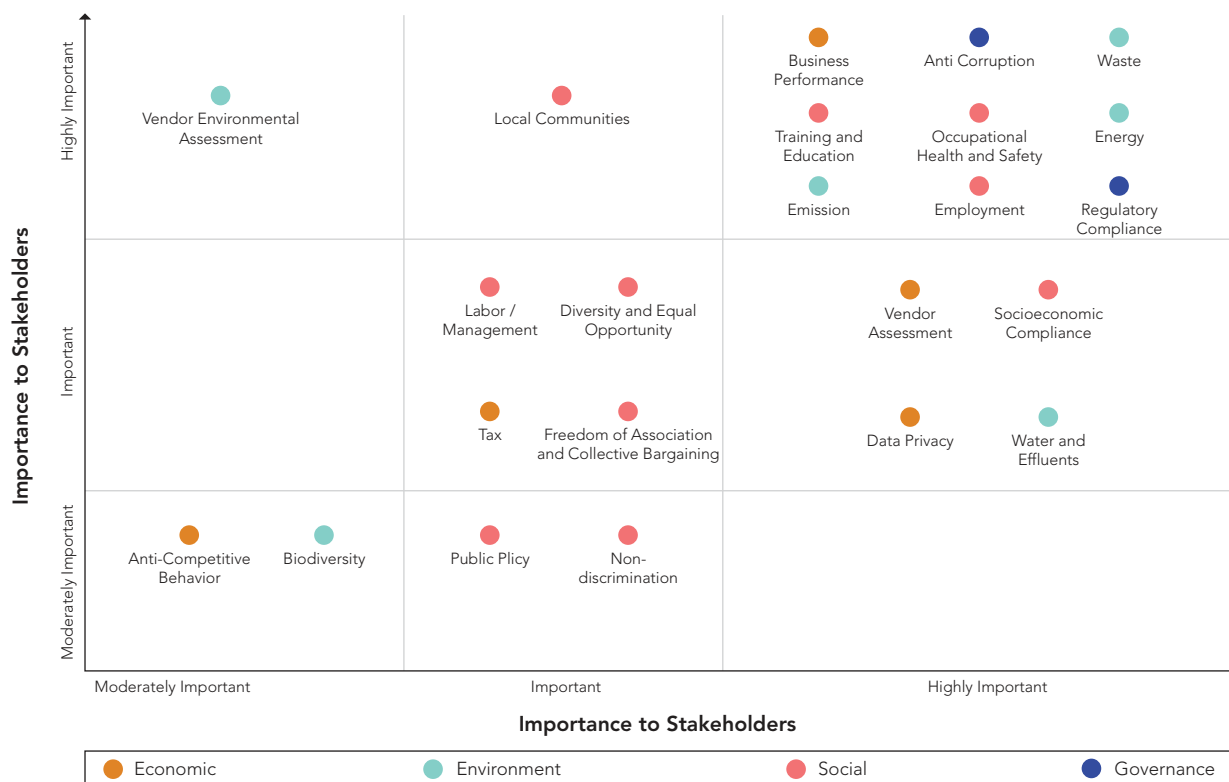
MATERIALITY ASSESSMENT AND KEY SUSTAINABILITY MATTERS

In the pursuit of transparent and comprehensive sustainability reporting, we recognise the importance of conducting a materiality assessment to identify and prioritise the sustainability matters that are relevant to the Group and various stakeholders.

With the insights gained from our stakeholders' engagement, we adopt a similar three-step approach to conduct the materiality assessment for the FYE 2023, detailed as follows: -



Following our evaluation of sustainability risks and opportunities and a comparative analysis with other players in the logistics industry, a total of 23 material matters have been identified and plotted in our Materiality Matrix. This Materiality Matrix has been verified and endorsed by the Board and is subject to continuous updates and revision based on feedback obtained from various stakeholders. The Group's material matters, scaling from "Moderately important" to "Highly important", are depicted in the following Materiality Matrix: -



It is important to note that while all the material matters mentioned above are significant, not all of them will be disclosed in this Statement due to the availability of information. Nevertheless, these identified material matters will be the focal point of our Group's sustainability efforts in the upcoming years as we strive to address and manage them effectively moving forward.

SUSTAINABILITY ROADMAP

To ensure the Group remains on track throughout our sustainability journey, the SSC has developed a sustainability roadmap since FYE 2022. This roadmap sets specific targets and timelines for carbon emissions reduction using the Group's emission data in FYE 2022 as a baseline.

Our sustainability roadmap focuses on reducing carbon emissions, considering the extensive amount of carbon emission generated from our daily operations activities. Therefore, we recognise the obligation to mitigate our substantial carbon footprint to reduce the adverse environmental effects of our operations, leading to a more sustainable business in the long term for the Group, the public and the environment.











5%
Scope 1 emission reduction
by FYE 2030

10%
Scope 2 emission reduction
by FYE 2030

SUSTAINABILITY STRATEGIES AND SDG MAPPING

Upon identifying and assessing the Group's sustainability risks and opportunities within the Group, we have considered the 17 SDGs for the development of our sustainability strategies. This shall ensure that our sustainability strategies and initiatives are well-aligned with global development objectives, thereby fostering a better world for all.

In this aspect, we have aligned nine (9) SDGs to our material sustainability matters and have devised corresponding sustainable strategies to tackle these risks and opportunities, summarised as follows: -

	Material Matters	Sustainability Strategies	SDGs
ECONOMIC	1. Business Performance 2. Vendor Assessment	<ul style="list-style-type: none"> To achieve sustainable business growth via strategic acquisition and capacity expansion. To maintain a high level of quality assurance and customer satisfaction. To engage with local vendors continuously in order to ensure a smooth supply chain while supporting the local economy. 	
ENVIRONMENT	3. Emission 4. Energy 5. Waste 6. Water and Effluents	<ul style="list-style-type: none"> To reduce carbon emissions and improve energy efficiency through the adoption of electric prime movers and renewable energy. To promote waste reduction and recycling efforts. To reduce unnecessary water usage by promoting efficient use of water. 	  
SOCIAL	7. Diversity and Equal Opportunity 8. Employment 9. Occupational Health and Safety ("OHS") 10. Training and Education 11. Data Privacy 12. Local Community	<ul style="list-style-type: none"> To create a safe, dynamic, and inclusive workforce with due respect to human rights, diversity, and equity. To leverage on technology and training in protecting employees' health and safety. To motivate employees with training and career development opportunities. To take care of the well-being of the local community through CSR initiatives. 	    
GOVERNANCE	13. Anti-Corruption 14. Regulatory Compliance	<ul style="list-style-type: none"> To uphold regulatory compliance and sound corporate governance through the execution of the Company's policies and procedures. 	

KPI ACTION PLANS AND REPORTING SYSTEM

As we move to the third year of our sustainability journey, we would like to report that our SWC has and will continue to enhance our sustainability KPIs with action plans within their purview and report the same to the SSC on a quarterly basis in order to gauge the effectiveness and the progress of our sustainability management.

01



ECONOMIC

BUSINESS PERFORMANCE

	Audited		
	FYE 2023 RM'000	FYE 2022 RM'000	FYE 2021 RM'000
Revenue	671,521	643,768	588,332
Gross Profit	198,287	197,438	187,320
Net Profit	63,145	49,218	48,171

Swift Group has achieved another year of record-high financial performance in both our top line and bottom line in FYE 2023, demonstrating the resilience of our business expansion efforts. Our total revenue reached RM671.52 million, marking a 4.3% increase, mainly driven by the expansion of our fleet and warehouse capacity. Our net profit surged to RM63.15 million, signifying a 28.3% increase, mainly contributed by a gain on bargain purchase arising from the acquisition of a 17.5% stake in GVL. For a more detailed analysis of the Group's financial performance, kindly refer to the Management Discussion and Analysis ("MD&A") section of this Annual Report.

In line with SDG Target 8.1, our key business growth and initiatives undertaken during FYE 2023, amongst others, include: -



(a) Business Growth Through Strategic Acquisition

As part of our business expansion strategies, Swift's wholly-owned subsidiary, Swift Integrated Logistics Sdn. Bhd. ("SIL") had acquired the remaining 40% equity interest in Swift Autologistics Sdn. Bhd. ("SAL") (formerly known as BLG Swift Logistics Sdn. Bhd.). This enabled the Group to obtain complete control over SAL which improved our financial performance through increased consolidation of results

Furthermore, the Company had acquired the entire equity interest in Standard Marine Agencies (Sarawak) Sdn. Bhd. ("SMA") as part of our strategic expansion into Borneo Island, aligning with our future growth strategies. This acquisition enabled the Group to gain immediate access to a new customer base in the region for its logistics services.

(b) Strategic Expansion on Operational Capabilities

Nowadays, there is a surge in demand for container depot facilities, driven by the off-hiring of containers by the shipping lines. Recognising this opportunity, the Group has capitalised on Malaysia's favourable position, particularly due to the relatively lower container storage charges in the region. To meet this growing demand, we expanded our Westport on Dock Depot in Quarter 2 of the FYE 2023, increasing our capacity by an additional 4,000 TEU.

On the other hand, our joint venture company, Hypercold Logistics Sdn. Bhd., inaugurated the largest cold chain hub in Kota Kinabalu Industrial Park on 20 July 2023. In view of its strategic location, this hub will cater to a wide coverage area in Sabah, including Kota Kinabalu, Sandakan, Lahad Datu, Tawau, Labuan, Beaufort, Sipitang, Tenom, Keningau and Kudat. This expansion is expected to bring a total capacity of 6,389 pallets to the Group. Additionally, this capacity enhancement is bolstered by a fleet of temperature-controlled trucks equipped with Global Positioning System ("GPS") and temperature tracking capabilities, enabling seamless cross-border services.

01



ECONOMIC

BUSINESS PERFORMANCE (CONT'D)

(b) Strategic Expansion on Operational Capabilities (Cont'd)

Meanwhile, our associate company, Global Vision Logistics ("GVL"), is leading the development of the Shah Alam International Logistics Hub ("SAILH"). Strategically located on a 71-acre site in Shah Alam, SAILH is poised to become one of the largest and first green-certified logistics hubs in Malaysia. The construction of Phase 1 commenced in September 2023, with the entire project slated for full completion by 2025. Upon the completion of all phases, the hub will offer a total warehouse space of approximately 6 million square feet. In line with our commitment to sustainable business growth, SAILH will serve as a significant milestone for Swift Group, significantly boosting our capacity and capability to deliver sustainability-focused and eco-friendly warehousing solutions to both current and prospective clients.

Aside from business expansion, we acknowledge that maintaining good service quality is another key to our business success. In this regard, the Group is committed to continuously uphold our quality management in order to meet the requirements and expectations of our customers. We are glad to share that we have continued to maintain the certifications on several management systems within the Group. By adhering to these stringent standards and certifications, we aim to cultivate trust among our clients, solidify our reputation within the industry, and bolster our competitive edge in the market.

During FYE 2023, we have obtained a new ISO 9001:2015 certification for our Quality Management System in Tanjong Express (M) Sdn. Bhd. in Pelabuhan Klang, under the scope of "provision of road transportation services". As at 31 December 2023, the full list of certifications and accreditations that we have obtained and maintained are as follows: -

- ISO 9001:2015 Quality Management System
- ISO 14001:2015 Environmental Management System
- ISO 45001:2018 Occupational Health and Safety Management System
- ISO 39001:2012 Road Traffic Safety Management System
- ISO 22000:2018 Food Safety Management System
- Good Distribution Practices for Medical Devices
- Transported Asset Protection Association Trucking Security Management System, Version 2020 Level 2
- Sedex Members Ethical Trade Audit 4 Pillars
- MS 224:2005 Product Certification for Retread Plant (Retreaded Pre-Cured Pneumatic Rubber Tyre for Commercial Vehicles)
- Authorised Economic Operator status from Royal Malaysian Customs Department
- ISO 13485 Quality Management System for Medical Devices

In July 2023, in conjunction with obtaining the new ISO 9001:2015 certification, our employees from Tanjong Express (M) Pelabuhan Klang attended an external ISO 9001:2015 awareness training, aimed at augmenting their understanding of ISO compliance, as well as enhancing their awareness on quality standards and refining their skill sets.

In accordance with the ISO 9001:2015 requirement, we have put in place an annual customer satisfaction survey to gauge our customer's satisfaction level, keep track of the quality of our products and services as well as to identify areas of improvement. This survey covers various aspects, including sales and customer services, reliability of services, flexibility in meeting customer requirements, compliance to Health, Safety, Environment and Quality ("HSEQ") standards, efficiency in resolving complaints, ease of contact and accessibility of relevant Swift personnel, as well as ease of doing business with the Group. We extended invitations to all our customers to participate in the survey, although not all of them responded. For FYE 2023, we recorded a similar level of overall customer satisfaction rating at 4.4. (FYE 2022: 4.4, FYE 2021:4.2) (Rating 4 - likely and rating 5 - very likely to continue using Swift Group's services).

Our dedicated focus on service quality has yielded significant results. We are thrilled to announce that our exceptional service quality and efficiency have been recognised with the "Fleet Operational Excellence Award 2022" presented by Chevron's International Integrated Supply Chain. Additionally, we have been honoured with the title of "Best Logistics Partner 2023" by COSCO Shipping Lines (M) Sdn. Bhd., further solidifying our reputation as a premier logistics service provider in Malaysia.

VENDOR ASSESSMENT

At Swift, we recognise the crucial role of a streamlined procurement process in achieving cost efficiency, ensuring quality control, and maintaining supply chain reliability. In our dedication to upholding these standards, we adhere closely to the established procurement requirements that serve as formal guidelines for our procurement team.

As part of our procurement practice, we consistently monitor and assess market dynamics to anticipate any potential impact on our procurement processes. This proactive approach helps us ensure the continuity and efficiency of our procurement operations amidst evolving market conditions. Additionally, our procurement team actively negotiates optimal deals and contract terms to safeguard the best interests of our Group.

In an effort to maintain effective procurement management, we carry out vendor evaluations on a yearly basis to assess the quality and suitability of our vendors in satisfying our procurement requirements. To this end, we have adopted an Approved External Provider Assessment, covering several criteria such as price competitiveness, service capability, quality of service, technical capability, responsiveness, and commitment, as well as HSE, statutory & regulatory compliances.

Aligned with our commitment to sustainability, we integrate sustainability performance as a key evaluation criterion in our assessment processes. Since last year, we have implemented a sustainability checklist in our evaluations of bidders and vendors. This checklist encompasses various aspects such as management commitment and responsibility, organisational resources and documentation, risk and hazard management, emergency planning, incident reporting and investigation, environmental considerations, labour and human rights, customer social responsibilities as well as ethics.

Both of the abovementioned assessments adopt a grading system to evaluate the vendor performance. Vendors failing to meet our standards or contractual obligations will be ruled out from the Group's approved vendor list. We are glad to report that during FYE 2023, all our vendors underwent these assessments, and all of them successfully met our stringent requirements.

Meanwhile, as part of our ongoing efforts to support the local economy, we are dedicated to supporting local procurement whenever possible, in line with SDG Target 8.1. In this aspect, we are pleased to highlight that 100% of our Group's procurement was sourced locally.



02



ENVIRONMENT

With a profound understanding of the interconnectedness of our business and the environment, we are committed to minimising our ecological footprint while maximising our positive environmental influence. Our dedication to environmental stewardship is reflected in our comprehensive Environmental Policy, outlining our commitments and focuses in five (5) major areas, including energy and emissions, waste management, water management, ecosystem, and biodiversity, as well as local pollution.

EMISSION

In view of our business nature, carbon emission is inevitably generated from our daily operating activities. To this end, our GHSEQ, together with BU's HSEQ personnel, are closely monitoring the generation of carbon emissions to ensure compliance to the Environment Quality (Clean Air) Regulations 1978.

In line with SDG Target 13.2, we consistently track, record, and report our carbon footprint generated from business operations. This proactive approach enables us to gain insights into the sources and trends of our carbon emissions, thereby facilitating the identification of avenues for mitigation and improvement.

The three-year data of our total carbon emissions are shown in the table below: -

TARGET 13.2

**INTEGRATE CLIMATE
CHANGE MEASURES
INTO POLICIES AND
PLANNING**

	FYE 2023 (tCO ₂ e)	FYE 2022 (tCO ₂ e)	FYE 2021 (tCO ₂ e)
Diesel	134,660	130,874	113,870
Liquefied Petroleum Gas ("LPG")	323	343	113
Petrol (company car)	71	31	*
Sub-total	135,054	131,247	113,983
Carbon Intensity (tCO ₂ e/km)	0.00106	0.00103	*
Electricity	2,747	3,145	2,665
Carbon Intensity (tCO ₂ e/kWh)	0.00070	0.00066	*
Employees Commuting	5,412	5,424	*
Business Travel	589	647	*
Waste	434	^	*
Sub-total	6,435	6,071	-
Grand Total (Scope 1, Scope 2 and Scope 3)	144,236	140,463	116,648

Notes: -

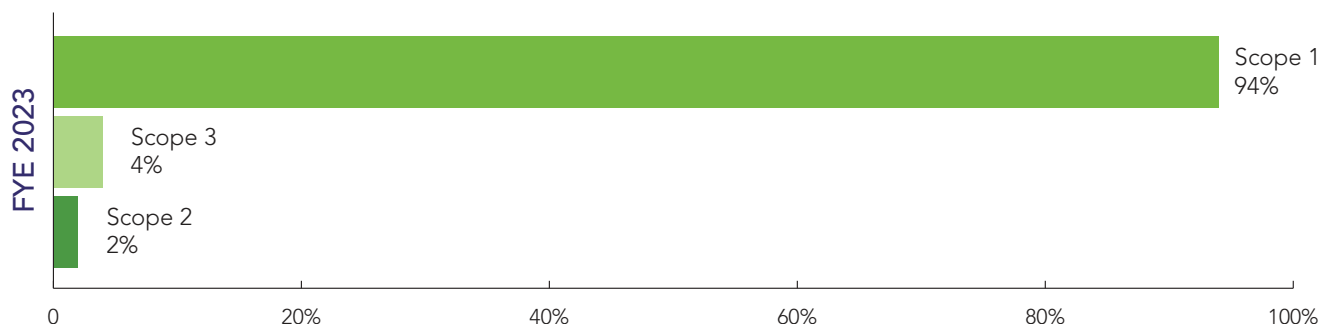
* The information started to be tracked and recorded since FYE 2022. Hence, no information is available for FYE 2021.

^ The information started to be tracked and recorded since FYE 2023. Hence, no information is available for FYE 2022.

EMISSION (CONT'D)

In FYE 2023, we recorded a total emission of 144,236 tonnes of CO₂e, of which Scope 1, Scope 2, and Scope 3 emissions accounted for 94%, 2%, and 4%, respectively.

Scope 1 emission represents direct emissions resulting from the fuel consumption of the Group's vehicles using petrol, diesel, and LPG, whereas Scope 2 emission is indirectly associated with the purchased electricity, which is used in our operations but generated off-site by Tenaga Nasional Berhad. Meanwhile, Scope 3 emission encompasses all other indirect emissions that occur as a result of our Group's activities but are not directly owned or controlled by us, such as employee commuting, business travelling and waste disposal.



For Scope 1 emission, both of our total carbon emission and carbon intensity indicator increased by 2.9%, which is in line with the increased number of our land transport vehicles and prime movers. To address this situation, we have embarked on Electric Prime Movers as part of our fleet, replaced some traditional forklifts with battery-operated models and installed in-cabin battery-operated fans at prime movers in an attempt to reduce our carbon footprint.

Additionally, our drivers are also trained with eco-driving techniques and no-idling was initiated to lower our vehicles' fuel consumption hence carbon footprint without impeding our daily operations. We also have optimised routes planning and implemented smart transportation systems to enhance our operational efficiency and minimise emission.

Meanwhile, in line with SDG Target 7.2, we have solar-powered panels that have been operational in the Southern and Central region and a few more that are in the midst of installation.

TARGET 7.2

**INCREASE GLOBAL
PERCENTAGE OF
RENEWABLE ENERGY**


02



ENVIRONMENT



EMISSION (CONT'D)

Pertaining to the Memorandum of Understanding ("MOU") signed with Volvo Malaysia Sdn. Bhd. ("Volvo") in August 2022 to introduce electrical truck in Malaysia, we are pleased to announce the official launch of the fully electric heavy-duty prime movers from Volvo Trucks, marking our new milestone to be the first adopter amongst the integrated logistics providers. Independent testing has shown that electric trucks have the potential to achieve a 50% reduction in energy consumption compared to Volvo FH diesel-powered engines under similar driving conditions and distances. This translates to improved fuel economy for businesses.

As a key player in the logistics industry, such an official launch reaffirmed our commitment to achieving net-zero carbon ambitions and solidified our position as an industry leader in electromobility. In October 2023, we advanced even further by inaugurating our Green Logistics Division and successfully delivering our first electric prime mover to Unilever Malaysia. During the event, we reiterated our dedication to sustainability by declaring our exclusive procurement of electric/renewable energy prime movers and trucks by 2030.

As for Scope 2 emission, we observed a reduction of 12.7% in our carbon emission, mainly attributable to the solar energy in Southern and Central regions. In addition, there were also electricity-saving initiatives in the workplace, such as switching off lights and air-conditioners during lunchtime and in common areas that are not used and the "Swift Hour" which is switching off air conditioners and lights for 30 minutes during lunchtime. Despite the reduction in our total Scope 2 emission, the relevant carbon intensity indicator increased by 6.1%. In this regard, we will continue to monitor and identify the underlying factors that influence the carbon intensity of our electricity consumption while we pursue energy efficiency strategies to conserve energy further and minimise our overall environmental footprint.

On the other hand, our Scope 3 emission has experienced a 6.0% increase, primarily attributed to the inclusion of "waste disposal" as a new category of data collected. For a fair comparison, the total emissions arising from employees commuting and business travels decreased by 1.2% as compared to FYE 2022, mainly due to the implementation of our office sustainability programmes such as online communication, virtual meetings, e-presentations, and carpooling for outstation travels. These initiatives have effectively decreased our physical commuting and contributed to the decrease in the relevant carbon emissions.

ENERGY

As the global demand for energy escalates, the Group acknowledges the potential adverse effects associated with the increased energy consumption, such as environmental degradation, climate change and resource depletion. Thus, the Group is committed to embracing responsible energy usage and enhancing energy efficiency practices, all while facilitating the expansion of our business operations.

	FYE 2023 (Megawatt)	FYE 2022 (Megawatt)	FYE 2021 (Megawatt)
Energy Consumption	4,777	4,789	4,571

The table above summarises the total energy consumption in our Group. Despite the expansion of our business operations, we are pleased to note a slight reduction of 0.2% in our total energy consumption in FYE 2023. This achievement is primarily attributed to the successful maintenance of our energy consumption levels, largely facilitated by the installation of solar panels across our facilities. As at 31 December 2023, with SDG Target 7.2 in mind, we have installed solar panels at Tebrau and Swift Central warehouses and providing a total capacity of 487kWp to the Group.

TARGET 7.2



**INCREASE GLOBAL
PERCENTAGE OF
RENEWABLE ENERGY**

WASTE

In addition to our commitment to reduce emissions and conserve energy, waste management is also a vital cornerstone of our sustainability agenda. Here at Swift, we recognise that efficient handling and disposal of waste are integral components of our environmental stewardship efforts.

Throughout FYE 2023, we have diligently implemented a comprehensive waste management system to ensure proper identification, separation, storage, and disposal of wastes in compliance with local environmental regulations. Specifically for scheduled wastes, we adhere strictly to the Environmental Quality (Scheduled Wastes) Regulations 2005. This entails storing all scheduled wastes in designated areas with appropriate containers, adequately labelled, and disposed of through approved transporters in accordance with regulations outlined by the Department of Environment ("DOE") Malaysia. Furthermore, we ensure all scheduled waste is not kept for more than 180 days or 20 metric tonnes, whichever is earlier.

As part of our commitment to waste management, regular training sessions have been conducted during the financial year to educate our employees on correct handling and reporting procedures for scheduled wastes. Detailed records of all scheduled waste activities are properly maintained and available for inspections by regulatory authorities at any time.

In addition, walkabout and site inspections are routinely carried out to identify and promptly rectify any areas that may fall short of compliance standards. We have also developed a robust emergency response plan to swiftly and effectively address any incidents related to scheduled wastes. These initiatives collectively underscore our commitment to environmental stewardship and regulatory adherence in FYE 2023.

The total waste generated in Swift Group, together with the disposal method, is tabulated as follows: -

	FYE 2023 (MT)	FYE 2022 (MT)	FYE 2021 (MT)
Non-hazardous	715	659	586
Total waste directed to disposal	715	659	586
Hazardous	123	128	116
Recycle	880	476	18
Total waste diverted from disposal	1,003	604	134
Total waste generated	1,718	1,263	720

02



ENVIRONMENT

WASTE (CONT'D)

In FYE 2023, our total waste generated increased by 36.0% compared to FYE 2022, reflecting the growth and expansion of our business. Despite this increase, we successfully diverted 58.4% of our total waste from disposal through recycling initiatives.

To minimise waste and promote sustainability, we have implemented strategies to repurpose our damaged truck tyres, effectively closing the loop on waste management. These tyres were sent to our retread plant for refurbishment. Additionally, tyres unsuitable for retreading and rubber dust from our operations are sold to third-party vendors. These vendors processed the materials into rubber mats for playgrounds and stadiums, contributing to a circular economy and reducing environmental impact.

To enhance our employees' awareness, knowledge and skills in waste management, our employees have participated in the following training programmes during FYE 2023: -

- Hazardous Materials Training;
- Chemical Spillage Control Training; and
- Course for Certified Environmental Professional in Scheduled Waste Management – CePSWaM.

Our waste reduction and recycling efforts are not only implemented in our core operations but also embedded as a culture in our workplace. Aligning with SDG Target 12.5, we have continued to promote the practice of 3R (reduce, reuse, and recycle) across the Group as follows: -

TARGET 12.5

SUBSTANTIALLY
REDUCE WASTE
GENERATION

- Reduce paper usage by encouraging printing on reused paper;
- Reuse and reduce textile waste by organising old clothing campaigns;
- Recycle e-waste contributed by our employees;
- Recycle used cooking oil from in-house café and employee contribution;
- Recycle paper and printer cartridges.

In FYE 2023, we collected and disposed of a total of 35kg of e-waste to an authorised vendor.

During the financial year, our commitment to environmental stewardship extended beyond our immediate operations to encompass our broader community. We organised Beach Cleaning activities at Pantai Morib and Ma' Daerah Turtle Sanctuary. With a total spending of RM960, we collected a total of 182.5kg and 20kg of waste, respectively, contributing to a cleaner and healthier environment while reminding us of our collective responsibility to safeguard our natural heritage for future generations.



WATER AND EFFLUENTS

We recognise that water is a vital resource that is essential for sustaining life and supporting various aspects of our operations. As a responsible company, we are committed to promoting efficient water management within the Group.

The Group's total water usage is recorded as follows: -

	FYE 2023 (Megalitres)	FYE 2022 (Megalitres)	FYE 2021 (Megalitres)
Total water usage	149	179	184

Our commitment to responsible water management continues to yield positive results, as evidenced by the reduction in our total water usage from 179 megalitres in FYE 2022 to 149 megalitres in FYE 2023, representing a decrease of 16.8%.

During FYE 2023, we have put in place the following water management initiatives aimed at reducing unnecessary water usage and promoting efficient use of this precious resource: -

- **Leak Patrol:** This initiative is a call for action to stop water leaks within our facilities. All employees are encouraged to report any faulty faucets, toilets, or pipes through You See You Act ("UCUA") for action to rectify the problem and promptly prevent further wastage.
- **Smart Fixtures:** We replaced some of the old faucets with water-saving models.
- **Water Wise Reminders:** "Save Water" stickers are pasted at points of water usage such as pantry, washroom and surau to remind employees to be mindful of their usage habits.



OTHER ENVIRONMENTAL INITIATIVES

In addition to the aforementioned initiatives, the Group has also undertaken various other environmental efforts in FYE 2023 that aimed at reducing our overall environmental footprint and promoting sustainability across the Group.

One of the key activities was the voluntary tree-planting programme organised by the Selangor State Forestry Department, Global Environment Centre and corporate funder HSBC Bank Malaysia Berhad and a tree-planting event in Kerteh. With a total of RM1,550 invested by the Company, our employees contributed their time and effort to plant trees at these locations: -

- Kuala Langat North Forest Reserve
A total of 210 trees were planted.
- Raja Musa Forest Reserve, Bestari Jaya
A total of 120 trees were planted.
- Ecocare Environmental Education Centre, Kerteh
A total of 40 trees were planted.

Some other environmental events and initiatives participated by our employees during the financial year include: -

1. Herbal plant planting in office premises;
2. River Cleaning and Toilet Repair at Pusat Rekreasi dan Perkelahan Sungai Kelemin; and
3. I-Lestari 2.0 Program (Awareness on the importance of environmental protection by PNGV).

03



SOCIAL

TARGET 10.3

ENSURE EQUAL
OPPORTUNITIES AND
END DISCRIMINATION

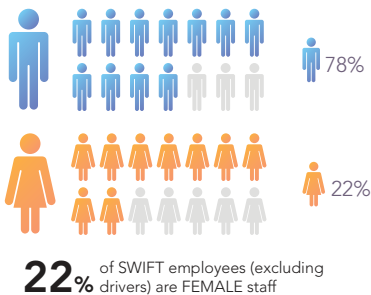
DIVERSITY AND EQUAL OPPORTUNITY

At Swift, diversity and inclusion are the fundamental values and driving forces behind our success. We recognise that our strength lies in the unique and diverse perspectives, backgrounds and experiences each employee brings to our Group. Embracing diversity not only enriches our workplace but also fosters innovation, creativity, and productivity, which are vital for the long-term sustainability of our business. In addition, we are dedicated to creating a workplace that offers equal opportunities to all employees in line with our commitment to SDG Target 10.3.

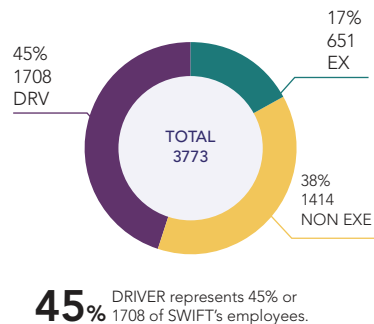
As at 31 December 2023, our total workforce comprises 3,773 employees from diverse backgrounds, analysed as follows: -

SWIFT GROUP WORKFORCE AS AT DEC 2023

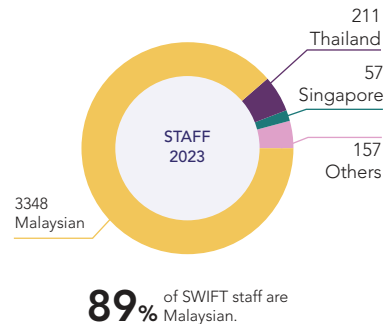
GENDER



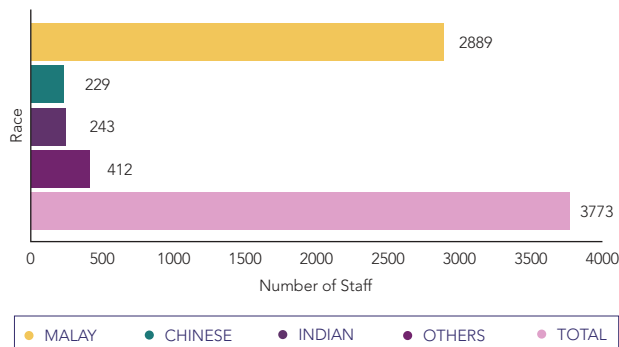
STAFF CATEGORY



NATIONALITY

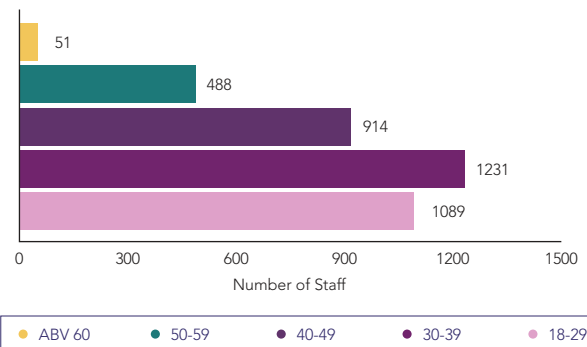


ETHNICITY



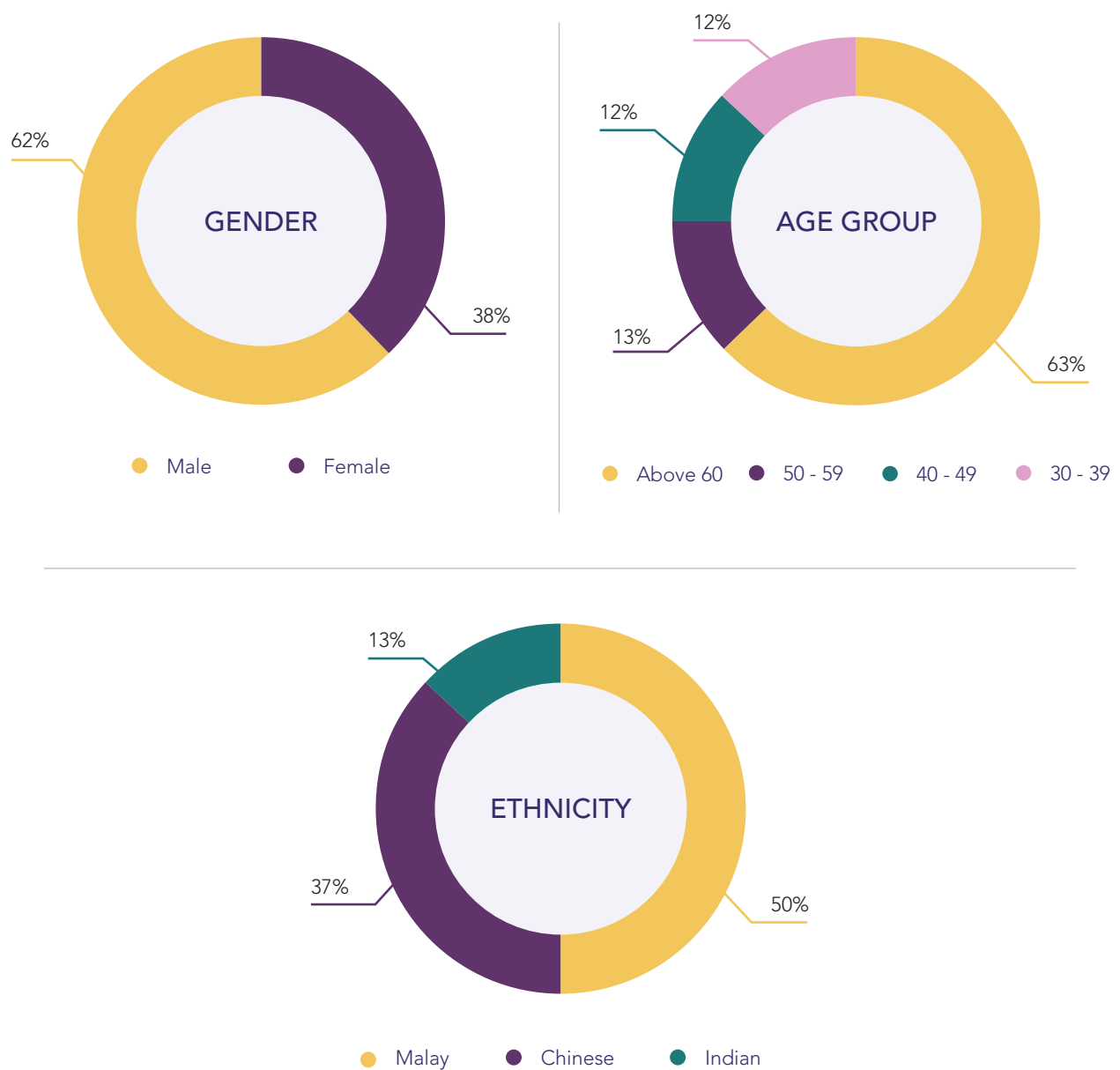
77% of the company's staff are Malay

AGE GROUP



61% of Swift's employees (majority) are below 39 years old

At Swift, diversity is not only embraced in our workforce but also integrated into our boardroom. As at 31 December 2023, we have a total of eight (8) Directors, of which all of them are Malaysian. The demographic analysis of the Board as at 31 December 2023 is as follows: -

BOARDROOM DEMOGRAPHIC ANALYSIS AS AT DEC 2023

03



SOCIAL

DIVERSITY AND EQUAL OPPORTUNITY (CONT'D)

As shown in the boardroom demographic analysis, we have met the target of at least 30% women representation in our Board. Following the appointment of Ms Kee Chung Ching as the Non-Independent Executive Director / Group Chief Financial Officer ("Group CFO"), our Board now boasts a 38% representation of women. This accomplishment underscores our dedication towards SDG Target 5.5 and exemplifies our commitment to adhering to the best corporate governance practices as advocated by the Malaysian Code on Corporate Governance 2021.

Furthermore, key managerial positions, including Group CFO, Managing Director for the Southern Region, Executive Director for the Northern Region and Senior General Manager of the Group Legal, Corporate Services and Strategic Communications, are held by women individuals, indicating a 40% women representation in our Key Senior Management level.

TARGET 5.5

**ENSURE FULL
PARTICIPATION IN
LEADERSHIP AND
DECISION-MAKING**

EMPLOYMENT

Talent Retention: Cultivating Loyalty and Stability in the Workforce

Apart from creating a diverse and inclusive workforce, we also believe that maintaining a healthy employee turnover rate is crucial to building a sustainable business. In FYE 2023, the Group recorded an average employee turnover rate of 1.5%, showing an improvement as compared to 1.9% in FYE 2022. The Group's employee turnover by employee category is analysed as follows: -

Employee Category	No. of Employee Turnover		
	FYE 2023	FYE 2022	FYE 2021
Executive and above	106	134	92
Non-executive and above	223	282	229
Driver	339	359	346
Total	668	775	667

	Percentage of Workforce (%)		
Contractors / Temporary staff	5.9	5.6	4.2

The Group's employee turnover has declined in all categories of employees in FYE 2023, signifying a positive shift in our organisational health and employee satisfaction.

As at 31 December 2023, only 5.9% of our total workforce were contractors or temporary staff. The combination of a high level of permanent employees and a reasonable employee turnover rate has demonstrated our commitment to fostering a sustainable business with stability and loyalty among our workforce.

Moving forward, the Group strive to maintain a high employee retention rate by further enhancing our employee welfare and promoting a sense of inclusion, thereby building a sustainable talent pipeline to support the Group's long-term growth objectives.

EMPLOYMENT (CONT'D)

Human Rights and Employee Benefits: Fostering a Culture of Equity and Well-being

To uphold human rights and safeguard employee well-being, all our employees are protected by the relevant laws, including the Employment Act, Industrial Relations Act, Children & Young Person Act and Minimum Wages Order 2022. These laws cover essential employment-related areas such as minimum wages, OHS, child labour, as well as discrimination and harassment. For the FYE 2023, we are proud to report that there were zero complaints arising from discrimination, harassment, human rights, forced labour, and child labour-related disputes within the Group.

In addition to regulatory compliance, the Group has also put in place several policies and agreements to guide our practices and protect our employees' rights and interests. Our Human Rights and Labour Practices Policy demonstrates our commitment to conduct business with respect to human rights and good labour practices. Furthermore, our Employee Handbook and Collective Agreement (Non-Executive) outline the rights, responsibilities, and benefits of the employees, as well as the standards of conduct expected in the workplace.

At Swift, we value our drivers in high regard, recognising their pivotal role in our Group's business operations. Our commitment to their well-being exceeds regulatory standards, including 14-day annual leave entitlement, a competitive incentive scheme, rewards for compliance with the Group's requirements as well as meals provided. We also provide them medical benefits that cover clinical and hospitalisation, Group Term Life Assurance and Group Personal Accident as per SDG Target 3.8, recognising the heightened attention required due to their nature of work.

**Employee Engagement: Cultivating a Vibrant Workplace Culture**

We acknowledge that an engaged and motivated workforce is pivotal to achieve the Group's business objectives and sustain long-term success. In this respect, we actively listen to our employees' voices and value their opinions.

In FYE 2022, the Group administered a survey to all employees to evaluate the organisational culture and identify areas for improvement. The said survey covers ten (10) aspects, including vision and mission, core values, leadership, engagement, teamwork, empowerment, human rights, work environment, trust, as well as training and career development. The results yielded an overall score of 3.85 out of 5, highlighting three (3) core segments for our ongoing improvement efforts.

During FYE 2023, we have implemented the following initiatives in the Group: -

1. Vision and Mission, Core Values, Leadership and Engagement

- To increase engagement between Heads of Departments ("HODs") and their employees
- To improve leadership skills and listen to ideas and opinions from all levels

- Offsite Meetings by sector (Haulage, Land Transportation, Warehouse, Sales & Marketing, Freight Forwarders and Finance)
- Swift Group Pre-Budget Meeting 2023
- Swift Group Business Plan Day 2024

- Team Building by Northern Region, Central Forwarding, Q-team and PNGV
- Swift Group Annual Dinner at Central, TEMBB and Southern Region
- Swift Education Excellence Awards 2023

03



SOCIAL

EMPLOYMENT (CONT'D)

Employee Engagement: Cultivating a Vibrant Workplace Culture (Cont'd)

During FYE 2023, we have implemented the following initiatives in the Group: - (cont'd)

2. Work Environment and Human Rights, Trust and Empowerment

- To improve the work environment and condition
- To cultivate a positive culture and work-life balance
- Hari Raya Road Safety Campaign with PUSPAKOM. This road safety campaign also included activity 'Jom Kacau Bubur Lambuk', safety quiz and free vehicle inspection for employees
- Employee Health Screening by Avisena Medical Centre, MSU Medical Centre, Megaklinik Zahran, Qualitas Health Malaysia etc
- Blood Donation by Unit Tabung Darah, Hospital Tengku Ampuan Rahimah ("HTAR") and Hospital Sultan Ismail (HIS)
- Festival Celebration (Hari Raya Aidilfitri, Chinese New Year, Deepavali, Christmas, Hari Kemerdekaan and Hari Malaysia)
- Continue to raise awareness about reporting Unsafe Act and Unsafe Condition in the workplace
- Sports Competition (football, badminton, futsal and bowling)
- Beach Cleaning and Turtle Release
- The Biggest Loser Challenge
- Mental Health Awareness
- Family Getaway & Kid Sport Games
- Hiking at Bukit Bauk, Dungun
- Swift Fun Run 2023 - Klang Valley

3. Training and Career Development

- To encourage employees to attend training programmes related to their profession
- Kindly refer Training and Education section



Annual Dinner



Hari Kemerdekaan & Hari Malaysia Celebration



Hari Raya Gathering



Swift Fun Run 2023

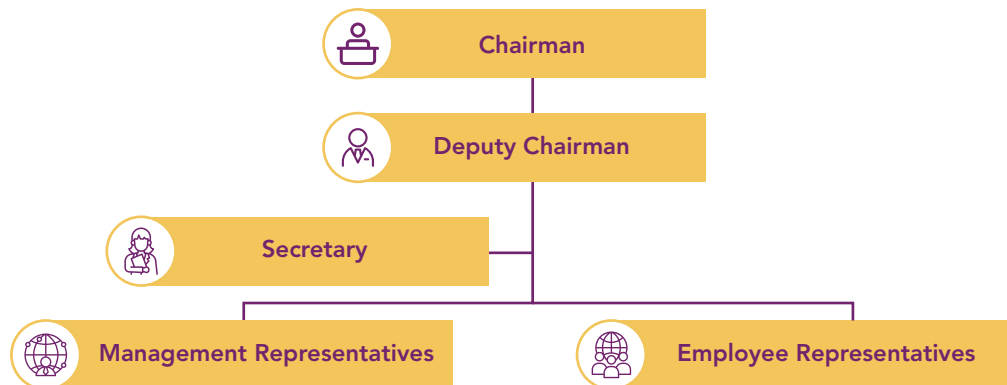
TARGET 8.8

**PROTECT LABOUR
RIGHTS AND PROMOTE
SAFE WORKING
ENVIRONMENTS**

OCCUPATIONAL HEALTH AND SAFETY

Being a responsible logistics industry player, we recognise the inherent risks of the industry to the employees' health and safety, especially our drivers. To this end, in alignment with SDG Target 8.8, in February 2023, we have reviewed our Occupational Safety and Health Policy to stay in line with the regulatory recommendations.

The said Occupational Safety and Health Policy is executed and closely monitored by our HSEQ Committees across various BUs. The HSEQ Committees are to ensure the effective implementation of the policy and continuous improvement of OHS initiatives at all times. Our HSEQ Committees comprise representatives from both the Management and employees in the respective BUs, enabling the Group to ensure that voices and opinions from all levels are fairly heard and considered so as to ensure effective OHS management across the Group.



Our OHS performance for the past three (3) years is as follows: -

Indicator	FYE 2023	FYE 2022	FYE 2021	YoY (%) (FYE 2023 & 2022)	YoY (%) (FYE 2022 & 2021)
No. of Work-Related Injury ⁽¹⁾	30	27	4	11.1	12.5
No. of Work-Related Fatalities	*1	1	**2	-	-50.0
No. of Accident	402	342	347	17.5	-1.4
Total Vehicle Accident Rate ⁽²⁾	1.01	2.64	2.75	-61.7	-4.0
Loss Time Injury ("LTI") Frequency ⁽³⁾	2	1.40	1.89	42.9	-25.9

Notes:

⁽¹⁾ Work-related injury = LTI + non-LTI (those with medical leaves less than or equal to 4 days)

⁽²⁾ Total vehicle accident rate = The total number of vehicle accidents reported per one million kilometre-driven

⁽³⁾ LTI = The sum of fatalities, permanent total disability, permanent partial disability, and loss of workday case

⁽⁴⁾ * due to health reason

⁽⁵⁾ ** 1 case due to health reason

03



SOCIAL

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

While we regret to report an increase in the number of work-related injuries, accidents and LTI frequency, our number of work-related fatalities remains consistent with the previous year. It is noteworthy that our efforts to enhance safety measures have resulted in a significant reduction in the total vehicle accident rate.

Swift remains steadfast in our commitment to effectively manage our OHS affairs. We recognise the areas where improvements are needed and are dedicated to enhancing our practices further. Through internal investigations of accidents that occurred within Swift, we have identified that a significant portion of the root causes stem from driver negligence and third-party negligence. Therefore, for FYE 2023, Swift Group has stepped up OHS initiatives, extending it not only to our employees but also to the local communities. Additionally, we also engaged relevant authorities to join our initiatives and visit us to brief on their requirements.



Safety

- Hari Raya Aidilfitri Road Safety Campaign 2023 with PUSPAKOM;
- Commuting Safety Support Programme in cooperation with SOCSO & MIROS;
- Swift Eastern region collaborates with East Coast Driving Academy Sdn Bhd and JPJ on myLesen GDL;
- Program Rintis OPS Kerja, in collaboration with PDRM & SOCSO;
- Talk by JPJ on APAD requirements
- Heavy Vehicle Safety Awareness Programme with UiTM students together with MITRANS and MIROS;
- FELT Leadership Programme;
- Safety Campaign
 - i. Line of Fire Workplace
 - ii. Tips Keselamatan Edisi Balik Kampung
 - iii. Hand & Finger Injury Prevention
 - iv. Ergonomics
- Pilot & Spouse Away Day;
- Fire and Evacuation Drill with BOMBA;
- ERT Training by BOMBA; and
- Driver Competency and Technical Training.



Health

- Employee and Driver Health Screening;
- Noise Risk Assessment ("NRA");
- Chemical Health Risk Assessment ("CHRA");
- Health Talk on:
 - i. Awareness on Diabetes Mellitus, Hypertension and Dyslipidemia by Qualitas Health Malaysia
 - ii. Ergonomic at Work by Avisena Specialist Hospital, Shah Alam
 - iii. To Boost Energy During Fasting Month by Avisena Specialist Hospital, Shah Alam
 - iv. Mental Health & Stress Management at Workplace and Screening by MSU Medical Centre, Shah Alam
 - v. Cakna Ubat by Poliklinik Ar Razi, Balok
- Mental Health Awareness Day.

Through the aforementioned OHS activities and events, we are pleased to report that the number of employees trained in OHS standards has increased by 4.3% from 771 employees in FYE 2022 to 804 employees in FYE 2023. Such an increase underscores our continuous dedication to ensure that our workforce is equipped with the necessary knowledge and skills to maintain a safe working environment.


TARGET 3.6


**REDUCE ROAD
INJURIES
AND DEATHS**

TARGET 8.2


**DIVERSIFY, INNOVATE
AND UPGRADE FOR
ECONOMIC
PRODUCTIVITY**

On the other hand, we continue to conduct health surveillance during FYE 2023 to ensure our employees are aware of their health condition. The results of such health checks were recorded and analysed in order to identify any trends or areas of concern, enabling us to make informed decisions in the areas of improving workplace conditions and preventing work-related health issues. In FYE 2023, a total of 729 employees, representing 19.3% of the Group's workforce, underwent health surveillance, of which 498 of them are drivers of the Group.

The percentage of employees who undergo health surveillance has increased by 3.6% from 15.7% of the total workforce in FYE 2022 to 19.3% of the total workforce in FYE 2023. By organising regular health surveillance for employees, we aim to get more employees to come forward and take prompt action on their health conditions, ultimately fostering a healthy and safe work environment for all.

In light of SDG Target 3.6 and 8.2, we undertook the development of a driver's application aimed at facilitating vehicle inspection and related tasks for our drivers. We are delighted to announce the successful completion of this development, with the driver's application being implemented in FYE 2023.

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SOCIAL

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

Meanwhile, we take pride in the external recognition of our unwavering commitment to OHS management. Notably, we were awarded with the "Shell's Haulier Goal Zero Southeast Asia 2022" award during the financial year. Shell's "Goal Zero" is a safety culture ambition developed with the aim to achieve a state of zero injuries, zero accidents and zero significant incidents across all areas of operations, such as road transport, offshore operations, and other operational activities.

In addition, our Group's operations in the Eastern Region were also awarded with the "Focus Recognition Award" from PETRONAS, acknowledging our Group's outstanding achievement in reducing average speeding violations.



Commuting Safety Support Programme



FELT Leadership Programme



Fire and Evacuation Drill with BOMBA

TRAINING AND EDUCATION

Apart from OHS management, the Group also believes that employees' knowledge and development are crucial for achieving long-term sustainability and growth of the Group. Thus, with SDG Target 4.4 in mind, the Group is dedicated to offering tailored training and career development programmes for all employees. These initiatives aim to equip them with the requisite knowledge and skills, enabling them to perform tasks effectively and deliver results efficiently.

The overview of the Group's training and education initiatives throughout FYE 2023 is as follows: -

	FYE 2023	FYE 2022	FYE 2021
Total No. of Training Conducted	175	135	94
Training Cost (RM'000)	945	691	234
No. of Participants Involved	2,172	2,438	1,271
No. of Training Days	357	265	163
No. of Training Hours (calculated by individual)	24,637	16,911	7,700

TARGET

4.4



INCREASE THE NUMBER
OF PEOPLE WITH
RELEVANT SKILLS FOR
FINANCIAL SUCCESS

TRAINING AND EDUCATION (CONT'D)

The overview of the Group's training and education initiatives throughout FYE 2023 is as follows: - (Cont'd)

Type of Training	No. of Training
HSE	68
Functional	77
ISO	6
Leadership	7
Motivational	9
Soft Skills	4
System Training	1
Technical Training	3
Total	175

In FYE 2023, we have invested a total of RM945,099 in employees' training and education programmes, representing a 36.8% increase as compared to FYE 2022. The total number of trainings conducted also increased from 135 training programmes in FYE 2022 to 175 training programmes in FYE 2023, underlining our commitment to foster continuous learning and development within our workforce. Among the wide range of training programmes offered to our employees, HSE and functional training were our focus in FYE 2023, accounting for 38.9% and 44.0% of our training initiatives, respectively.

In terms of training hours, there was a notable surge of 45.7% in FYE 2023 compared to FYE 2022. We are gratified to underscore our substantial dedication to training and education this year, which is evident in the considerable increase in training hours across all employee categories. The detailed breakdown of training hours by employee category is as follows: -

Employee Category	Number of Training Hours		
	FYE 2023	FYE 2022	FYE 2021
Executive and above	10,874	8,366	4,298
Non-executive and above	8,607	6,300	3,108
Driver	5,156	2,245	294
Total	24,637	16,911	7,700

This year, we have established a target of providing a minimum of 14 training hours per employee, reflecting our strong commitment to continuous learning and development. Based on the outcome tabulated earlier, we observed that we achieved an average of 6.53 training hours per employee in FYE 2023. While this figure falls below our target, it serves as a baseline for our improvement as we strive to meet and exceed our training hours target in the future.

Apart from training and education programmes, the Group also offers career advancement opportunities to our employees. Recognising their outstanding performance and as part of our succession planning, we regularly offer internal promotions to our deserving employees.

Meanwhile, we also offer Management Trainee and Internship Programme to fresh graduates or students who are still studying and are seeking hands-on experience in their field of study as part of their academic curriculum. Breakdown in terms of number for our internal promotions, Management Trainee and Internship Programme are as follows: -

	FYE 2023	FYE 2022	FYE 2021
Promotions	156	77	78
Management Trainee	4	1	7
Internship	150	109	91

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SOCIAL

TRAINING AND EDUCATION (CONT'D)

LOCAL COMMUNITY

In addition to embedding sustainability within our operations, we cherish the connections with local communities by taking care of their well-being. In this context, we conduct CSR activities through our own CSR arm named "Swift Kasih", focusing on the following three (3) core pillars: -

- Education and personal development;
- Health and wellness; and
- Environment and go green.

During FYE 2023, we have implemented several CSR initiatives, including: -

1. Donation of Wheelchairs to the Veterans of the Fire and Rescue Association Malaysia

In conjunction with Hari Bomba 2023, we donated eight (8) wheelchairs valued at RM3,200 to the Veterans of the Fire and Rescue Association Malaysia. These wheelchairs will be utilised by less fortunate members, with each wheelchair benefiting an individual beneficiary.



2. Road Transport Safety Campaign at Bukit Kayu Hitam, Kedah

While we are a logistics industry player, we truly understand the inherent risks and hazards present on the road, such as speeding and blind spots, which cause the occurrence of accidents. To address these concerns, in February 2023, we engaged with residents in Bukit Kayu Hitam, distributing safety flyers containing tips to avoid blind spots in heavy vehicles and tips for motorcyclists and car drivers. These flyers were distributed to the public at various locations such as food courts/rest areas, petrol stations, housing areas and schools. In addition, we installed ten (10) safety banners at the accident hotspots, main roads and residential areas. The total cost of carrying out this activity amounted to RM1,259.



LOCAL COMMUNITY (CONT'D)

3. Heavy Vehicle Safety Awareness Programme with UiTM Students

In December 2023, we collaborated with UiTM, MITRANS and MIROS to conduct an awareness programme to educate the UiTM students on the topic of heavy vehicle safety, specifically accident prevention and blind spot. We incurred a total of RM2,078 for the event, benefitting a total of 124 students from UiTM Shah Alam.

**4. Donations of Daily Essentials and Necessities**

As part of our commitment to CSR, we aim to alleviate some of the challenges faced by individuals and families within our communities, particularly those experiencing hardship or crisis situations. In this regard, we donated daily essentials and necessities such as food, clothing, personal hygiene products, and other essential supplies to organisations such as old folks' homes, care centres, orphanages, and children's centres.

In FYE 2023, we have contributed RM22,859 in total, benefitting 155 individuals from the following five (5) organisations: -

- Pusat Jagaan Impian Syimah, Johor;
- Pusat Jagaan Kasih Setanggi, Johor;
- Pertubuhan Kebajikan Darul Jariyah, Bukit Beruntung;
- Pusat Kebajikan Kasih OKU Selangor; and
- Pusat Jagaan Kanak-kanak Eklptik Klang.



03



SOCIAL

LOCAL COMMUNITY (CONT'D)

5. Fundraising Concert for Universiti Tunku Abdul Rahman ("UTAR") Hospital Project

In November 2023, we participated in the fundraising concert held by UTAR. We contributed RM3,000 for the event, and the total pool of funds raised will be directed towards funding the UTAR Hospital's outpatient and inpatient treatment and diagnostic facilities, as well as medical and mental health support. The funds raised will also be used to enhance the research and education of medical students at UTAR.

6. Sponsorship towards Kesatuan Pegawai Kastam Semenanjung Malaysia

During FYE 2023, we provided sponsorship of RM3,000 to Kesatuan Pegawai Kastam Semenanjung Malaysia via purchasing an advertisement space in the "PERJUANGAN" newsletter.

In short, our CSR initiatives, together with the Toilet Repair & River Cleaning, Tree Planting, and Beach Cleaning activities as described in our "Environment" section, amounted to a total spending of RM38,847 and benefitted a total of 296 beneficiaries.



DATA PRIVACY

Here at Swift, we view data privacy as not just a legal compliance but also a moral imperative to uphold the trust of our stakeholders and safeguard our reputation. During FYE 2023, we have established the "SWIFT Information Technology ("IT") Security Policy" to ensure that the confidentiality, integrity, and availability of all data within Swift Group is safeguarded. The said policy covers several IT-related areas, such as the protection of personal data, human resource security, communications security, access control, information security incident management, etc.

Meanwhile, our Information and Communications Technology ("ICT") Team employs various security measures, such as network security firewalls, malware exploits and antivirus, to oversee the Group's data security and protection. In addition, the ICT Team regularly disseminates reminders to all employees to enhance their awareness regarding phishing and email scams, common cybersecurity threats, mobile device security and smart human firewalls. These efforts aim to elevate our employees' awareness level, thereby reducing the potential risks of data privacy breaches and any consequential loss of customer data.

Moreover, the Group also requires employees and contractors/vendors to execute a confidentiality agreement to uphold data confidentiality in compliance with the Personal Data Protection Act 2010 ("PDPA").

During FYE 2023, there were no substantiated complaints regarding breaches of data privacy or data loss. Staying ahead, we are committed to maintaining and enhancing our IT systems so as to further bolster trust among our diverse stakeholders.

04



GOVERNANCE

REGULATORY COMPLIANCE

Swift Group diligently adheres to all relevant laws and regulations applicable to our business operations. To facilitate our Group's regulatory compliance, we put in place policies and Standard Operating Procedures ("SOPs") to guide our employees from various BUs on their respective responsibilities and obligations. Internal audits are also carried out regularly to check for conformance to the Group's operation and management systems.

Furthermore, to adhere to Department of Occupational Safety & Health regulations, the Group conducts quarterly inspections and walkabouts with participation from senior management to ensure workplace safety and compliance while identifying any areas of improvement needed. The Group also closely monitors the validity and fulfilment requirements of the Group's permits, licences, and certificates in order to ensure the Group's eligibility to continue participating in tender exercises and securing contracts.

The Group is proud to report that there were zero breaches of any laws and regulations in FYE 2023, resulting in zero fines or penalties imposed by regulatory authorities.

TARGET

16-5

ANTI-CORRUPTION

SUBSTANTIALLY
REDUCE CORRUPTION
AND BRIBERY

Swift Group is committed to upholding the highest standard of ethics and professionalism in our business operations. To this end, our Employee Handbook and Collective Agreement have clearly stated that all employees are obligated to conduct business ethically and with integrity. Failure to do so may result in disciplinary actions, which could be tantamount to termination of employment.

In line with SDG Target 16.5, the Group abide strictly by its Anti-Bribery & Corruption Policy ("ABC Policy") to demonstrate our zero-tolerance stand against all forms of bribery and corruption. The ABC Policy delineates adequate measures in addressing potential bribery and/or corruption situations. To facilitate the implementation of the ABC Policy, the Group has also put in place a Whistleblowing Policy to serve as an avenue for employees and stakeholders to raise concerns or report any improper conduct or malpractice in the Group.

This year, we have conducted an evaluation of corruption risks to establish suitable processes, measures, and controls to mitigate any potential corruption or bribery risks. We are pleased to highlight that 100% of our operations across the Group have undergone the said assessment, and the results indicate satisfactory outcomes.

To raise awareness on anti-bribery and corruption within our workforce, our employees received a briefing on our ABC Policy.

In FYE 2023, the percentage of employees who underwent anti-corruption training, categorised by employee category, is as follows: -

Employee Category	Percentage of Employees
Executive and above	7.2%
Non-Executive and above	3.8%
Drivers	0.5%

All the abovementioned policies are published on our company's website at www.swiftlogistics.com.my/policies/. We are pleased to report that there were no confirmed instances of corruption within the Group, and we did not receive any whistleblowing reports during FYE 2023.

SUSTAINABILITY PERFORMANCE DATA TABLE (FYE 2023)

Indicator	Measurement Unit	2023
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00
Bursa (Emissions management)		
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	135,054.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	2,747.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	6,435.00
Three years of total GHG emissions data on properties disclosed	Metric tonnes	144,236.00
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	4,777.00
Three years of total energy usage data on properties disclosed	Megawatt	4,777.00
Bursa (Waste management)		
Bursa C10(a) Total waste generated	Metric tonnes	1,718.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	1,003.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	715.00
Disclosure of three years of hazardous waste generation (tonnes)	Metric tonnes	123.00
Disclosure of three years of non-recycled waste generation (tonnes)	Metric tonnes	715.00
Disclosure of three years of waste recycled (tonnes)	Metric tonnes	880.00
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	149.000000
Three years of total water usage data from property portfolio disclosed	Cubic meters	149,395.00
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Executive and above Between 18 - 29	Percentage	18.00
Executive and above Between 30 - 39	Percentage	35.00
Executive and above Between 40 - 49	Percentage	28.00
Executive and above Between 50 - 59	Percentage	18.00
Executive and above Above 60	Percentage	1.00
Non-executive Between 18 - 29	Percentage	52.00
Non-executive Between 30 - 39	Percentage	26.00
Non-executive Between 40 - 49	Percentage	15.00
Non-executive Between 50 - 59	Percentage	6.00
Non-executive Above 60	Percentage	1.00
Driver Between 18 - 29	Percentage	14.00
Driver Between 30 - 39	Percentage	38.00
Driver Between 40 - 49	Percentage	30.00
Driver Between 50 - 59	Percentage	17.00
Driver Above 60	Percentage	1.00
Gender Group by Employee Category		
Executive and above Male	Percentage	9.00
Executive and above Female	Percentage	8.00
Non-executive Male	Percentage	26.00
Non-executive Female	Percentage	12.00
Driver Male	Percentage	44.00
Driver Female	Percentage	1.00
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	62.00
Female	Percentage	38.00
Between 30 - 39	Percentage	12.00
Between 40 - 49	Percentage	12.00
Between 50 - 59	Percentage	13.00
Above 60	Percentage	63.00
Percentage of women in the global workforce.	Percentage	22.00
Number of Board Directors	Number	8
Percentage of women on the Executive committee or equivalent.	Percentage	38.00

SUSTAINABILITY PERFORMANCE DATA TABLE (FYE 2023) (CONT'D)

Indicator	Measurement Unit	2023
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Executive and above	Hours	10,874
Non-executive	Hours	8,607
Driver	Hours	5,156
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	5.90
Bursa C6(c) Total number of employee turnover by employee category		
Executive and above	Number	106
Non-executive	Number	223
Driver	Number	339
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	1
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	2.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	804
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	38,847.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	296
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Executive and above	Percentage	7.20
Non-executive	Percentage	3.80
Driver	Percentage	0.50
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0

BOARD OF *Directors*

SWIFT HAULAGE
BERHAD

**TAN SRI DATO SRI ABI MUSA
ASA'ARI BIN MOHAMED NOR**



LOO YONG HUI

LOO HOOI KEAT



**DATO' HAJI MD YUSOFF @
MOHD YUSOFF BIN JAAFAR**

KEE CHUNG CHING



**DATO' GOPIKRISHNAN
A/L N.S. MENON**

DATUK NORIPAH BINTI KAMSO



ROZAINAH BINTI AWANG

BOARD OF

Directors' Profile

SWIFT HAULAGE
BERHAD



TAN SRI DATO SRI ABI MUSA ASA'ARI BIN MOHAMED NOR

Independent Non-Executive Chairman

Nationality	Age	Gender
Malaysian	73	Male

Board Committee : NIL

Board Meeting Attendance in FYE 2023 : 5/5

Tan Sri Dato Sri Abi Musa Asa'ari was appointed to the Board of Swift as the Independent Non-Executive Chairman on 22 June 2021.

Tan Sri has served the Malaysian Civil Service for over 33 years in various government agencies, including the Public Service Department, the National Bureau of Investigation (the precursors of the MACC), the National Institute of Public Administration (INTAN), the Petroleum Development Unit of the Prime Minister Department, the Ministry of Finance, and the Ministry of Agriculture. In 2006, he retired as Secretary-General of the Ministry of Agriculture.

After retirement from the government agencies, he was the Chairman of the Board of Directors of the Malaysia Cocoa Development Board from 2006 to 2012, Tabung Haji Malaysia and Sultan Idris Education University from 2007 to 2013.

Presently, Tan Sri Dato Sri Abi Musa is the Chairman of HeiTech Padu Berhad and MCT Berhad. He also holds directorships in Yayasan HeiTech and several other private limited companies.

Tan Sri Dato Sri Abi Musa holds a Bachelor of Economics (Hons) Degree from the University of Malaya in 1973. In 1980, he attained a Diploma in Development Administration at the University of Birmingham, United Kingdom and subsequently completed his MBA at the same University in 1988. Tan Sri Dato Sri Abi Musa was also conferred an Honorary PhD in Economic Management by Sultan Idris Education University in 2017.

Tan Sri Dato Sri Abi Musa has no family relationship with other Directors and/or major shareholders of the Company.



LOO YONG HUI

*Non-Independent Executive Director /
Group Chief Executive Officer ("CEO")*

Nationality	Age	Gender
Malaysian	35	Male

Board Committee : NIL

Board Meeting Attendance in FYE 2023 : 5/5

Mr Loo Yong Hui was appointed as the Director in 2014 and promoted to the Group CEO on 1 May 2021. Following the Company listing in 2021, he was designated as the Non-Independent Executive Director on the Board on 25 June 2021.

Mr Loo Yong Hui began his career as a Fund Analyst in 2011 at ECM Libra Financial Group Berhad. He then joined the Company in 2013 as the Corporate Planner, and in 2014, he assumed charge of the container haulage division for the Central Region. In 2019, he was appointed as the Group Executive Director. He was responsible for overseeing various divisions, including the Group Corporate Planning, Group IT, container depot, cross-border transportation, and container haulage divisions for the Central and Northern Regions.

Mr Loo Yong Hui is also the Director of the subsidiary companies, associated companies, and joint venture companies within the Group. He does not hold any directorship in any other public companies or listed issuers.

Mr Loo Yong Hui holds a Bachelor's in Chemical Engineering from the University of Manchester, United Kingdom.

Mr Loo Yong Hui is a substantial shareholder of the Company through his substantial shareholdings in Persada Bina Sdn. Bhd.

He is the son of Mr Loo Hooi Keat, the Non-Independent Non-Executive Director/ Advisor of the Company. Save as disclosed, he has no family relationship with any other Director and/or major shareholder of the Company.



DATO' HAJI MD YUSOFF @ MOHD YUSOFF BIN JAAFAR

Non-Independent Non-Executive Director

Nationality	Age	Gender
Malaysian	76	Male

Board Committee : NIL

Board Meeting Attendance in FYE 2023 : 5/5

Dato' Haji Md Yusoff was appointed to the Board on 9 March 2011 and designated as the Non-Independent Non-Executive Director on 25 June 2021.

Dato' Haji Md Yusoff served 34 years with the Royal Malaysian Police Force in various departments, namely the Special Branch Department in Pulau Pinang, Terengganu, and Kuala Lumpur. He was the State Deputy Chief Police Officer for Pulau Pinang and Pahang, the Chief Police Officer in Terengganu and the Commissioner of Police in Sarawak.

Upon his retirement from the Police force, Dato' Haji Md Yusoff acted as the Special Advisor to the Chief Minister of Sarawak under the Sarawak Ministry of Social Development and Urbanisation. He was also the Managing Director of SM Security (M) Sdn. Bhd. was later appointed as a Director of Berjaya Corporation Berhad and Berjaya Inter-Pacific Securities Sdn. Bhd. (a subsidiary of Berjaya Corporation Berhad).

Presently, Dato' Haji Md Yusoff is a Director at Sunsuria Development Sdn. Bhd. and Yayasan Taat, the Special Advisor to the President of the Chinese Chambers of Commerce Malaysia and a Director of several subsidiaries under the Group. Dato' Haji Md Yusoff does not hold directorship in any other public companies or listed issuers.

Dato' Haji Md Yusoff holds a Bachelor of Social Science (Hons) in Political Science from the University of Science Malaysia.

Dato' Haji Md Yusoff is a substantial shareholder of the Company through his substantial shareholdings in Persada Bina Sdn. Bhd.

He has no family relationship with other Directors and/or major shareholders of the Company.



LOO HOOI KEAT

Non-Independent Non-Executive Director / Advisor

Nationality	Age	Gender
Malaysian	68	Male

Board Committee :

Nomination and Remuneration Committee (Member)

Board Meeting Attendance in FYE 2023 : 5/5

Mr Loo Hooi Keat was appointed to the Board on 27 March 2018 and designated as the Non-Independent Non-Executive Director/ Advisor on 25 June 2021.

Mr Loo Hooi Keat has over 24 years of experience in the logistics industry. His vast professional experience includes working in multi-nationals such as Coopers & Lybrand, Bata Malaysia, Sime Darby Group of Companies, Lion Group of Companies, United Engineers (Malaysia) Berhad, and Konsortium Logistik Berhad (currently known as POS Logistics Berhad).

Mr Loo Hooi Keat has been the CEO of Swift since 2015 and is now acting as the Advisor, providing an advisory role on the business direction and strategic guidance to the Group.

Presently, Mr Loo Hooi Keat is the President/ CEO of Pelikan International Corporation Berhad. He also holds directorships in several other private limited companies.

Mr Loo Hooi Keat is a Certified Public Accountant and a Malaysian Institute of Certified Public Accountants ("MICPA") member.

He is the father of Mr Loo Yong Hui, the Non-Independent Executive Director/ Group CEO and substantial shareholder of the Company. Save as disclosed, he has no family relationship with other Directors and/or major shareholders of the Company.

**KEE CHUNG CHING**

*Non-Independent Executive Director /
Group Chief Financial Officer*

Nationality	Age	Gender
Malaysian	46	Female

Board Committee : NIL

Board Meeting Attendance in FYE 2023 : 0/0

Ms Kee Chung Ching was appointed to the Board as the Non-Independent Executive Director on 8 November 2023. She was also appointed the Group Chief Financial Officer on 1 September 2015. She is responsible for the Group's overall financial affairs.

Ms Kee has four (4) years of experience at audit firms before joining the logistics industry at Konsortium Logistik Berhad. She was promoted to Vice President of Finance before leaving the company in 2011. She continued her career with Pelikan International as Vice President of Corporate Planning in 2012, and the Group Financial Officer of Persada Bina in 2014, overseeing the Group's finance matters until 2015.

In 2015, she joined Swift as the Group Chief Financial Officer. Presently, she holds directorships in seven (7) companies within Swift Group. She was appointed Director of Swift Haulage Services, MILS Cold Hub, and Swift Commerce in 2017. She was appointed as the Director for Earth Move International in 2020, Swift Logistics Yard in 2021, Swift Integrated Logistics (S) Pte. Ltd. in 2022, and Standard Marine Agencies (Sarawak) in 2023.

Ms Kee graduated with a Bachelor's Degree in Finance and Accounting in 2001 from Sheffield Hallam University, United Kingdom.

She completed the Association of Chartered Certified Accountants ("ACCA") examination in 2003 and was affiliated as a member in 2008. In the same year, she joined the Malaysian Institute of Accountants ("MIA") as a member. She then became a Fellow Chartered and Certified Accountant in 2013.

She does not hold directorships in public companies or listed issuers and has no family relationship with any Director and/or major shareholder of the Company.

**DATO GOPIKRISHNAN A/L N.S. MENON**

Independent Non-Executive Director

Nationality	Age	Gender
Malaysian	62	Male

Board Committee :

Nomination and Remuneration Committee (Member)
Audit and Risk Management Committee (Member)

Board Meeting Attendance in FYE 2023 : 5/5

Dato' Gopikrishnan was appointed to the Board as the Independent Non-Executive Director on 22 June 2021.

Dato' Gopikrishnan has over 33 years of experience with the AmBank Group in Malaysia. He started his career at ArabMalaysian Merchant Bank Berhad, handling Corporate Banking & Factoring in the southern region, and later transferred to the head office in Kuala Lumpur. Dato' Gopikrishnan was responsible for selected corporate banking clients while managing the Arab-Malaysian Merchant Bank for Sabah and Sarawak.

In 1996, Dato' Gopikrishnan was seconded to AMMB International (Labuan) Ltd., where he was responsible for marketing strategies and achieving projected corporate goals. He retired from AmInvestment Bank in 2021.

Dato' Gopikrishnan holds a Bachelor of Commerce Degree from the University of New South Wales, Sydney, Australia, in 1985, majoring in Accounting, Finance, and Systems.

He does not hold directorship in other public companies or listed issuers. He has no family relationship with other Directors and/or major shareholders of the Company.

**DATUK NORIPAH BINTI KAMSO***Independent Non-Executive Director*

Nationality	Age	Gender
Malaysian	66	Female

Board Committee :

Nomination and Remuneration Committee (Chairperson)
Audit and Risk Management Committee (Member)

Board Meeting Attendance in FYE 2023 : 3/5

Datuk Noripah was appointed to the Board as the Independent Non-Executive Director on 22 June 2021.

Datuk Noripah was a banker for over 30 years. She joined CIMB Group in 1993 and held various key positions, including the CEO of CIMB Futures Sdn. Bhd., the CEO of CIMB Principal Asset Management Berhad, a Founding CEO of CIMB Principal Islamic Asset Management Sdn. Bhd. and an Advisor of CIMB Islamic Wholesale Banking until 2014.

Datuk Noripah served as the Chairman of Bank Kerjasama Rakyat Malaysia in 2018 and Yayasan Bank Rakyat. She was also the former President of the Malaysian Futures Brokers Association. She has been the Director of Top Glove Corporation Berhad, Malaysian Derivatives Clearing House, Malaysia Debt Ventures Berhad, BIMB Investment Management Berhad, and Federation of Investment Managers Malaysia. She also held positions in the Bursa Malaysia Market Participants Committee, Securities Industry Dispute Resolution Center, Islamic Finance Industry Council and International Council of Islamic Finance Educators.

In 2015, Datuk Noripah was a Global Practitioner in Residence at Drake University, Iowa, United States of America ("USA"), under the purview of the Principal Financial Group Center for Global Citizenship, USA. She also lectures on Fundamentals of Islamic Finance Contracts at St. Joseph University in Beirut, Lebanon. In the academic year 2016 - 2017, she was a Visiting Fellow in Islamic Finance at the Oxford Center for Islamic Studies ("OCIS"), United Kingdom.

Datuk Noripah was also an Adjunct Professor at the School of Economics, Finance and Banking, Universiti Utara Malaysia ("UUM") and the Faculty of Business and Management, Universiti Teknologi MARA ("UiTM").

In 2019, Datuk Noripah was recognised as the "Most Influential Woman in Islamic Business and Finance" by Cambridge International Financial Advisory and awarded the "Top 50 of the World's Most Prominent and Influential Personalities in Islamic Finance & Economy" by ISLAMICA 500 in 2018. Datuk Noripah also authored a globally acclaimed book, "Investing in Islamic Funds: A Practitioner's Perspective."

Presently, Datuk Noripah is the Chairman (Designate) of Arabesque Malaysia and Strategic Advisor of Pantas Climate Solutions. She also sits on the boards of various companies, including DXN Holdings Berhad, and is the Global Advisory Board Member of Islamic Finance News.

Datuk Noripah holds a Master of Business Administration from Marshall University, West Virginia, USA, and a Bachelor of Science from Northern Illinois University, USA. She also earned a Diploma in Business Studies from UiTM, Malaysia.

She has no family relationship with other Directors and/or major shareholders of the Company.

**ROZAINAH BINTI AWANG***Independent Non-Executive Director*

Nationality	Age	Gender
Malaysian	55	Female

Board Committee :

Audit and Risk Management Committee (Chairperson)

Board Meeting Attendance in FYE 2023 : 5/5

Ms Rozainah was appointed to the Board as the Independent Non-Executive Director on 22 June 2021.

Ms Rozainah has over 27 years of experience, including holding various positions in MISC Berhad and its Group of Companies (MISC Group) from 2002 to 2019. During her tenure, she served as the Vice President of Finance. Moreover, she has been a Director at Labuan Reinsurance (L) Limited, Malaysia Marine and Heavy Engineering Holdings Berhad, and a committee member of the London P&I Club. While at MISC Berhad, she has also served on the board of various subsidiaries.

Ms Rozainah was also attached to the Aluminium Company of Malaysia Berhad, TIME Telecommunications Sdn. Bhd. (Timedotcom), KUB GAS Sdn. Bhd., and Colgate Palmolive (M) Sdn. Bhd. during her professional career.

Ms Rozainah is a Fellow member of the Chartered Institute of Management Accountants ("CIMA"), a United Kingdom qualification and a Chartered Accountant Malaysia ("C.A.(M)").

She does not hold any directorship in any other public companies or listed issuers, and she has no family relationship with other Directors and/or major shareholders of the Company.

Notes: -

1. None of the Directors: -
 - (a) has any conflict of interest or potential conflict of interest, including interest in any competing business with the Group,
 - (b) has been convicted of any offence within the past five (5) years other than traffic offences, if any; and
 - (c) was publicly sanctioned or imposed with a penalty by the relevant regulatory bodies during the FYE 2023.

KEY SENIOR *Management*



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1. Loo Yong Hui
 2. Kee Chung Ching
 3. Stephanie Lim Bee Hong
 4. Tracy Neoh Lay Cheng
 5. Mazlan Bin Abdul Jalil
 6. Ng Chee Kin
 7. David Poh Tatt Wei
 8. Thomas Ramadas
 9. Muhammad Roy Nunis Bin Abdullah
 10. Riznida Eliza Binti Hamzah
-

**LOO YONG HUI***Group Chief Executive Officer*

Nationality	Age	Gender
Malaysian	35	Male

Mr Loo Yong Hui assumed the role of Director in 2014 and was promoted to the Group CEO position on 1 May 2021. Following the Company listing in 2021, he was designated as the Non-Independent Executive Director on the Board on 25 June 2021.

Mr Loo Yong Hui began his career as a Fund Analyst in 2011 at ECM Libra Financial Group Berhad. He then joined the Company in 2013 as the Corporate Planner, and in 2014, he assumed charge of the container haulage division for the Central Region. In 2019, he was appointed as the Group Executive Director. He was responsible for overseeing various divisions, including the Group Corporate Planning, Group IT, container depot, cross-border transportation, and container haulage divisions for the Central and Northern Regions.

Mr Loo Yong Hui is also the Director of the subsidiary companies, associated companies, and joint venture companies within the Group. He does not hold any directorship in any other public companies or listed issuers.

Mr Loo Yong Hui holds a Bachelor's in Chemical Engineering from the University of Manchester, United Kingdom.

Mr Loo Yong Hui is a substantial shareholder of the Company through his substantial shareholdings in Persada Bina Sdn. Bhd.

Mr Loo Yong Hui is the son of Mr Loo Hooi Keat, the Non-Independent Non-Executive Director/ Advisor of the Company. Save as disclosed, he has no family relationship with any other Director and/or major shareholder of the Company.

**KEE CHUNG CHING***Group Chief Financial Officer*

Nationality	Age	Gender
Malaysian	46	Female

Ms Kee Chung Ching was appointed the Group Chief Financial Officer on 1 September 2015. She is responsible for the Group's overall financial affairs.

Ms Kee has four (4) years of experience at audit firms before joining the logistics industry at Konsortium Logistik Berhad. She was promoted to Vice President of Finance before leaving the company in 2011. She continued her career with Pelikan International as Vice President of Corporate Planning in 2012, and the Group Financial Officer of Persada Bina in 2014, overseeing the Group's finance matters until 2015.

In 2015, she joined Swift as the Group Chief Financial Officer. Presently, she holds directorships in seven (7) companies within Swift Group. She was appointed Director of Swift Haulage Services, MILS Cold Hub and Swift Commerce in 2017. She was appointed as the Director for Earth Move International in 2020, Swift Logistics Yard in 2021, Swift Integrated Logistics (S) Pte. Ltd. in 2022, and Standard Marine Agencies (Sarawak) in 2023.

Ms Kee graduated with a Bachelor's Degree in Finance and Accounting in 2001 from Sheffield Hallam University, United Kingdom.

She completed the Association of Chartered Certified Accountants ("ACCA") examination in 2003 and was affiliated as a member in 2008. In the same year, she joined the Malaysian Institute of Accountants ("MIA") as a member. She then became a Fellow Chartered and Certified Accountant in 2013.

She does not hold directorships in public companies or listed issuers and has no family relationship with any Director and/or major shareholder of the Company.



STEPHANIE LIM BEE HONG

Managing Director

Southern Region and Singapore (Container Haulage, Warehousing and Freight Forwarding)

Nationality	Age	Gender
Malaysian	53	Female

Ms Stephanie Lim is the Managing Director of the Southern Region and Singapore, managing the container haulage, warehousing and freight forwarding divisions. She was appointed to this position on 1 April 2017.

Ms Stephanie Lim began her career at Bestari Marine Sdn. Bhd. She was transferred to Boustead Shipping Agencies in 1990 and was responsible for coordinating forwarding principals' requirements with shipping lines and ensuring customs clearance. She left Boustead Shipping Agencies and joined EAC Transport Agencies Sdn. Bhd. in 1993 and was subsequently appointed as General Manager in 2005. After the acquisition of the company by DKSH Transport Agencies (M) Sdn. Bhd. ("DKSH") in 2011, she advanced to the Senior General Manager position. In 2013, DKSH was acquired by Swift Group and was renamed Swift Logistics TA. Ms Stephanie was then promoted to Executive Director and further promoted to Managing Director until the present. She also oversees Swift Integrated Logistics (S) Pte. Ltd.'s operation in Singapore.

She is currently the President of the Johor Ports Shipping & Forwarding Association and a Director of Prosperity Hub Development Sdn. Bhd.

Ms Stephanie Lim graduated with a Sijil Tinggi Pelajaran Malaysia (STPM) in 1988 from Sekolah Menengah St. Joseph, Johor Bahru, Johor.

She does not hold directorships in public companies or listed issuers and has no family relationship with any Director and/or major shareholder of the Company.



TRACY NEOH LAY CHENG

Executive Director

Northern Region (Container Haulage and Warehousing)

Nationality	Age	Gender
Malaysian	53	Female

Ms Tracy Neoh is the Executive Director of the Northern Region for the container haulage and warehousing divisions. She was appointed to this position on 3 April 2019.

Ms Tracy Neoh has over thirty (30) years of working experience in the logistics industry. She joined Tanjong Express in 1998 and was appointed as the Account Supervisor. She played a direct role in developing Tanjong Express into the container haulage industry. In 2001, when Tanjong Express's operation commenced officially, she was given the trust to lead and monitor the company's overall operation. Subsequent to the acquisition of Tanjong Express, the Company maintained her position as the Executive Director to oversee the container haulage division in the Northern Region.

Ms Tracy Neoh pursued her secondary education at Sekolah Menengah Kebangsaan Datuk Onn, Butterworth, Pulau Pinang and left school in 1987.

She does not hold directorships in public companies or listed issuers and has no family relationship with any Director and/or major shareholder of the Company.

**MAZLAN BIN ABDUL JALIL**

*Executive Director
Eastern Region (Container Haulage, Warehousing,
Freight Forwarding and Inland Distribution)*

Nationality	Age	Gender
Malaysian	55	Male

Mr Mazlan is the Executive Director of the Eastern Region for the container haulage, warehousing, freight forwarding and inland distribution divisions. He was appointed to this position on 1 January 2021.

Mr Mazlan began his career in 1991 as an Engineer in the Parts Quality Assurance Department of Sony TV Industries Sdn. Bhd. With 14 years of experience, he joined MISC Integrated Logistics Sdn. Bhd. ("MILS") in 2005. He was appointed as the Manager of Business Solutions and Development, Energy Downstream (MILS was later acquired by Swift in 2016 and is currently known as Swift Integrated Logistics). Throughout his career in the company, he was responsible for overseeing logistics, warehousing, haulage, freight forwarding, energy supply chain, specialised transportation, and inland distribution divisions.

In 2017, he was promoted to General Manager of Supply Chain Management Energy in Swift Integrated Logistics, overseeing specialised transportation in the Eastern Region and East Malaysia. In 2021, he was promoted to the Executive Director of the Eastern Region.

Mr Mazlan graduated with a Bachelor of Science in Industrial Engineering from the University of Texas, the United States of America, in 1990.

He does not hold directorships in public companies or listed issuers and has no family relationship with any Director and/or major shareholder of the Company.

**NG CHEE KIN**

*Executive Director
Central Region and East Malaysia (Warehousing, Freight
Forwarding and Cross-Border Transportation)*

Nationality	Age	Gender
Malaysian	65	Male

Mr Ng Chee Kin is the Executive Director of the Central Region and East Malaysia for warehousing, freight forwarding and cross-border transportation divisions. He was appointed to this position on 1 September 2011.

Mr Ng has over forty (40) years of experience in the logistics industry. He had served more than seven (7) companies before he joined DKSH (currently known as Swift Logistics TA) in 2005. Mr Ng's vast experience and knowledge in the supply chain, shipping, and forwarding operations have positioned him among the company's management lines. Prior to this, he was the Managing Director and shareholder of Macro Logistics (M) Sdn. Bhd., a company that Swift acquired with 65% equity interest. The company was renamed as Swift Consolidators, and Mr Ng is currently the Director.

Since 2011, he has been appointed Executive Director and is responsible for monitoring the forwarding, cross-border, and warehousing divisions and supporting the Group's organisation's strategic alliances and partnerships.

Mr Ng pursued his secondary education at Sekolah Menengah Inggeris Port Dickson in Negeri Sembilan (currently known as Sekolah Menengah Kebangsaan Tinggi Port Dickson).

He does not hold directorships in public companies or listed issuers and has no family relationship with any Director and/or major shareholder of the Company.

**DAVID POH TATT WEI**

*Executive Director
Central Region (Inland Distribution)*

Nationality	Age	Gender
Malaysian	40	Male

Mr David Poh is the Executive Director of the Central Region for the inland distribution division, appointed on 1 January 2021.

Mr David Poh began his career in 2002 as Assistant Branch Manager at Tanjong Express. His responsibilities include human resources, maintenance, accounts, operations, billings, and marketing. In 2007, he was transferred to Tanjong Express in Pelabuhan Klang. Mr David Poh set up a branch office in Bukit Beruntung in 2009 and served as the Branch Manager of Tanjong Express. With more than 19 years of experience and the successful development of Tanjong Express during his supervision, the Group appointed him as the General Manager in 2018. In 2021, his career continued to grow when he was further promoted to Executive Director of the Central Region for the inland distribution division of Tanjong Express.

Presently, Mr David Poh serves as the Director of Millennium Collection Sdn. Bhd.

Mr David Poh graduated with a Bachelor of Arts in Marketing Management (second class upper division) from Anglia Ruskin University (former name for Anglia Polytechnic University) in Chelmsford, the United Kingdom, in 2004.

He does not hold directorships in public companies or listed issuers and has no family relationship with any Director and/or major shareholder of the Company.

**THOMAS RAMADAS**

*Senior General Manager
Central Region (Container Haulage)*

Nationality	Age	Gender
Malaysian	53	Male

Mr Thomas Ramadas was appointed as the Senior General Manager of the Central Region for the container haulage division on 10 March 2021.

Mr Thomas began his career at POS Logistics Berhad (previously known as Konsortium Logistik Berhad) from 1996 until 2002. His responsibilities include strategic planning and the development of the company.

After leaving POS Logistics Berhad, he joined Tanjong Express, followed by Yinson Haulage (Swift's previous name) in 2003, where he was responsible for the whole company's operations. Following the acquisition of the company by Persada Bina, he climbed to several posts in his career, including Operation Manager, Marketing Manager, and Head of Haulage of the Central Region. In 2021, he was appointed the Senior General Manager of the Central Region, and he has held that position until the present.

He has been a council member of the Association of Malaysian Hauliers ("AMH") since 2013 and was elected as the Vice President of AMH in 2017 until today.

Mr Thomas graduated with a Bachelor of Economics with Honours Degree from Universiti Utara Malaysia in 1996.

He does not hold directorships in public companies or listed issuers and has no family relationship with any Director and/or major shareholder of the Company.



MUHAMMAD ROY NUNIS BIN ABDULLAH

*Senior General Manager
Group Human Resources & Administration and Health, Safety,
Security, Environment and Quality*

Nationality	Age	Gender
Malaysian	65	Male

Mr Muhammad Roy is the Senior General Manager of the Group Human Resource & Administration and Health, Safety, Security, Environment and Quality. He was appointed to this position on 1 January 2021.

Mr Muhammad Roy has over thirty (30) years of experience in Human Resources and Administration. In 1990, he began his career as an Executive in the Human Resource Department at MISC Berhad. He was then promoted to General Manager at MISC Berhad in 2009, where he led the talent management and career development for the senior leadership. After MISC, he held the Head of Human Resources and Administration position at MILS from 2016 to 2018 before joining Swift Group in 2019.

Presently, he holds directorships in seven (7) companies within the Group, namely Swift Integrated Logistics in 2017, Tanjong Express Logistic, Tanjong Express and Komunajaya in 2018, Sentiasa Hebat, Sentiasa Hebat (Penang) and Agensi Tanjung Bruas since 2020.

Mr Muhammad Roy obtained his Master of Human Resource Management & Industrial Relations from the University of Newcastle, Australia, in 2003.

He does not hold directorships in public companies or listed issuers and has no family relationship with any Director and/or major shareholder of the Company.



RIZNIDA ELIZA BINTI HAMZAH

*Senior General Manager
Group Legal, Corporate Services and Strategic
Communications*

Nationality	Age	Gender
Malaysian	52	Female

Ms Riznida Eliza is the Senior General Manager of the Group Legal, Corporate Services and Strategic Communications. She was appointed to her current position on 1 January 2021.

Her responsibilities include providing legal leadership and managing the legal portfolio, liaison and managing the corporate services portfolio – compliance with Bursa Securities listing rules, laws, and regulations, and overseeing strategic communications, specifically internal and external communications, stakeholder engagement, Corporate Social Responsibility ("CSR"), website, media relations and publications.

Ms Riznida Eliza's experience ranges from managing the corporate legal portfolio in various organisations, including Renong Group (TIME Telekom Sdn. Bhd.), secondment to the Ministry of Energy, Communications and Multimedia (Jabatan Telekomunikasi Malaysia), Prasarana Malaysia Berhad and practising as an Advocate & Solicitor in the area of corporate legal matters.

Ms Riznida Eliza graduated with an LLB (Hons) from the University of Warwick, United Kingdom, in 1995. She holds a Certificate of Legal Practice from the Legal Profession Qualifying Board, Malaysia.

She does not hold directorships in public companies or listed issuers, nor has no family relationship with any Director and/or major shareholder of the Company.

Notes: -

- None of the Key Senior Management: -
 - has any conflict of interest or potential conflict of interest, including interest in any competing business with the Group,
 - has been convicted of any offence within the past five (5) years other than traffic offences, if any; and
 - was publicly sanctioned or imposed with a penalty by the relevant regulatory bodies during the FYE 2023.

CORPORATE GOVERNANCE

Overview Statement

The Board of Directors ("Board") of the Company is highly committed to upholding and maintaining a sound corporate governance environment by complying with and implementing the principles, practices and guidelines set out in the Malaysian Code on Corporate Governance 2021 ("MCCG") issued by the Securities Commission Malaysia. The MCCG premises are based on the notions of transparency, accountability and integrity with a view to protecting shareholders' investments, stakeholders' interests, as well as the Group's assets.

The Board is pleased to present this Corporate Governance Overview Statement ("CG Statement"), which intends to provide an overview of the Board's initiatives and commitments in promoting good corporate governance practices during the financial year ended 31 December 2023 ("FYE 2023") in accordance with the following main principles as well as key areas and future priorities in relation to corporate governance: -

- Principle A: Board Leadership and Effectiveness;
- Principle B: Effective Audit and Risk Management; and
- Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

The disclosures of this CG Statement are made with reference to Paragraph 15.25(1) and Practice Note 9 of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"). Shareholders are advised to pursue this CG Statement together with the Company's Corporate Governance Report ("CG Report") for a detailed explanation of the application of each practice. Both the CG Statement and CG Report are made available at the Bursa Securities' website as well as the Company's website at www.swiftlogistics.com.my.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

1. The Board

Our Board is ultimately responsible for the overall governance, stewardship, direction as well as management of Swift towards its strategic aims and objectives. Therefore, the Board has set the Group's vision, mission and core values to lead our people in driving towards business excellence. Our Independent Non-Executive Chairman, Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor, has also led the Board to develop the Group's business strategic directions and objectives in order to support its long-term value creation.

The Board is also aware of the importance of having clear roles and responsibilities in discharging its fiduciary and leadership functions. In this regard, the Board has defined its roles, duties and responsibilities in the Board Charter, which is published on the Company's website at www.swiftlogistics.com.my/policies/.

In addition, to ensure an effective discharge of responsibility, the Board is supported by two (2) Board Committees, namely the Audit and Risk Management Committee ("ARMC") as well as the Nomination and Remuneration Committee ("NRC"). Both the ARMC and NRC are entrusted to support the Board by overseeing respective matters under their purview. This shall ensure a more focused and efficient governance within the Board, which in turn improves the Board's effectiveness as a whole.

The Board is committed to ensure a balance of power and authority within the Company in order to instil the highest standard of accountability and integrity in governance control. As such, the roles of Board Chairman and Group Chief Executive Officer ("Group CEO") are held by two (2) different individuals. The Board Chairman, Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor, is primarily responsible for the Board's governance and effectiveness. The Group CEO, Mr Loo Yong Hui, holds an executive role in implementing the business plan and monitoring day-to-day business operations. In addition, the Board Chairman is not a member of any Board Committee to ensure an objective review by the Board with respect to all issues brought up by the Board Committees as recommended under Practice 1.1 of the MCCG.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**I. BOARD RESPONSIBILITIES (CONT'D)****1. The Board (Cont'd)**

A total of five (5) Board meetings were held during FYE 2023, and the Directors' attendance record is as follows: -

Directors	Board Meeting Attendance	Percentage of Attendance
Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor	5/5	100%
Loo Yong Hui	5/5	100%
Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar	5/5	100%
Loo Hooi Keat	5/5	100%
Dato' Gopikrishnan A/L N.S. Menon	5/5	100%
Datuk Noripah Binti Kamso	3/5	60%
Rozainah Binti Awang	5/5	100%
Kee Chung Ching (<i>Appointed on 8 November 2023</i>)	-	-

All Directors have attended more than 50% of Board meetings held during FYE 2023, being the minimum requirement as stipulated under Paragraph 15.05 of MMLR.

In order to facilitate the Board and Board Committees' meetings, the meetings are scheduled in advance, and all meeting materials, such as the notices of meetings together with the agenda, minutes of previous meetings and other relevant board papers, are circulated to the Board at least three (3) days prior to the scheduled meeting. This shall provide sufficient time for the Directors to peruse and consider the matters to be discussed and if required, to obtain further information and clarification from the Management to make well-informed decision making during the meetings. Meeting minutes are circulated to the Board and/or members of Board Committees within 30 business days from the meeting date for comment and are tabled at the subsequent meeting for confirmation and approval. To uphold the objectivity and independence of meeting deliberations, Board meetings are not combined with any Board Committees' meetings.

The Board is supported by two (2) qualified and competent Company Secretaries to ensure all governance matters and Board procedures are followed and comply with the applicable laws and regulations, as well as to facilitate on administrative matters and meeting proceedings. All Directors have unrestricted access to the advice and services of the Company Secretaries as well as access to the information within the Group, whether as a full Board or in their individual capacity for discharging their duties.

2. Demarcation of Responsibilities

The Board Charter duly adopted by the Board serves as a guide to the Board by outlining the respective roles and responsibilities of the Board, Board Committees, Chairman, Executive Directors, Independent Directors, Key Senior Management ("KSM") and Company Secretaries, as well as the matters reserved for the Board's deliberation and decision.

The Board Charter is reviewed periodically and as and when required in order to remain updated with any new regulations or changes that may have an impact on the discharge of the Board's responsibilities. The Board Charter is accessible on the Company's website at www.swiftlogistics.com.my/policies/.

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

I. BOARD RESPONSIBILITIES (CONT'D)

3. Ethical Business Conduct and Robust Corporate Culture

The Board is committed to maintaining a corporate culture, as well as professionalism, ethics and legal conduct in the Group's business activities.

In line with the enforcement of Section 17A of the Malaysian Anti-Corruption Commission Act 2009 (Amendment 2018), the Company has adopted an Anti-Bribery and Corruption Policy ("ABC Policy") as a way of practising and normalising a culture of integrity and transparency within the Group. The ABC Policy indicates the Group's zero-tolerance stand against any form of bribery and/or corruption practices by providing guidance towards any bribery and corruption issues in the event of occurrence.

In line with promoting and maintaining a structured corporate governance practice, the Board has also formalised and adopted a Whistleblowing Policy for all employees and stakeholders to raise a concern or make a report on any suspected and/or known misconduct, wrongdoings or malpractices within the Group. The report can be made to the Chairman of ARMC by sending a formal letter to the Company's address or via email at compliance@swiftlogistics.com.my. Upon receiving any whistleblowing report, the Chairman of ARMC may direct the whistleblowing report to the division/department best placed to address it or lead the investigation directly to ensure that such investigation will be carried out in a timely and fair manner with appropriate resolution. The Whistleblowing Policy ensures that whistleblowers who report in good faith will be protected by handling all information with a high level of confidentiality.

Both ABC Policy and Whistleblowing Policy will be reviewed as and when required in order to maintain its relevance and compliance with all applicable laws and regulations. Both policies are published on the Company's website at www.swiftlogistics.com.my/policies/.

4. Sustainability Management

The Board is committed to advocating sustainability management across the Group in order to promote sustainable growth. In this regard, the Board holds ultimate responsibility for sustainability management by overseeing the Group's overall sustainability strategies, efforts, and performance.

The Board is supported by the Sustainability Steering Committee ("SSC") and Sustainability Working Committee ("SWC") for the effective execution of sustainability initiatives in the Group's daily business operations. SSC is led by the Group CEO and consists of six (6) KSM, while SWC consists of coordinators by region/main business units and other support key personnel. SWC is responsible for monitoring the sustainability performance of the region/business unit and reports the progress of sustainability matters to SSC through the Group Health, Safety, Environment and Quality ("GHSEQ") on a monthly basis. The outcome is then compiled by GHSEQ and tabled at the quarterly meeting of SSC for discussion. The Group CEO, also the Chairman of SSC, reports regularly to the Board on the progress of sustainability matters.

An annual materiality assessment is conducted to ensure that the material sustainability matters identified in the previous year are re-assessed and prioritised in accordance with their degree of impact on the Group and stakeholders based on the latest sustainability trend and development.

In order to ensure that the Company's sustainability strategies, priorities and targets, as well as performance are well communicated to both our internal and external stakeholders, we have disclosed a detailed elaboration on our sustainability initiatives in the Sustainability Statement in this Annual Report.

With the aim to sustain the ever-changing sustainability trend, the Board strives to undergo appropriate and relevant training programmes in order to stay abreast and relevant to the latest sustainability issues. At the same time, the Board is also kept updated by the ARMC on the Group's risk management and internal control system, which also involves the sustainability risks relevant to the Group. The details of the training programmes attended by Directors during FYE 2023 are set out in Section 6 of this CG Statement.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**I. BOARD RESPONSIBILITIES (CONT'D)****4. Sustainability Management (Cont'd)**

In order to enhance the Group's sustainability management, the Board has included the review of the Board and KSM's performance in addressing the Group's material sustainability matters in the annual performance review for FYE 2023. This has marked an improvement in our sustainability commitment along with our sustainability journey.

II. BOARD COMPOSITION**5. Effective Board with Sufficient Diversity**

Currently, the Board comprises eight (8) Board members, which includes two (2) Executive Directors, four (4) Independent Non-Executive Directors, and two (2) Non-Independent Non-Executive Directors, indicated as follows: -

Directors	Directorship
Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor	Independent Non-Executive Chairman
Loo Yong Hui	Non-Independent Executive Director/ Group CEO
Dato' Haji Md Yusoff @ Mohd Yusoff bin Jaafar	Non-Independent Non-Executive Director
Loo Hooi Keat	Non-Independent Non-Executive Director/ Advisor
Datuk Noripah Binti Kamso	Independent Non-Executive Director
Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director
Rozainah Binti Awang	Independent Non-Executive Director
Kee Chung Ching (<i>Appointed on 8 November 2023</i>)	Non-Independent Executive Director

The current Board structure complies with the prescribed requirement of Paragraph 15.02 of MMLR and Practice 5.2 of MCCG with half of the Board being Independent Directors and three (3) women Directors serving on the Board. In addition, the majority of the Board is comprised of Non-Executive Directors to support the objective and independent decision-making process, which in turn protects the interests of our shareholders and stakeholders.

The details of the qualifications and experience of each Director are provided in the Board of Directors's Profile of this Annual Report.

The Board has developed a Board Diversity Policy in the Company's Board Charter to serve as a guideline for the NRC to maintain the Board with an appropriate balance (including gender diversity) and size of non-executive participation. Currently, the Board has 37.50% female representation, with three (3) women Directors out of a total of eight (8) Board members. This reflects the Board's commitment to gender parity and is in line with Practice 5.9 of MCCG, which recommends at least 30% women Directors on the Board. Nevertheless, gender is not considered a pre-requisite criterion for the directorship in the Company or any managerial positions in the Group, as such appointments shall be based on objective criteria and merit.

While the Board is responsible for the appointment of new Directors of the Company, the NRC is delegated with the role of screening and conducting an initial selection before making a recommendation to the Board for approval. Directors' Fit and Proper Policy serves as a guide to NRC and the Board by outlining the fit and proper criteria of a Director for their review and assessment of candidates for appointment to the Board as well as Directors who are seeking for re-election. This policy ensures that each Director possesses adequate character, integrity, relevant range of skills, knowledge, experience, and competence, as well as the time commitment to discharge his/her role as a Director of the Company.

The Directors' Fit and Proper Policy was adopted by the Board on 30 June 2022, and it is accessible on the Company's website at www.swiftlogistics.com.my/policies/.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**II. BOARD COMPOSITION (CONT'D)****5. Effective Board with Sufficient Diversity (Cont'd)**NRC

The NRC is made up of three (3) members, all of which are Non-Executive Directors of the Company, with composition as follows: -

Designation	Directors	Directorship
Chairperson	Datuk Noripah Binti Kamso	Independent Non-Executive Director
Member	Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director
Member	Loo Hooi Keat	Independent Non-Executive Director

Throughout the FYE 2023, the NRC fulfilled its duties and responsibilities through the following activities: -

- (a) Reviewed the required mix of skills, experience and other qualities of the Board;
- (b) Assessed the effectiveness of the Board as a whole and the Board Committees, including the ARMC;
- (c) Assessed the contribution and performance of each individual Director of the Company and ARMC member;
- (d) Assessed the independence of the Independent Non-Executive Directors of the Company;
- (e) Reviewed and recommended to the Board the re-election of the Directors of the Company who shall retire at the Annual General Meeting ("AGM") of the Company;
- (f) Reviewed and recommended to the Board the remuneration package of the Group CEO;
- (g) Reviewed and recommended to the Board the Directors' fees and benefits payable to the Directors;
- (h) Reviewed the training programme attended by the Directors for the financial year ended 31 December 2023; and
- (i) Recommended to the Board the appointment of Ms Kee Chung Ching as Non-Independent Executive Director of the Company.

The terms of reference of the NRC, outlining the NRC's objectives, composition, retirement and resignation, proceeding of meetings, authority and duties and responsibilities, is accessible on the Company's website at www.swiftlogistics.com.my/policies/.

New Appointment to the Board

The NRC is responsible for making recommendations for any new appointment to the Board and its various Board Committees. In making these recommendations, the NRC considers the required mix of skills and experience, integrity, competence and time commitment that the Directors should bring to the Board.

All the Board members shall notify the Chairman of the Board prior to the acceptance of new Board appointment(s) in public and public listed companies incorporated in Malaysia, as well as directorships in corporations with similar businesses operating in the same jurisdiction.

The Chairman of the Board shall notify the Board members before accepting any new directorships in public and public listed companies incorporated in Malaysia, as well as directorships in corporations with similar businesses operating in the same jurisdiction. The notification should include an indication of the time that will be spent on the new appointment.

The NRC had considered and recommended the appointment of Ms Kee Chung Ching as the Non-Independent Executive Director of the Company.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**II. BOARD COMPOSITION (CONT'D)****5. Effective Board with Sufficient Diversity (Cont'd)**

The NRC had reviewed her profiles, curriculum vitae, and qualifications and had considered her background, academic qualifications, fit and proper criteria, skill set, experiences, time commitment and competencies prior to her appointment as the Non-Independent Executive Director of the Company.

Re-election of Directors

Pursuant to Clause 21.7 of the Company's Constitution, one-third (1/3) of the Board shall retire from office every year but shall be eligible for re-election at the AGM, provided that all Directors shall retire from office once at least every three (3) years. The following Directors who retire by rotation in accordance with Clause 21.7 of the Company's Constitution and being eligible, have offered themselves for re-election:-

- (a) Mr Loo Yong Hui;
- (b) Dato' Gopikrishnan A/L N.S. Menon; and
- (c) Ms Rozainah Binti Awang.

The Company's Constitution also provides that any Director appointed during the financial year, either to fill a casual vacancy or as an addition to the existing Directors, he/she shall hold office only until the next following AGM and shall be eligible for re-election. Ms Kee Chung Ching was appointed as a Non-Independent Executive Director of the Company on 8 November 2023. Hence, she shall retire at the conclusion of the forthcoming AGM and being eligible, she has offered herself for re-election in accordance with Clause 21.11 of the Company's Constitution.

In addition to the annual Board evaluation exercise, the Directors who are standing for re-election have also completed declarations in relation to fit and proper requirements as enumerated in the Directors' Fit and Proper Policy.

Following the fit and proper assessment, both the NRC and the Board were satisfied that the Directors seeking re-election are fit and proper to be re-elected as Directors of the Company and have recommended the re-election of the retiring Directors be tabled at the upcoming Twenty-Fourth (24th) AGM for the shareholders' approval.

Tenure of Independent Director

The Company has set the limit for the tenure of its Independent Directors to a cumulative period of nine (9) years. In the event the Board intends to retain an Independent Non-Executive Director who has served the Company for more than nine (9) years, the Board should justify and seek annual shareholders' approval through a two-tier voting process as recommended by Practice 5.3 of MCCG. This term has been clearly stated in the Company's Board Charter, and it is available on the Company's website at www.swiftlogistics.com.my/policies/.

Currently, none of the Independent Non-Executive Directors has served on the Board of the Company for more than nine (9) years.

6. Overall Board Effectiveness

The NRC has assessed and evaluated the effectiveness of the Board and Board Committees as well as the contribution and performance of each individual Director for the FYE 2023. The process of the assessment and evaluation was conducted through the distribution of the respective digital evaluation forms to each of the Directors: -

- a) Self and Peer Performance Evaluation Form;
- b) Board and Board Committees Performance Evaluations Form; and
- c) ARMC Evaluation Form.

Such performance evaluation was conducted internally, assisted by the Company Secretaries. The Board is of the opinion that such internal performance evaluation was effective, and hence, no external party was engaged for such purpose.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**II. BOARD COMPOSITION (CONT'D)****6. Overall Board Effectiveness (Cont'd)**

The establishment of the said evaluation forms is based on the Company's Directors' Fit and Proper Policy by taking into consideration character, integrity, experience, competence, time and commitment. Based on the outcome of the performance evaluation conducted, the NRC is satisfied and is in agreement with the overall performance of the Board, Board Committees and individual Directors in effectively performing their assigned duties and responsibilities.

Directors' Training

All Directors of the Company have attended the Mandatory Accreditation Programme and are encouraged to attend training programmes on a continual basis to enhance their knowledge and keep abreast of the latest market trends and recent changes in laws, regulations and business environment, so as to discharge their duties effectively.

During FYE 2023, all the Directors had collectively or individually attended the following training programmes: -

Directors	Training Programmes Attended	Date
Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor	<ul style="list-style-type: none"> Empowering Sustainability: Environmental, Social and Governance ("ESG") Training for Board of Directors 	8 November 2023
Dato' Haji Md Yusoff @ Mohd Yusoff bin Jaafar	<ul style="list-style-type: none"> Empowering Sustainability: ESG Training for Board of Directors 	8 November 2023
Dato' Gopikrishnan A/L N.S. Menon	<ul style="list-style-type: none"> Empowering Sustainability: ESG Training for Board of Directors 	8 November 2023
Rozainah Binti Awang	<ul style="list-style-type: none"> Empowering Sustainability: ESG Training for Board of Directors 	8 November 2023
Loo Hooi Keat	<ul style="list-style-type: none"> Empowering Sustainability: ESG Training for Board of Directors 	8 November 2023
Loo Yong Hui	<ul style="list-style-type: none"> Fundamental of Board Governance Empowering Sustainability: ESG Training for Board of Directors 	31 July 2023 8 November 2023
Datuk Noripah Binti Kamso	<ul style="list-style-type: none"> Stopping Scandals Before They Happen (Risk Culture from the Top) RegTech for Human Rights Due Diligence in Malaysia Inside Stories of Sustainability Champions Lessons Learned - Pioneering Global Leadership New Digital Frontier - Delivering a Sustainable Future with Innovation Crystalising PEMANGKIN Ideas to Revolutionise Malaysia's Digital Financial Landscape Integrating ESG into Business Model Purpose, Leadership & Skills- Purposeful Leadership in Times of Crisis - Journey from Islamic Finance to ESG - Sustainability Empowering Sustainability: ESG Training for Board of Directors Corporate Perspective: Strategy, Leadership, Risk, Finance and Corporate Governance 	10 March 2023 18 April 2023 10 May 2023 24 May 2023 15 August 2023 22 August 2023 23 August 2023 20 to 21 September 2023 8 November 2023 30 November 2023
Kee Chung Ching	<ul style="list-style-type: none"> Advanced Data Analytics for Accountants Valuation on Mergers and Acquisition Empowering Sustainability: ESG Training for Board of Directors 	10 October 2023 24 October 2023 8 November 2023

In addition, the Company Secretaries, External Auditors and Internal Auditors also update the Board on a regular basis on the respective changes and amendments to regulatory requirements, laws and accounting standards to assist the Board in keeping abreast of such developments.

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

III. REMUNERATION

7. Remuneration Policy and Procedures

The Board has, on 6 April 2022, formalised and established a Remuneration Policy for Board Members and Senior Management, which sets out the basis for determining the remuneration of Executive Directors, Non-Executive Directors and Group CEO. The objective of this policy is to attract, retain, motivate and reward the Directors and senior management of the Group, ensuring the sufficient, experienced and competent manpower to achieve the Company's corporate goals and objectives. The remuneration of Executive Directors is determined based on their responsibility levels, complexity, skills and experience, as well as the current market condition. The level of remuneration of the Non-Executive Directors is reflective of their experiences, level of responsibilities and time commitment.

Both the Terms of Reference of the NRC and Remuneration Policy are published on the Company's website at www.swiftlogistics.com.my/policies/ for public reference.

8. Remuneration of Directors and KSM

The NRC has reviewed the Directors' remuneration and found that it is in line with their responsibilities, skills, and experience, as well as the performance of the Company and the Group. The remuneration of the Directors for the FYE 2023 is tabled as follows: -

Directors	Fees (RM'000)	Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Benefits -in- Kind (RM'000)	Other Emoluments (RM'000)	Total (RM'000)
Company							
Non-Executive Directors							
Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor	90.00	3.75	-	-	-	-	93.75
Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar	60.00	1.50	-	-	-	-	61.50
Loo Hooi Keat	600.00	3.75	-	-	17.40	124.75	745.90
Datuk Noripah Binti Kamso	70.00	1.50	-	-	-	-	71.50
Dato' Gopikrishnan A/L N.S. Menon	60.00	3.00	-	-	-	-	63.00
Rozainah Binti Awang	70.00	3.00	-	-	-	-	73.00
Executive Directors							
Loo Yong Hui	-	66.00	924.00	790.00	7.20	240.07	2,027.27
Kee Chung Ching (Appointed on 8 November 2023)	-	6.00	65.00	-	-	17.04	88.04
Total	950.00	88.50	989.00	790.00	24.60	381.86	3,223.96

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

III. REMUNERATION (CONT'D)

8. Remuneration of Directors and KSM (Cont'd)

Directors	Fees (RM'000)	Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Benefits -in- Kind (RM'000)	Other Emoluments (RM'000)	Total (RM'000)
Group							
Non-Executive Directors							
Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor	90.00	3.75	-	-	-	-	93.75
Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar	90.00	1.50	-	-	-	-	91.50
Loo Hooi Keat	600.00	3.75	-	-	17.40	124.75	745.90
Datuk Noripah Binti Kamso	70.00	1.50	-	-	-	-	71.50
Dato' Gopikrishnan A/L N.S. Menon	60.00	3.00	-	-	-	-	63.00
Rozainah Binti Awang	70.00	3.00	-	-	-	-	73.00
Executive Directors							
Loo Yong Hui	80.23	66.00	924.00	790.00	20.53	240.07	2,120.83
Kee Chung Ching (Appointed on 8 November 2023)	-	6.00	65.00	-	-	17.04	88.04
Total	1,060.23	88.50	989.00	790.00	37.93	381.86	3,347.52

Similar comparable elements, including individuals' responsibilities, skills, knowledge and contributions to the Group's performance, are also taken into consideration when deciding the remuneration packages of the Group's KSM.

For FYE 2023, the top ten (10) KSM's remuneration components in bands of RM50,000 is tabled as below: -

Range of Remuneration	Number of KSM
RM300,001 to RM350,000	1
RM350,001 to RM400,000	2
RM500,001 to RM550,000	1
RM650,001 to RM700,000	1
RM800,001 to RM850,000	1
RM900,001 to RM950,000	1
RM1,750,001 to RM1,800,000	1
RM2,100,001 to RM2,150,000	1
RM2,600,001 to RM2,650,000	1

Note: Successive bands of RM50,000.00 are not shown entirely as they are not represented.

The Board acknowledged the recommendation of MCCG to disclose the remuneration of KSM on a named basis in bands of RM50,000.00. However, the Board is of the view that the disclosure of individual remuneration information on a named basis may not be in the best interest of the Company due to its confidentiality and sensitivity. The transparency and accountability aspects of corporate governance applicable to the remuneration of the top ten (10) KSM are deemed appropriately served by the above disclosures.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT**I. AUDIT AND RISK MANAGEMENT COMMITTEE****9. Effective ARMC**

The ARMC consists of three (3) members, all of whom are Independent Non-Executive Directors, which complies with Paragraph 15.09(1)(c) of MMLR whereby the ARMC shall only consist of Non-Executive Directors and the majority of whom are Independent Non-Executive Directors. In line with Practice 9.1 and Step Up Practice 9.4 of MCCG, the ARMC comprises solely Independent Non-Executive Directors and the Chairman of ARMC, Ms Rozainah Binti Awang, is not the Chairman of the Board. The detailed information on the ARMC with regards to its composition, activities and reports are provided in the ARMC Report in this Annual Report.

To safeguard the utmost independence of the ARMC, the ARMC has included in its terms of reference to require a former partner of the external audit firm of the Company to observe a minimum three (3) years cooling-off period before he/she could be appointed as a member of the ARMC as recommended by Practice 9.2 of MCCG. Currently, none of the ARMC members is the former key audit partner of the External Auditors, and the Board does not foresee any appointment of former key audit partners to the ARMC in the near future.

All ARMC members have the relevant accounting, finance and/or related financial experience and expertise to effectively discharge their duties. The qualifications and experience of each ARMC member are disclosed in the Profile of Directors in this Annual Report.

Relationship with External Auditors

The ARMC maintains a transparent and professional relationship with the External Auditors of the Company. The External Auditors are invited to attend the meetings of ARMC to discuss the audit plan, audit findings, the Company's financial statements, internal controls and issues that require the attention of the ARMC or Board. At least twice a year and whenever necessary, the ARMC shall meet with the External Auditors without the presence of the Group CEO, Executive Directors or management personnel to discuss the Group's audit activities and adequacy of controls.

The Board, through ARMC, has also adopted an External Auditors Assessment Policy, which assists the ARMC in assessing the suitability, objectivity and independence of the External Auditors. The policy covers the scope of selection and appointment, non-audit engagement, annual performance and independent evaluation of External Auditors.

Particularly, the annual evaluation of the performance of the External Auditors has also covered the following aspects: -

- Quality of audit services;
- Adequacy of resources;
- Communication and interaction with Management and the Internal Auditors; and
- Independence, objectivity and professional scepticism.

The External Auditors have confirmed to the ARMC that they are, and have been, independent throughout the conduct of the audit engagement with the Company in accordance with the independence criteria set out by the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) and the Malaysian Institute of Accountants' By-Laws (on Professional Ethics, Conduct and Practice).

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

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

10. Proper Risk Management and Internal Control System

The Board acknowledges the importance of proper risk management and internal control system in order to safeguard shareholders' investments and the Group's assets, especially in this dynamic global economy and rapidly changing business environment. The Board has entrusted the responsibility of risk oversight to the ARMC, and through ARMC, the Board monitors and regularly reviews the adequacy and effectiveness of the Group's risk management and internal control system.

The Board has in place an effective Enterprise Risk Management ("ERM") framework that outlines the Group's risk management system, including risk identification, assessment, management, mitigation, monitoring and governance, based on the ISO 31000:2018 Risk Management Guidelines ("ISO"). This framework reflects a comprehensive process to adequately identify and manage the risks related to the Group, covering communication and consultation with stakeholders, establishing the context, identifying, analysing and evaluating risks, managing the identified risks, as well as monitoring and reviewing.

Furthermore, the Company has in place a set of Standard Operating Procedures ("SOPs") and a proper organisational structure with clear reporting lines in the daily operations to ensure the effectiveness of the internal control system in the Group. Our internal controls and SOPs have been accredited by the ISO for our quality, environmental management, occupational health and safety, and road traffic safety management systems.

Further information on the Company's risk management framework and internal control system within the Group is detailed in the Statement on Risk Management and Internal Control in this Annual Report.

11. Effective Internal Audit Function

The Board regards the internal audit function as an integral part of providing assurance on the adequacy and effectiveness of the risk, control and governance framework of the Group. For FYE 2023, the Group outsourced its internal audit function to a third-party independent professional firm, namely GRC Consulting Services Sdn. Bhd. ("GRCCS").

During FYE 2023, five (5) personnel from GRCCS, led by its director, Mr Affeiz Abdul Razak, conducted a total of four (4) audit reviews on the Group's operational areas at various plants and warehouses located in the Eastern and Northern regions, as follows: -

- Haulage and Infra Plant – Eastern Region;
- Inland Distribution and Warehouse - Eastern Region;
- Freight Forwarding - Eastern Region; and
- Freight Forwarding, Warehouse and SW Express - Northern Region.

The methodology adopted by GRCCS in the course of their internal audit was in accordance with the International Professional Practices Framework ("IPPF") promulgated by the Institute of Internal Auditors ("IIA") for the professional practice of internal auditing. Detailed internal audit reports containing all audit findings, proposed corrective action plans and the management responses were issued and reported to the ARMC on a quarterly basis for discussion at the ARMC meetings. Follow-up audits will also be conducted to ensure that the agreed-upon audit recommendations are implemented appropriately. For the FYE 2023, the Board is of the opinion that the Group's internal control function is operating adequately, and there was no major weakness were noted that might have a material impact on the Group's financial performance or operations requiring separate disclosure in this Annual Report.

Further details on the Group's internal audit function are reported in the Statement on Risk Management and Internal Control in this Annual Report.

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS**I. ENGAGEMENT WITH STAKEHOLDERS****12. Effective and Transparent Communication with Stakeholders**

The Board recognises the importance of effective communication and proactive engagement with stakeholders in building trust and understanding between the Company and stakeholders. In line with the principles of the MCCG, the Board is committed to maintaining transparent, regular, and effective communication with various stakeholders, including employees, shareholders, potential investors, suppliers and customers. Through consistent updates on the Group's business operations, financial performance and major developments, we aim to enhance stakeholders' comprehension and support towards the Group's objectives, ultimately driving sustainable growth across the organisation for long term success.

In ensuring effective, transparent and regular communication with the stakeholders, the Company is adopting the following communication channels for dissemination of the latest and up-to-date information: -

- Company's website;
- Corporate announcements made to Bursa Securities;
- Annual Report;
- General Meetings;
- Investor Relations; and
- Social media and other electronic channels.

The general public or stakeholders who wish to reach out to the Company with their concerns, suggestions for improvement, and/or to lodge complaints may do so by contacting corporate@swiftlogistics.com.my.

II. CONDUCT OF GENERAL MEETINGS**13. AGM**

The AGM serves as the annual principal forum for dialogue between the Board and the shareholders. The Company conducted the Twenty-Third (23rd) AGM on 31 May 2023 on a virtual basis, leveraging technology to facilitate remote shareholders' participation and electronic voting for the conduct of a poll on all resolutions via remote participation and voting facilities. The virtual AGM was facilitated by Tricor Investor & Issuing House Services Sdn. Bhd. ("Tricor") as the poll administrator for the meeting. To ensure the 23rd AGM was held seamlessly and securely while safeguarding shareholders' personal data and privacy, the meeting took place on TIH Online, the meeting platform provided by Tricor, via a secured cloud platform hosted by a data centre certified under ISO 27001.

The notice of the 23rd AGM was issued and circulated to the shareholders on 28 April 2023, which was more than 28 days before the date of the AGM on 31 May 2023. This allowed the shareholders to have sufficient time to consider the proposed resolutions that would be discussed and put forward for voting during the meeting. Concurrently, the notice of the 23rd AGM was also advertised in a nationally circulated newspaper, published on the Company's website as well as through announcement made to Bursa Securities.

Save for Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar, who was unable to attend the AGM due to other urgent commitments, all our Board members attended and participated in the 23rd AGM. During the meeting, the Group CEO presented to the shareholders the financial highlights, business performance and operational updates of the Group for the financial year ended 31 December 2022. There was a Questions & Answers ("Q&A") session where all questions and comments received from the shareholders/proxies were displayed on the screen and made visible to all meeting participants, and the Board, led by the Chairman and Group CEO, responded to all of them accordingly.

The minutes of the 23rd AGM was published on the Company's website at www.swiftlogistics.com.my/shareholder-information/ within 30 business days from the date of the AGM.

KEY FOCUS AREAS AND FUTURE PRIORITIES

Moving forward, the Board and its respective Board Committees will continue to: -

- i. Ensure that a significant portion of the Board's time is dedicated to strategic matters, including specific strategic plans and transactions, as well as the Company's broader long-term direction.
- ii. Consider with Management, what opportunities are likely to emerge in the current environment, how issues of corporate purpose and environmental, social and governance ("ESG") relate to corporate strategy, and what opportunities and risks arise from the heightened attention to stakeholder interests and ESG, including climate change.
- iii. Ensuring ESG initiatives be duly implemented and disclosed accordingly.

STATEMENT ON COMPLIANCE

The Board is of the view that the Company has complied with the key principles and applied most of the practices of the MCCG throughout FYE 2023, except for the below, where explanations on the departure are disclosed in the CG Report for the FYE 2023: -

- Practice 3.1: The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering. The Code of Conduct and Ethics is published on the company's website.
- Practice 5.6: In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates. If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.
- Practice 5.10: The Board discloses in its annual report the Company's policy on gender diversity for the Board and senior management.
- Practice 8.2: The Board discloses on a named basis the top five senior management's remuneration components, including salary, bonus, benefits-in-kind and other emoluments in bands of RM50,000.
- Practice 13.2: All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

The Board is committed to maintaining the highest possible standard of corporate governance practices through continuous adoption of the principles and best practices as set out in the MCCG, as well as other applicable laws, where appropriate.

This Corporate Governance Overview Statement was reviewed and approved by the Board on 16 April 2024.

AUDIT & RISK MANAGEMENT

Committee Report

The Board is pleased to present the ARMC Report for the FYE 2023 in compliance with Paragraph 15.15 of the MMLR of Bursa Malaysia Securities Berhad ("Bursa Securities").

ARMC was established to oversee the Company's financial management and reporting processes and review the work carried out by the External Auditor. It also served to assist the Board Committee in complying with specified accounting standards and required disclosures as administered by Bursa Securities, relevant accounting standards bodies, policies and any other laws and regulations as amended from time to time in performing their duties and discharging their responsibilities.

The Terms of Reference ("TOR") of ARMC can be viewed on the Company's website at www.swiftlogistics.com.my/policies/.

MEMBERSHIP AND MEETINGS

In line with the requirements of Paragraph 15.09(1)(a) and (b) of the MMLR, the composition of the ARMC comprises of three (3) members of the Board, all of whom are Independent Non-Executive Directors, and there are no alternate Directors were appointed as a member of the ARMC.

The ARMC held five (5) meetings during the FYE 2023, and the meeting attendance was as follows: -

Name	Directorship	Meeting Attendance
Chairperson Rozainah Binti Awang	Independent Non-Executive Director	5/5
Member Dato' Gopikrishnan A/L N.S. Menon	Independent Non-Executive Director	5/5
Member Datuk Noripah Binti Kamso	Independent Non-Executive Director	4/5

The Group CEO, Group Chief Financial Officer ("Group CFO"), and the Management of the Group ("Management") were invited to the scheduled ARMC meetings to provide clarification on the Group's operation and areas of concern on the agenda. The External Auditors attended three (3) of the ARMC Meetings held during the FYE 2023. The External Auditors were responsible for raising with the ARMC any matters they considered important to bring the ARMC's attention.

Notice of the ARMC meeting and meeting papers were distributed to the ARMC before the ARMC meeting to enable the ARMC Members to peruse and provide their feedback or comments at the meeting.

All deliberations during the ARMC meeting were duly recorded by the Company Secretaries, who were also in the presence of the meeting to facilitate the meeting process. The Minutes of the ARMC meeting were to be tabled for confirmation at the next ARMC meeting and subsequently presented to the Board for notation.

SUMMARY OF ACTIVITIES OF ARMC

In accordance with the TOR of ARMC, the ARMC has carried out the following activities during the financial year and up to the date of this report to discharge its functions and duties: -

1. Financial Reporting

- Reviewed and deliberated on the quarterly financial results and audited financial statements prior to submission to the Board for consideration and approval. The Group CFO has assured that the quarterly financial results and annual audited financial statements are made in compliance with the applicable Malaysian Financial Reporting Standards ("MFRS"), IFRS Accounting Standards, Companies Act 2016 ("CA 2016") and MMLR; and
- Reviewed and assessed the adequacy of the processes and controls in place for effective and efficient financial reporting and that reasonable judgement and estimates had been made in accordance with the applicable MFRS, IFRS and CA 2016.

2. External Audit

- Reviewed and assessed the performance, independence and objectivity of External Auditors, as well as the reasonableness of their audit fees and non-audit fees for FYE 2023;
- Deliberated and approved the Audit Planning Memorandum, which details the areas of audit approach, the scope of work, audit timeline and areas of audit emphasis to ensure the effectiveness of the audit strategy and quality of audit prior to the Board's approval;
- Deliberated on the Audit Review Memorandum with External Auditors in connection to the significant accounting and audit issues arising from the statutory audit of the Group and of the Company for the financial year under review;
- Reviewed and assessed the performance, suitability and independence of the External Auditors for the FYE 2023 before recommending their re-appointment for the Board's approval;
- Received updates from the External Auditors on changes to the relevant guidelines on the regulatory and statutory requirements; and
- Conducted a private session with External Auditors on 27 February 2023 without the presence of the Executive Board Members and Management of the Group to cover areas of concern and key audit matters. During the private session held, the External Auditors were given the opportunity to raise any concerns they might have. Nevertheless, the External Auditors did not identify and highlight any significant issues to the attention of the ARMC during FYE 2023.

3. Internal Audit

- Reviewed the appointment of Internal Auditors and recommended for the Board's approval;
- Reviewed the Internal Audit Plan for the Year 2023/2024 presented by the Internal Auditors to ensure adequate scope and comprehensive coverage of the activities of the Group;
- Reviewed the internal audit reports, findings, and relevant recommendations to ensure that appropriate actions were taken to improve the Group's internal control system; and
- Conducted an Internal Audit Assessment to review the adequacy of the scope, functions, competency, and resources of the Internal Auditors in carrying out the internal audit work of the Group.

4. Risk Management and Internal Control

- The Group has appointed an outsourced Internal Auditor for the Group's risk management and internal control functions. This shall ensure that the Group's risk management and internal control measures are adequate and sufficient in accordance with the expected industry standards and fully comply with the MMLR.

5. Anti-Bribery and Corruption ("ABC") Compliance Process Flow

- The ABC Process Flow was presented to ARMC for the ARMC's consideration. The ABC Process Flow acts as a guideline to illustrate the process of the report, starting from the reporting channel, receiving, and processing the reports. It outlines the Company's commitment to uphold the implementation of the Company's ABC Policy.

SUMMARY OF ACTIVITIES OF ARMC (CONT'D)

In accordance with the TOR of ARMC, the ARMC has carried out the following activities during the financial year and up to the date of this report to discharge its functions and duties: - (Cont'd)

6. Related Party Transactions ("RPT")

- Reviewed the RPT of the Group on a quarterly basis and ensured that all RPT was undertaken on an arm's length basis with proper disclosure, in line with the MMLR.

7. Annual Report

- Reviewed the ARMC Report and Statement on Risk Management and Internal Control prior to submission for the Board's consideration and approval and inclusion in the Annual Report 2023.

INTERNAL AUDIT FUNCTION

The Internal Auditor's activities during FYE 2023 include performing four (4) cycles of internal audit for the Group in accordance with the Internal Audit Plan approved by ARMC. The objective of the internal audit cycles is to identify operational weaknesses and/or areas of improvement, along with the corresponding root-cause analysis and proposed recommendations.

The Internal Audit activities were to assess the adequacy and efficiency of the Group's internal controls of the approved coverage and scopes as approved in the Internal Audit Plan, as shown below: -

- Cycle 1 (Year 2023): Haulage and Intra Plant (Eastern Region);
- Cycle 2 (Year 2023): Inland Distribution and Warehouse Services (Eastern Region);
- Cycle 3 (Year 2023): Freight Forwarding Services (Eastern Region); and
- Cycle 4 (Year 2023): Freight Forwarding Services, Warehouse and SW Express (Northern Region).

From the audit observations, no issues were highlighted by the Internal Auditors that warrant heightened attention of the ARMC. Four (4) Internal Audit Reports were presented to ARMC in 2023, as per the approved Internal Audit Plan.

The Board is of the view that the Group's operation is operating adequately, and no significant weakness has been noted in the Group's internal control system that may arise in material impact and would require separate disclosure in this Annual Report.

The total cost incurred by the internal audit function of the Group for FYE 2023 amounted to RM95,000.

GRCCS has also performed two (2) cycles of ERM in the FYE 2023 as per the ARMC approved ERM and Internal Audit Plan for Year 2023/2024, and both ERM Reports were presented to ARMC.

Swift's established risk management practice is guided by ISO 31000:2019 and the Committee of Sponsoring Organisations of the Treadway Commission's ("COSO") ERM Framework.

The key elements of this risk management process are as follows: -

- i. Establish the risk contexts (Objectives, Risk Impact, Risk Appetite/ Parameters);
- ii. Risk identification, assessment, evaluation including detailed risk registers;
- iii. Risk Action Plans Establishment; and
- iv. ERM Risk Profile and Risk Registers.

STATEMENT ON

Risk Management and Internal Control

1. Introduction

Pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements ("MMLR") of Bursa Securities, a listed issuer must ensure that the Board includes in its annual report a statement about the state of its risk management and internal controls as a group. In addition, the Malaysian Code on Corporate Governance ("MCCG") also stipulates that the Board should maintain a sound system of internal controls, including a review of its effectiveness in safeguarding shareholders' investments and the Group's assets. This statement outlines the nature and state of the risk management and internal controls of Swift Group during the financial year.

This Statement does not cover associates and joint ventures where risk management and internal control are managed by the respective management teams.

2. Board Responsibility

The Board acknowledges its responsibility and re-affirms its commitment to the Group's systems of risk management and internal control and to reviewing its adequacy and effectiveness to ensure that the Group's assets and shareholders' interests are safeguarded.

The enterprise risk management and internal control system is designed to identify and manage the Group's risks in order to achieve its business objectives. The Board is aware that the enterprise risk management and internal control system can only provide reasonable and not absolute assurance against the risk of material loss or occurrences of unforeseeable circumstances. Accordingly, the purpose of the risk management and internal control system is to manage and minimise rather than eliminate the risk of failure to achieve the policies and objectives of the Group.

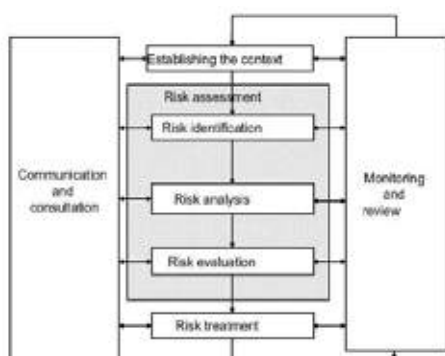
The Board has received reasonable assurance from the Group CEO and Group CFO that the Group's risk management and internal control systems have operated adequately and effectively, in all material aspects, to meet the Group's objectives during the financial year under review and up to the date of issuance of this statement. In addition, the Group's joint venture and associate companies have their own Board that provides oversight on their respective risk management and internal control systems.

The ARMC reports to the Board on a quarterly basis and, as part of its monitoring activity, ensures key risks are deliberated and mitigating actions are implemented.

3. Risk Management and Internal Control Framework

The Board acknowledges that the Group's business activities involve some degree of risk. Thus, key management teams and heads of departments are delegated the responsibility to manage identified risks within defined parameters and standards.

The Board places strong dedication and commitment to the highest standards towards effective enterprise risk management in line with best practices in corporate governance guided by the MCCG. An Enterprise Risk Management ("ERM") approach aligns strategy, processes, people, technology, and knowledge with the purpose of evaluating and managing potential risks to the Group that may be exposed. It enhances and encourages the identification of opportunities through continuous improvement and innovation.



ISO31000: 2019 Risk Management –
Practices and Guidelines



Committee of Sponsoring Organisations of the
Treadway Commission (COSO) ERM Framework

3. Risk Management and Internal Control Framework (Cont'd)

The Group's established risk management practice is guided by ISO 31000 and the Committee of Sponsoring Organisations of the Treadway Commission's ("COSO") ERM Framework.

The key elements of this risk management process are as follows: -

- i. Establish the risk contexts (Objectives, Risk Impact, Risk Appetite/ Parameters);
- ii. Risk identification, assessment, and evaluation, including detailed risk registers;
- iii. Risk Action Plans Establishment; and
- iv. ERM Risk Profile and Risk Registers.

During the FYE 2023, the adequacy and effectiveness of the risk management and system of internal controls were reviewed by the ARMC.

GRC Consulting Services Sdn. Bhd. ("GRCCS") was appointed by the ARMC in Quarter 4 2021 as an outsourced ERM and Internal Audit service provider for the Group. It has carried out two (2) cycles of ERM and four (4) cycles of internal audit fieldwork in the FYE 2023, as per the ERM and Internal Audit Plan for the Year 2023/2024 approved by the ARMC. The ERM Reports and Internal Audit Reports were presented to ARMC in FYE 2023 as per the approved ERM and Internal Audit Plan.

Both ERM Cycle 1 & Cycle 2 (Year 2023) focused on ERM Risk Profile Update and ERM Risk Action Plans for SWIFT Group accordingly.

The Internal Audit coverage was on the following areas: -

- Cycle 1 (Year 2023): Haulage and Intra Plant (Eastern Region);
- Cycle 2 (Year 2023): Inland Distribution and Warehouse Services (Eastern Region);
- Cycle 3 (Year 2023): Freight Forwarding Services (Eastern Region); and
- Cycle 4 (Year 2023): Freight Forwarding Services, Warehouse and SW Express (Northern Region).

4. Internal Audit Function

Pursuant to Paragraph 15.27(1) of MMLR, the Board has outsourced the Group's internal audit function to GRCCS, an independent professional service provider. The Internal Auditors assist the Board and ARMC in providing a professional and independent assessment of the overall adequacy, efficiency, and effectiveness of the Group's internal control system.

The Internal Auditor's activities during FYE 2023 include performing four (4) cycles of internal audit for the Group in accordance with the Internal Audit Plan approved by ARMC. The activities were to assess the adequacy and efficiency of the Group's internal controls of the approved scopes covering Haulage, Inland Distribution, Warehouse and Freight Forwarding services in Swift in the Eastern Region and Freight Forwarding Services, Warehouse and SW Express services in Swift in the Northern Region.

During FYE 2023, five (5) internal auditors were assigned to perform the internal audit reviews of the Group, including two (2) managers, two (2) seniors, and one (1) junior. All internal audit findings, together with the relevant root cause and proposed corrective actions, were presented to the ARMC during the scheduled meetings. The Management then acknowledged and rectified the identified weaknesses according to the recommendations and stipulated timeframe proposed by the Internal Auditor. The Internal Auditor subsequently conducted a follow-up review of the previously identified findings to ensure that corrective plans had been appropriately implemented.

The professional fee for the internal audit function for the FYE 2023 amounted to RM95,000.

5. Other Key Elements of Internal Control

The process of governing the effectiveness and integrity of the internal control systems is carried throughout the various areas as follows: -

(a) Management Structure

The Group maintains a formal management organisation structure with clear lines of accountability and responsibility. The daily running of the businesses is entrusted to the Group CEO and the Management teams.

The heads of each operating department of the Group are empowered with the responsibility of managing their respective operations within their respective limits of authority.

(b) Strategic Business Plan and Annual Budget

The Board constructively contributes to the development of the Group's strategic directions and annually reviews the Group's strategic business plan.

The Board probes Management to ensure that Management has taken into consideration the varying opportunities and risks whilst developing the strategic business plan. The Group's annual strategic business plan and budget are reviewed, deliberated, and approved by the Board.

The expectations of the Board are clearly discussed and understood by the Management. The Board is also responsible for monitoring the implementation of the strategic business plan, assessing the actual performance of the Group against the annual strategic business plan and budget, as well as providing guidance to Management.

(c) Reporting and Review

Periodic operational and financial reports are prepared and presented to the Board for discussion and review based on the established reporting hierarchy within the Group.

Meetings are held at operational and Management levels to identify operational issues and discuss and review the business plans, budgets, and financial and operational performances of the Group.

(d) Sustainability Governance

Prior to being listed on Bursa Securities in Quarter 4, 2021, the Group already established the Health, Safety, Environment and Quality ("HSEQ") Committee to carry out its responsibilities in relation to health, safety, environment, and quality for the Group. In FYE 2022, the HSEQ Steering Committee was converted into the Sustainability Steering Committee with an enhanced role. The Group's current sustainability governance, with a 3-tier structure, which is the Board, the SSC, and the SWC, now focuses on economic, environmental, social, and governance related matters. Ultimately, the Board is responsible for setting the overall direction for Health, Safety, Social, and Environment, including objectives, strategies, action plans, goals, and resources to continuously meet legal compliance, client expectations, standards alignment, and industry best practices.

All employees are required to work safely, cooperate and act responsibly to prevent injury to himself/ herself, others, and the environment.

(e) Internal Policies and Procedures

Policy and procedures, handbook, guidelines, and authority limits have been established to guide personnel on day-to-day operational activities.

(f) Whistleblowing Policy

A Whistleblowing Policy is established to protect the values of transparency, integrity, impartiality, and accountability in the way in which the Group conducts its businesses and affairs.

(g) Related Party Transactions

Related party transactions (if any) are disclosed, reviewed, and monitored by the ARMC and presented to the Board on a periodic basis.

(h) Business Continuity Plan ("BCP")

The Group's BCP outlines the business continuity and recovery activities in the event of major disruptions, such as fire, flood, technological or health crises. It describes employees' roles and responsibilities as well as actions that must be carried out to mitigate the risk of business loss from such catastrophes and to ensure business continuity with minimal disruption. The BCP supports the Group's Emergency Response Plan, which has been communicated to all relevant individuals.

5. Other Key Elements of Internal Control (Cont'd)

The process of governing the effectiveness and integrity of the internal control systems is carried throughout the various areas as follows: - (Cont'd)

(i) Succession Planning Policy

The Succession Planning Policy outlines the processes for identifying suitable candidates to fill critical positions so as to safeguard the Group's leadership stability and ensure uninterrupted business in the event of the loss of key personnel.

(j) Limits of Authority Manual ("LOA")

The Group's LOA outlines a sound framework of authority and accountability that includes the establishment of clear guidelines and procedures for executing decisions. In addition, it puts in place a proper execution of instruments of empowerment and delegation.

(k) ABC Policy

In line with the provisions of Section 17A of the Malaysian Anti-Corruption Commission Act 2009, the Group has adopted a culture of zero tolerance towards all forms of bribery and corruption as already enunciated in our Group's policies, codes of conduct, and core values.

The Company's ABC Policy has been developed to fulfil the legal and regulatory requirements and sets out the Group's overall position on bribery and corruption in all forms. The ABC Policy provides information and guidance to the Directors, employees, and business associates on standards of behaviour and to uphold their responsibilities, which must be adhered to and recognised, as well as dealing with bribery and corruption.

All applicable laws, rules and regulations set by the government are to be complied with by the Group and are expected to adopt and comply with the Malaysian Anti-Corruption Commission Act 2009, including any amendment thereof.

6. Conclusion

Based on the various procedures and controls put in place by the Group, the Board has reviewed and is satisfied that the risk management and internal control system in place for the financial year under review is adequate and effective.

The Board acknowledges that the system of risk management and internal control does not eliminate the possibility of collusion or deliberate circumvention of procedures by employees, human errors and/or other unforeseen circumstances that result in poor judgment.

The Board recognises the necessity to continuously improve the Group's system of internal control and risk management practices to safeguard shareholders' investments and the Group's assets.

Therefore, the Board will continuously evolve the Group's risk management and internal control system to meet the changing and challenging business environment and put in place appropriate action plans to enhance the said system further, if necessary.

7. Review of the Statement by the External Auditors

As required by Paragraph 15.23 of the MMLR, the External Auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with the Audit and Assurance Practice Guide 3 ("AAPG3") issued by the Malaysian Institute of Accountants.

Based on the procedures performed and evidence obtained, the External Auditors have reported to the Board that nothing has come to their attention to cause them to believe that this statement is not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the AAPG3 to be set out, nor is the statement factually inaccurate.

This Statement on Risk Management and Internal Control was approved by the Board on 16 April 2024.

ADDITIONAL COMPLIANCE

Information

1. AUDIT AND NON-AUDIT FEES PAID/ PAYABLE TO EXTERNAL AUDITORS

For the FYE 2023, the amount of audit and non-audit fees paid/ payable to the External Auditors by our Group and Company, respectively, were as follows: -

	Group RM'000	Company RM'000
Statutory audit		
- BDO PLT	496	147
- Member firms of BDO International	168	-
Non-statutory audit		
- BDO PLT	5	5
	669	152

2. MATERIAL CONTRACTS

There were no material contracts entered into by the Group and its subsidiaries involving the interests of the Directors and/or major shareholders, either still subsisting at the end of the FYE 2023 or entered into since the end of the previous financial year.

3. RECURRENT RELATED PARTY TRANSACTION ("RRPT")

During FYE 2023, there was no RRPT entered, which requires a shareholders' mandate.

4. EMPLOYEES' SHARE OPTION SCHEME ("ESOS")

The Group has one (1) ESOS in existence and is governed by the Bylaws. The ESOS of the Company was offered on 1 August 2023 and shall be in force for a period of five (5) years and may be extended for up to another five (5) years immediately from the expiry of the first five (5) years provided always that the total duration of the ESOS shall not in aggregate exceed ten (10) years.

As at 31 December 2023, the Company has granted three (3) tranches of ESOS, with details as follows: -

		Total Numbers	Aggregate for Directors and Chief Executives
Tranche 1	Granted	3,192,500	270,000
	Exercised	(289,500)	-
	Outstanding	2,903,000	270,000
Tranche 2	Granted	4,453,200	405,000
	Exercised	-	-
	Outstanding	4,453,200	405,000
Tranche 3	Granted	5,937,600	540,000
	Exercised	-	-
	Outstanding	5,937,600	540,000

The details of aggregate maximum allocation and options granted to Directors and Key Senior Management pursuant to the ESOS is as follows: -

	During the financial year	Since commencement up to 31 December 2023
Granted	4,385,000	4,385,000
Aggregate maximum allocation	4,385,000	4,385,000
Actual granted (in percentage)	32.3%	32.3%
Aggregate maximum allocation (in percentage)	32.3%	32.3%

There were no options granted to non-executive directors pursuant to the ESOS during the FYE 2023. As at 31 December 2023, none of the non-executive directors are holding options under the Company's ESOS.

STATEMENT OF DIRECTORS'

Responsibility for Preparation of the Financial Statements

Pursuant to the Companies Act 2016 ("Act") and Paragraph 15.26(a) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Directors are required to prepare the financial statements for each financial year and ensure that the financial statements of the Group and the Company have been drawn up in accordance with the applicable Malaysian Financial Reporting Standards ("MFRS"), IFRS Accounting Standards and the requirements of the Act in Malaysia.

The Directors are responsible for the preparation of financial statements prepared for each financial year and to ensure that the financial statements give an accurate and fair view of the state of affairs of the Group and the Company as at 31 December 2023, as well as of the financial performance and cash flows of the Group and the Company for the financial year.

In preparing the financial statements for the FYE 2023, the Board is satisfied that the Directors have: -

- adopted the appropriate accounting policies and applied them consistently and prudently;
- ensured compliance with applicable accounting standards, including MFRS, IFRS Accounting Standards and requirements of the Act, subject to any material departure being explained in the financial statements; and
- made judgements and estimates that were reasonable and prudent and prepared the financial statements on a going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep accounting records that disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the Act.

The Directors are responsible for taking such steps and are reasonably open to them to safeguard the assets of the Group and of the Company and to detect and prevent fraud and other irregularities.



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DIRECTORS'

Report

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2023.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and the provision of integrated logistics services comprising container haulage, land transportation, warehousing and freight forwarding agency services. The principal activities of the subsidiaries, associates and a joint venture are mainly container haulage, land transportation, warehousing, freight forwarding agency services, investment holding and integrated logistics services. Other details of the subsidiaries, associates and a joint venture are disclosed in Notes 8, 9 and 10 to the financial statements respectively. There have been no significant changes in the nature of these activities during the financial year.

RESULTS

	Group RM'000	Company RM'000
Profit for the financial year	63,145	32,939
Profit for the financial year attributable to:		
Owners of the parent	61,731	32,939
Non-controlling interests	1,414	-
	63,145	32,939

DIVIDENDS

Dividends paid, declared or proposed since the end of the previous financial year were as follows:

On 27 February 2023, the Company declared the second interim single tier dividend of RM0.01 per ordinary share amounted to RM8,812,886 in respect of financial year ended 31 December 2022, which was paid on 6 April 2023.

On 18 August 2023, the Company declared the first interim single tier dividend of RM0.008 per ordinary share amounted to RM7,046,093 in respect of financial year ended 31 December 2023, which was paid on 10 October 2023.

On 23 February 2024, the Company declared the second interim single tier dividend of RM0.008 per ordinary share amounted to RM7,047,109 in respect of financial year ended 31 December 2023, which was paid on 8 April 2024. This dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 December 2024.

The Directors do not recommend the payment of any other dividend in respect of the current financial year.

RESERVES AND PROVISIONS

Material transfers to or from reserves or provisions during the financial year include the following:

	Group RM'000	Company RM'000
Ordinary shares issued pursuant to Employees' Share Option Scheme ("ESOS")	185	185
Share options granted under ESOS	1,208	1,208

ISSUE OF SHARES AND DEBENTURES

During the financial year, the issued and paid-up share capital of the Company was increased from RM384,713,726 to RM384,899,006 by way of issuance of 289,500 new ordinary shares pursuant to options exercised under the ESOS at exercise price of RM0.47 each for cash totalling of RM136,065.

The newly issued shares rank pari passu in all respects with the existing shares of the Company. There were no other issues of shares during the financial year.

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

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued ordinary shares of the Company during the financial year apart from the issue of options pursuant to the ESOS.

At the Extraordinary General Meeting of the Company held on 31 May 2023, shareholders of the Company approved the establishment of an ESOS of up to six per centum (6%) of the issued and paid-up capital (excluding treasury shares) of the Company for the eligible Executive Directors and employees of the Group. The ESOS shall be in force for a period of five (5) years commencing from 1 August 2023 ("Duration of the Scheme").

Salient features of the ESOS are as follows:

- Maximum number of new ordinary shares in the Company which may be available under the Scheme shall not be more than six per centum (6%) of the issued and fully paid-up share capital (excluding treasury shares) of the Company at any point in time during the Duration of the ESOS;
- Eligible Executive Directors, senior management and executive employees of the Group are those who fulfilling the eligibility criteria as set by the ESOS Committee;
- Option price shall be determined by the ESOS Committee of the Company at a discount of not more than ten per centum (10%) from the volume weighted average market price of the ordinary shares of the Company as quoted on Bursa Malaysia Securities for the five (5) market days immediately preceding the date of the offer; and
- Options granted are not entitled to dividends or voting rights. Upon exercise of the options, the ordinary shares issued shall rank pari passu in all respects with the existing ordinary shares of the Company.

OPTIONS GRANTED OVER UNISSUED SHARES (continued)

Details of the options over ordinary shares of the Company are as follows:

Date of offer	----- Number of options over ordinary shares of -----				
	Balance as at 1.1.2023	Movement during the financial year		Outstanding as at 31.12.2023	Exercisable as 31.12.2023
		Granted	Exercised		
1 August 2023					
- first tranche	-	3,192,500	(289,500)	2,903,000	2,903,000
- second tranche	-	4,453,200	-	4,453,200	-
- third tranche	-	5,937,600	-	5,937,600	-
	-	13,583,300	(289,500)	13,293,800	2,903,000
Exercise price (RM)	0.47				

REPURCHASE OF SHARES

At the 23rd Annual General Meeting held on 31 May 2023, shareholders of the Company approved the proposed renewal of shareholders' mandate for the Company to repurchase up to ten per centum (10%) of its own ordinary shares.

During the financial year, the Company repurchased 2,670,000 of its issued ordinary shares from the open market of Bursa Malaysia Securities at an average price of RM0.47 per share.

As at 31 December 2023, 9,380,900 treasury shares at a total cost of RM4,503,365 are held by the Company. The shares repurchased are being held as treasury shares in accordance with Section 127(4)(b) of the Companies Act 2016 and the Main Market Listing Requirements and applicable guideline of Bursa Malaysia Securities.

The number of ordinary shares (net of treasury shares) as at 31 December 2023 is 880,713,102 (2022: 883,093,602).

DIRECTORS

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

Swift Haulage Berhad

Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar*

Loo Hooi Keat*

Loo Yong Hui*

Dato' Gopikrishnan A/L N.S. Menon

Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor

Rozainah Binti Awang

Datuk Noripah Binti Kamso

Kee Chung Ching*

(Appointed on 8 November 2023)

* These Directors of the Company were also the Directors of certain subsidiaries of the Company.

DIRECTORS (continued)

The Directors who have held office during the financial year and up to the date of this report are as follows: (continued)

Subsidiaries of Swift Haulage Berhad

Pursuant to Section 253 of the Companies Act 2016, the Directors of the subsidiaries (excluding Directors who are also Directors of the Company) during the financial year and up to the date of this report are as follows:

Muhammad Roy Nunis bin Abdullah

Syed Yazid bin Syed Omar

Lim Bee Hong

Ng Chee Kin

Zulkifli Bin Sarkam

Ong Chong Eng

Dato Hew Han Seng

Neoh Lay Cheng

Kong Mee Kun

Abdul Razak Bin Samad

Srisant Chitvaranund

Kavee Phunratnamala

Shareen Rena Lai

Ahmad Syahir bin Safihi

Lo Leong Hay

(Appointed on 6 April 2023)

(Resigned on 3 January 2023)

(Resigned on 6 April 2023)

DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in the ordinary shares and options over ordinary shares of the Company and of its related corporations (other than wholly-owned subsidiaries) during the financial year ended 31 December 2023 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

	----- Number of ordinary shares -----			
	Balance as at 1.1.2023/ Date of appointment	Bought	Sold	Balance as at 31.12.2023
Shares in the Company				
<u>Direct interests:</u>				
Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor	500,000	-	-	500,000
Datuk Noripah Binti Kamso	565,000	-	-	565,000
Dato' Gopikrishnan A/L N.S. Menon	650,000	-	-	650,000
Rozainah Binti Awang	100,000	-	-	100,000
Loo Yong Hui	50,000	-	-	50,000
Loo Hooi Keat	13,791,600	10,830,100	-	24,621,700
Kee Chung Ching	1,010,102	-	-	1,010,102

DIRECTORS' INTERESTS (continued)

The Directors holding office at the end of the financial year and their beneficial interests in the ordinary shares and options over ordinary shares of the Company and of its related corporations (other than wholly-owned subsidiaries) during the financial year ended 31 December 2023 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows: (continued)

	----- Number of ordinary shares -----		
	Balance as at 1.1.2023	Bought Sold	Balance as at 31.12.2023
<u>Indirect interests:</u>			
Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar ⁽¹⁾	337,921,102	- (12,300,000)	325,621,102
Loo Yong Hui ⁽¹⁾	337,921,102	- (12,300,000)	325,621,102
Loo Hooi Keat ⁽²⁾	337,921,102	- (12,300,000)	325,621,102

Shares in the Company (continued)**Shares in the subsidiary, Container Connections (M) Sdn. Bhd.**

<u>Indirect interests:</u>			
Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar	1,445,000	-	1,445,000
Loo Yong Hui	1,445,000	-	1,445,000

Shares in the subsidiary, Swift Crossland Logistics Co., Ltd

<u>Indirect interests:</u>			
Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar	4,477,046	-	4,477,046
Loo Yong Hui	4,477,046	-	4,477,046

- ⁽¹⁾ Deemed interested pursuant to Section 8(4) of the Companies Act 2016 by virtue of his substantial shareholdings in Persada Bina Sdn. Bhd..
- ⁽²⁾ Deemed interested pursuant to Section 59(11)(c) of the Companies Act 2016 by virtue of his son, Loo Yong Hui's substantial shareholdings in Persada Bina Sdn. Bhd..

	----- Number of options over ordinary share -----		
	Balance as at 1.1.2023	Granted Exercised	Balance as at 31.12.2023

Share options in the Company

<u>Indirect interests:</u>			
Loo Yong Hui	-	675,000	675,000
Kee Chung Ching	-	540,000	540,000

By virtue of their interests in the ordinary shares of the Company, Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar, Loo Yong Hui, Loo Hooi Keat and Kee Chung Ching are also deemed to be interested in the ordinary shares of all the subsidiaries to the extent that the Company has an interest.

None of the other Directors holding office at the end of the financial year held any beneficial interest in the ordinary shares of the Company or ordinary shares and debentures of its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received or due and receivable by the Directors) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Directors is a member, or with a company in which the Director has a substantial financial interest other than the following:

- (i) Certain Directors who may be deemed to derive benefits by virtue of trade transactions entered into with companies in which certain Directors have substantial financial interests; and
- (ii) Certain Directors who received remuneration from the subsidiaries as Directors of the subsidiaries.

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

DIRECTORS' REMUNERATION

Details of Directors' remuneration of the Group and of the Company for the financial year ended 31 December 2023 were as follows:

	Group 2023 RM'000	Company 2023 RM'000
Directors of the Company:		
Fees	1,060	950
Short-term employee benefits	1,868	1,868
Defined contribution plan	339	339
Social security contribution	1	1
Other employee benefits	42	42
Share options granted under ESOS	111	111
	3,421	3,311
Directors of subsidiaries:		
Fees	116	-
Short-term employee benefits	5,857	-
Defined contribution plan	683	-
Social security contribution	7	-
Other employee benefits	24	-
Share options granted under ESOS	171	-
	6,858	-
	10,279	3,311

The estimated monetary value of benefits-in-kind received by the Directors other than in cash from the Group and the Company amounted to RM38,000 and RM25,000 (2022: RM71,000 and RM25,000) respectively.

INDEMNITY AND INSURANCE FOR OFFICERS, DIRECTORS AND AUDITORS

The Company maintains a corporate liability insurance for the Directors and officers of the Group throughout the financial year, which provides appropriate insurance cover for the Directors and officers of the Group. The amount of insurance premium paid by the Group and the Company for the financial year ended 31 December 2023 was RM17,712.

No indemnity was given to or insurance effected for the auditors of the Group and of the Company.

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 have 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 the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature other than gain on bargain purchase in an associate of RM25,473,000 as disclosed in Note 27 to the financial statements.

(II) FROM THE END OF THE FINANCIAL YEAR TO 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 year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in financial statements of the Group and of the Company misleading.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

- (a) On 3 March 2023, Swift Integrated Logistics Sdn. Bhd. ("SILS"), a subsidiary of the Company acquired the remaining 40% of equity interest comprising 287,334 ordinary shares and 372,665 preference shares in Swift Autologistics Sdn. Bhd. for a purchase consideration of RM2,700,000. Other details of the acquisition are disclosed in Note 38 to the financial statements.
- (b) On 3 April 2023, the Company announced that Swift Logistics Yard Sdn. Bhd., a wholly-owned subsidiary of the Company ("Plaintiff") has filed a legal proceedings against North West Depoh Sdn Bhd ("Defendant") to deliver the vacant possession of a piece of land held under H.S.(D) 116369 No. P.T. 185, Bandar Sultan Suleiman, Daerah Klang, Negeri Selangor Darul Ehsan ("Land"). The hearing for this matter is yet to take place.

As the beneficial ownership is the core issue being disputed by the Defendant, the Defendant filed an injunction to stop the Plaintiff from evicting the Defendant until the main suit (eviction) is disposed which was granted by the High Court. The Court of Appeal reversed part of the decision made by the High Court and ordered that the outstanding and ongoing rental be paid to the appointed stakeholder (Plaintiff's solicitor) as the balance of convenience does not favour the Defendant.

The Plaintiff also filed a separate legal proceeding on 10 March 2023 against Govindasamy Naidu a/l Gopal ("First Defendant") and North West Depoh Sdn. Bhd. ("Second Defendant") for the entry of the second wrongful private caveat and on 13 July 2023, the court decided in the Plaintiff's favour. Upon the successful removal of the wrongful private caveat, the Plaintiff was finally able to submit the documentation to the Pejabat Daerah dan Tanah Klang for the change of legal ownership of the said Land. The lease title (Borang 11AK) in the Plaintiff's name was issued on 23 August 2023.

- (c) On 2 May 2023, SILS acquired the entire equity interest comprising 50,000 ordinary shares in Standard Marine Agencies (Sarawak) Sdn. Bhd. for a purchase consideration of RM1,400,000. Other details of the acquisition are disclosed in Note 38 to the financial statements.
- (d) On 2 August 2023, the Company acquired additional 17.5% stake in GVL from Aspen Vision Properties Sdn. Bhd. to expand its logistics business for a total consideration of RM19,163,093. Subsequent to the acquisition, the equity interest in GVL increase from 25% to 42.5%. The said 17.5% stake representing share of net assets of GVL amounting to RM44,636,993, which resulting in gain on bargain purchase of RM25,473,900.
- (e) On 23 August 2023, the Group entered into a Sale and Purchase Agreement ("SPA") with a third party for the purchase of leasehold land held under PN7731, Lot No. 991, Mukim Sungai Karang, Daerah Kuantan, Negeri Pahang Darul Makmur for a total consideration of RM22,500,000. The transaction has not been completed as at the date of this report.
- (f) On 28 November 2023, the Group entered into a SPA with a third party for the purchase of freehold land with building held under Geran 66343 Lot 2955, Geran 66344 Lot 2956 and Geran 66362 Lot 2957, Mukim 16 Daerah Seberang Perai Utara, Negeri Pulau Pinang for a total consideration of RM30,150,000. The transaction has not been completed as at the date of this report.
- (g) On 12 January 2024, the Company entered into a SPA with a third party for the disposal of 12.5% stake in GVL for a total consideration of RM44,362,639. Subsequent to the disposal, the equity interest in GVL reduced from 42.5% to 30%. The transaction had been completed on 17 January 2024.
- (h) On 19 February 2024, Q-Team Sdn. Bhd., a subsidiary of the Company had disposed off its entire equity interest comprising 2 ordinary shares of RM1.00 in Q-Team Risk Management Sdn.Bhd. to third parties for a total cash consideration of RM34.00 only.

AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

Auditors' remuneration of the Group and of the Company for the financial year ended 31 December 2023 were as follows:

	Group RM'000	Company RM'000
Statutory audit		
- BDO PLT	496	147
- Member firms of BDO International	168	-
Non-statutory audit		
- BDO PLT	5	5
	669	152

Signed on behalf of the Board in accordance with a resolution of the Directors.

.....
Loo Yong Hui

Director

Kuala Lumpur
16 April 2024

.....
**Dato' Haji Md Yusoff @ Mohd Yusoff
Bin Jaafar**
Director

STATEMENT BY

Directors

In the opinion of the Directors, the financial statements set out on pages 109 to 203 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards, and the provisions 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 2023 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

Loo Yong Hui

Director

Kuala Lumpur
16 April 2024

Dato' Haji Md Yusoff @ Mohd Yusoff

Bin Jaafar
Director

STATUTORY

Declaration

I, Kee Chung Ching (CA 29779), being the Director primarily responsible for the financial management of Swift Haulage Berhad, do solemnly and sincerely declare that the financial statements set out on pages 109 to 203 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly)
declared by the abovenamed at)
Kuala Lumpur this)
16 April 2024) .

Kee Chung Ching

Before me:

INDEPENDENT AUDITORS'

Report

To The Members Of Swift Haulage Berhad

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Swift Haulage Berhad, which comprise the statements of financial position as at 31 December 2023 of the Group and of the Company, and the 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 material accounting policy information, as set out on pages 109 to 203.

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 2023, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing ("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' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

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

1. *Impairment assessment of the carrying amount of goodwill on consolidation*

The carrying amount of goodwill on consolidation as at 31 December 2023 amounted to RM71,226,000 as disclosed in Note 11 to the financial statements.

We determined the annual assessment of impairment of goodwill to be a key audit matters because of the significance of the assets to the Group's consolidated financial position and it requires significant management judgements and assumptions in determining the value-in-use of the Cash-Generating Units ("CGUs") based on probability weighted approach to determine the expected cash flows. These judgements and key assumptions include revenue growth rates, expenses growth rates and pre-tax discount rates.

Key Audit Matters (continued)

Key Audit Matters of the Group (continued)

1. *Impairment assessment of the carrying amount of goodwill on consolidation (continued)*

Audit response

Our audit procedures included the following:

- a. Compared cash flow projections against recent performance and historical accuracy of budget/forecasts and assessed assumptions used in projections to available sources of data, where applicable;
- b. Evaluated the reasonableness of projected growth rates in revenues and expenses by assessing evidence available to support these assumptions;
- c. Evaluated the reasonableness of pre-tax discount rates used by management by comparing to market data and relevant risk factors; and
- d. Assessed and evaluated sensitivity analysis on the cash flow projections to evaluate the impact on the impairment assessment.

2. *Impairment assessment of carrying amount of investment in a joint venture*

The carrying amount of investment in a joint venture as at 31 December 2023 amounted to RM12,022,000 as disclosed in Note 10 to the financial statements.

We determined this to be a key audit matter because it requires significant judgements and estimates about the future results and key assumptions applied to cash flow projections of the joint venture in determining the recoverable amount. These key assumptions include projected growth rate in revenue and expense, as well as determining appropriate pre-tax discount rate.

Audit response

Our audit procedures included the following:

- a. Evaluated the reasonableness of the key assumptions applied by management in the projections by assessing historical performance and corroborated to other available audit evidence and findings; and
- b. Performed sensitivity analysis to stress test the key assumptions used by the management in the impairment assessment.

Key Audit Matter of the Company

Impairment assessment of carrying amounts of investments in subsidiaries

The carrying amounts of investments in subsidiaries as at 31 December 2023 amounted to RM459,233,000 as disclosed in Note 8 to the financial statements.

We determined this to be a key audit matter because it requires significant judgements and estimates about the future results and key assumptions applied to cash flow projections of the affected subsidiaries in determining the recoverable amounts which were based on value-in-use calculations. These key assumptions include projected growth rates in revenues and expenses, as well as determining appropriate pre-tax discount rates.

Key Audit Matters (continued)Key Audit Matter of the Company (continued)*Impairment assessment of carrying amounts of investments in subsidiaries (continued)***Audit response**

Our audit procedures included the following:

- a. Compared cash flow projections against recent performance and historical accuracy of budgets/forecasts and assessed assumptions used in projections to available sources of data where applicable;
- b. Evaluated the reasonableness of projected growth rates in revenues and expenses by assessing evidence available to support these assumptions;
- c. Evaluated the reasonableness of pre-tax discount rates used by management by comparing to market data and relevant risk factors; and
- d. Assessed and evaluated sensitivity analysis on the cash flow projections to evaluate the impact on the impairment assessment.

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and 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 financial statements.

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

- (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.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Group and of the Company.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (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.

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

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

Report on Other Legal and Regulatory Requirements

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 8 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 PLT

201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Kuala Lumpur
16 April 2024

Ng Soe Kei

02982/08/2025 J
Chartered Accountant

STATEMENTS OF

Financial Position

As At 31 December 2023

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	4	658,544	615,360	340,448	302,226
Investment properties	5	76,804	77,761	1,599	1,633
Right-of-use assets	6	355,975	361,990	116,969	120,776
Other investments	7	2,368	1,125	-	-
Investments in subsidiaries	8	-	-	459,233	458,333
Investments in associates	9	87,574	30,000	71,196	30,958
Investment in a joint venture	10	12,022	11,332	-	-
Goodwill on consolidation	11	71,226	69,291	-	-
Intangible assets	12	1,090	827	627	827
Other receivables	14	-	-	89,959	86,333
Deferred tax assets	21	17,019	7,772	16,076	7,455
		1,282,622	1,175,458	1,096,107	1,008,541
Current assets					
Inventories	13	18,993	10,299	3,022	2,611
Trade and other receivables	14	221,108	214,040	113,340	104,667
Current tax assets		7,782	8,083	80	143
Derivative financial asset	15	-	2,915	-	-
Short term funds	16	-	50,202	-	50,202
Cash and bank balances	17	159,186	51,188	130,890	21,733
		407,069	336,727	247,332	179,356
Non-current assets held for sale	18	30,829	43,716	24,180	7,920
TOTAL ASSETS		1,720,520	1,555,901	1,367,619	1,195,817
EQUITY AND LIABILITIES					
Equity attributable to owners of the parent					
Share capital	22	384,899	384,714	384,899	384,714
Treasury shares	22(c)	(4,503)	(3,242)	(4,503)	(3,242)
Retained earnings		319,532	273,660	124,170	107,090
Reserves	23	1,684	88	1,208	-
		701,612	655,220	505,774	488,562
Non-controlling interests	8(c)	2,554	1,140	-	-
TOTAL EQUITY		704,166	656,360	505,774	488,562

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
EQUITY AND LIABILITIES (continued)					
LIABILITIES					
Non-current liabilities					
Borrowings	19	503,825	445,350	480,695	413,607
Lease liabilities	6	34,386	56,345	23,418	25,263
Deferred tax liabilities	21	54,661	54,406	-	-
Other payables	20	-	-	86,648	80,395
		592,872	556,101	590,761	519,265
Current liabilities					
Trade and other payables	20	141,913	116,367	114,672	94,500
Borrowings	19	263,004	202,192	154,994	91,264
Lease liabilities	6	16,983	21,140	1,418	2,226
Current tax liabilities		1,582	3,741	-	-
		423,482	343,440	271,084	187,990
TOTAL LIABILITIES		1,016,354	899,541	861,845	707,255
TOTAL EQUITY AND LIABILITIES		1,720,520	1,555,901	1,367,619	1,195,817

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

STATEMENTS OF PROFIT OR LOSS

and Other Comprehensive Income

For The Financial Year Ended 31 December 2023

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Revenue	25	671,521	643,768	249,495	249,501
Cost of sales and services		(473,234)	(446,330)	(214,100)	(212,290)
Gross profit		198,287	197,438	35,395	37,211
Other income		35,558	8,449	50,017	47,408
Net gain/(loss) on impairment of financial assets		1,538	645	(1,574)	1,857
Administrative and operating expenses		(135,655)	(116,827)	(39,141)	(44,174)
Finance costs	26	(34,124)	(26,883)	(19,948)	(16,485)
		65,604	62,822	24,749	25,817
Share of losses of associates	9(c)	(396)	(923)	-	-
Share of profit of a joint venture	10(b)	690	378	-	-
Profit before taxation	27	65,898	62,277	24,749	25,817
Taxation	29	(2,753)	(13,059)	8,190	(1,918)
Profit for the financial year		63,145	49,218	32,939	23,899
Other comprehensive income:					
Item that may be reclassified subsequently to profit or loss					
Foreign currency translations, net of tax		388	(18)	-	-
Total comprehensive income for the financial year		63,533	49,200	32,939	23,899
Profit attributable to:					
Owners of the parent		61,731	48,492	32,939	23,899
Non-controlling interests	8(c)	1,414	726	-	-
		63,145	49,218	32,939	23,899
Total comprehensive income attributable to:					
Owners of the parent		62,119	48,474	32,939	23,899
Non-controlling interests	8(c)	1,414	726	-	-
		63,533	49,200	32,939	23,899
Earnings per share attributable to owners of the parent (sen)					
Basic	30(a)	7.01	5.47		
Diluted	30(b)	7.00	5.47		

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

STATEMENTS OF

Changes in Equity

For The Financial Year Ended 31 December 2023

SWIFT HAULAGE
BERHAD

Group	Note	Ordinary share capital RM'000	Exchange translation reserve RM'000	Treasury shares RM'000	Retained earnings RM'000	Total attributable to owners of the parent RM'000	Non- controlling interests RM'000	Total equity RM'000
Balance as at 1 January 2022		384,714	106	-	250,039	634,859	414	635,273
Profit for the financial year		-	-	-	48,492	48,492	726	49,218
Other comprehensive income, net of tax		-	(18)	-	-	(18)	-	(18)
Total comprehensive income		-	(18)	-	48,492	48,474	726	49,200
Transactions with owners								
Repurchase of treasury shares		-	-	(3,242)	-	(3,242)	-	(3,242)
Dividends paid	31	-	-	-	(24,871)	(24,871)	-	(24,871)
Total transactions with owners		-	-	(3,242)	(24,871)	(28,113)	-	(28,113)
Balance as at 31 December 2022		384,714	88	(3,242)	273,660	655,220	1,140	656,360

Group	Note	Ordinary share capital RM'000	Exchange translation reserve RM'000	Share options reserve RM'000	Treasury shares RM'000	Retained earnings RM'000	Total attributable to owners of the parent RM'000	Non- controlling interests RM'000	Total equity RM'000
Balance as at 1 January 2023		384,714	88	-	(3,242)	273,660	655,220	1,140	656,360
Profit for the financial year		-	-	-	-	61,731	61,731	1,414	63,145
Other comprehensive income, net of tax		-	388	-	-	-	388	-	388
Total comprehensive income		-	388	-	-	61,731	62,119	1,414	63,533
Transactions with owners									
Share options granted under ESOS	28	-	-	1,257	-	-	1,257	-	1,257
Issuance of ordinary shares pursuant to ESOS exercised	22	185	-	(49)	-	-	136	-	136
Repurchase of treasury shares	22	-	-	-	(1,261)	-	(1,261)	-	(1,261)
Dividends paid	31	-	-	-	-	(15,859)	(15,859)	-	(15,859)
Total transactions with owners		185	-	1,208	(1,261)	(15,859)	(15,727)	-	(15,727)
Balance as at 31 December 2023		384,899	476	1,208	(4,503)	319,532	701,612	2,554	704,166

STATEMENTS OF CHANGES IN EQUITY

For The Financial Year Ended 31 December 2023

Company	Note	Ordinary share capital RM'000	Treasury shares RM'000	Distributable Retained earnings RM'000	Total equity RM'000
Balance as at 1 January 2022		384,714	-	108,062	492,776
Profit for the financial year		-	-	23,899	23,899
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	23,899	23,899
Transactions with owners					
Repurchase of treasury shares		-	(3,242)	-	(3,242)
Dividends paid	31	-	-	(24,871)	(24,871)
Total transactions with owners		-	(3,242)	(24,871)	(28,113)
Balance as at 31 December 2022		384,714	(3,242)	107,090	488,562

Company	Note	Ordinary share capital RM'000	Treasury shares RM'000	Share options reserve RM'000	Distributable Retained earnings RM'000	Total equity RM'000
Balance as at 1 January 2023		384,714	(3,242)	-	107,090	488,562
Profit for the financial year		-	-	-	32,939	32,939
Other comprehensive income, net of tax		-	-	-	-	-
Total comprehensive income		-	-	-	32,939	32,939
Transactions with owners						
Share options granted under ESOS		-	-	1,257	-	1,257
Issuance of ordinary shares pursuant to ESOS exercised	22	185	-	(49)	-	136
Repurchase of treasury shares	22	-	(1,261)	-	-	(1,261)
Dividends paid	31	-	-	-	(15,859)	(15,859)
Total transactions with owners		185	(1,261)	1,208	(15,859)	(15,727)
Balance as at 31 December 2023		384,899	(4,503)	1,208	124,170	505,774

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

STATEMENTS OF

Cash Flows

For The Financial Year Ended 31 December 2023

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before taxation		65,898	62,277	24,749	25,817
Adjustments for:					
Unwinding of interest for amounts owing by subsidiaries	27	-	-	3,330	6,621
Accretion of discount for amount owing to a subsidiary	27	-	-	(2,930)	(5,235)
Amortisation of intangible assets	12	155	-	39	-
Bad debts written off:					
- trade receivables		3	142	-	1
Depreciation of:					
- property, plant and equipment	4	49,378	39,025	27,505	21,390
- investment properties	5	957	958	34	34
- right-of-use assets	6	18,942	20,972	3,270	6,381
Dividend income from:					
- subsidiaries	27	-	-	(35,000)	(35,000)
- other investment	27	(42)	(45)	-	-
Fair value loss/(gain) on:					
- derivative	15(c)	2,915	(1,631)	-	-
- short term funds	27	(1,358)	(243)	(1,358)	(243)
- other investments	27	(183)	285	-	-
Loss/(Gain) on derecognition of right-of-use assets		1,617	-	(41)	-
Loss/(Gain) on reassessments and modification of leases		1,107	-	(346)	-
Gain on bargain purchase in an associate	9	(25,473)	-	-	-
Income distribution from short term funds	27	(266)	(19)	(266)	(19)
Interest expense	26	34,124	26,883	19,948	16,485
Interest income	27	(573)	(544)	(1,884)	(1,820)
Impairment losses on:					
- amounts owing by subsidiaries	14(i)	-	-	2,988	652
- other receivables	14(i)	292	16	-	-
- trade receivables	14(g)	1,530	6,802	75	342
- investments in subsidiaries	8	-	-	-	8,592
- goodwill on consolidation	11	386	-	-	-
Reversal of impairment losses on:					
- amounts owing by subsidiaries	14(i)	-	-	(476)	(2,513)
- amounts owing by associates	14(i)	(12)	(1,448)	(12)	-
- other receivables	14(i)	(373)	(280)	(327)	(157)
- trade receivables	14(g)	(3,361)	(5,735)	(674)	(181)
Share of losses of associates	9(c)	396	923	-	-
Share of profit of a joint venture	10(b)	(690)	(378)	-	-
Share options granted under ESOS	28	1,257	-	357	-
Property, plant and equipment written off	4	33	147	-	-
Net (gain)/loss on disposal of:					
- property, plant and equipment		(1,803)	(1,700)	(383)	(719)
- non-current assets held for sale		(1,740)	(680)	(1,690)	-
- other investments		178	(69)	-	-
Net unrealised (gain)/loss on foreign exchange		(3,233)	842	(1,668)	-
Operating profit before changes in working capital		140,061	146,500	35,240	40,428

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2023

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES (continued)					
Changes in working capital:					
Inventories		(8,694)	5,583	(411)	(69)
Trade and other receivables		(44)	40,183	(4,082)	(3,674)
Trade and other payables		14,417	(15,691)	24,613	1,089
Cash generated from operations		145,740	176,575	55,360	37,774
Tax paid		(13,216)	(13,910)	(423)	(100)
Tax refunded		1,075	1,204	55	33
Net cash from operating activities		133,599	163,869	54,992	37,707
CASH FLOWS FROM INVESTING ACTIVITIES					
Acquisition of subsidiaries, net of cash acquired	38	(2,919)	(1,281)	-	(5,301)
Acquisition of other investments		(1,376)	-	-	-
Additional investment in an associate		(63,363)	-	(63,363)	-
Advances to subsidiaries		-	-	27,243	72,648
Repayments by/(Advances to) associates		293	(5,727)	(1,030)	(5,951)
Dividend received from other investments		42	45	-	-
Interest received		573	544	1,884	1,820
Proceeds from:					
- disposal of property, plant and equipment		3,290	2,767	1,247	864
- disposal of other investments		138	390	-	-
- disposal of right-of-use-assets		18	-	18	-
- disposal of non-current assets held for sale		45,456	17,874	9,610	-
Purchase of:					
- property, plant and equipment	4(c)	(52,211)	(60,621)	(40,248)	(50,651)
- right-of-use assets	6(c)	(2,586)	(340)	-	(340)
- intangible asset	12	(426)	(251)	(426)	(251)
Withdrawal/(Placement) of short-term fund		51,826	(49,940)	51,826	(49,940)
Placement of deposits with licensed banks		(291)	(53)	-	-
Repayments from/(to) related parties		125	(21)	46	16
(Placement)/Withdrawal of deposits with restricted cash		(300)	572	-	707
Net cash used in investing activities		(21,711)	(96,042)	(13,193)	(36,379)

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2023

SWIFT HAULAGE
BERHAD

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
CASH FLOWS FROM FINANCING ACTIVITIES					
Dividend paid		(15,859)	(24,871)	(15,859)	(24,871)
Interest paid		(32,689)	(25,458)	(19,207)	(15,394)
Net drawdown of revolving credits		23,670	4,214	25,000	2,000
Net drawdown /(repayment) of trade financing		53,149	(31,818)	22,995	(7,716)
Drawdown of term loans		34,445	58,358	34,444	45,501
Repayment of term loans		(87,356)	(82,557)	(44,351)	(64,271)
Drawdown of unrated Islamic medium term notes		118,500	90,000	118,500	90,000
Repayment of unrated Islamic medium term notes		(48,420)	(39,300)	(48,420)	(39,300)
Payments of lease liabilities		(41,503)	(39,884)	(2,488)	(19,119)
Proceeds from issuance of share pursuant to ESOS	22(b)	136	-	136	-
Shares buyback	22(c)	(1,261)	(3,242)	(1,261)	(3,242)
Net cash from/(used in) financing activities		2,812	(94,558)	69,489	(36,412)
Net increase/(decrease) in cash and cash equivalents		114,700	(26,731)	111,288	(35,084)
Effect of exchange rate changes on cash and cash equivalents		257	56	-	-
Cash and cash equivalents at beginning of financial year		34,627	61,302	13,455	48,539
Cash and cash equivalents at end of financial year	17(c)	149,584	34,627	124,743	13,455

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2023

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Borrowings*					
At 1 January		633,835	575,691	496,622	424,907
Cash flows:					
- net drawdowns/(repayments) of borrowings		93,988	(1,103)	108,168	26,214
Non-cash flows:					
- Acquisition of property, plant and equipment	4(c)	35,789	58,358	24,781	45,501
- Unrealised loss on foreign exchange		(2,940)	889	-	-
At 31 December	19	760,672	633,835	629,571	496,622

* Borrowings exclude bank overdrafts.

Lease liabilities

At 1 January		77,485	88,679	27,489	22,269
Cash flows:					
- payment of lease liabilities		(41,503)	(39,884)	(2,488)	(19,119)
Non-cash flows:					
- Re-measurement of lease liabilities		6,107	2,758	183	-
- Acquisition of subsidiaries		710	1,266	-	-
- Derecognition of lease liabilities		(1,278)	(138)	(1,089)	-
- Drawdown of lease liabilities for right-of-use assets acquired during the financial year		8,391	23,356	-	23,248
- Unwinding of interest		1,435	1,426	741	1,091
- Foreign currency translation differences		22	22	-	-
At 31 December	6	51,369	77,485	24,836	27,489

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

NOTES TO THE FINANCIAL *Statements*

31 December 2023

SWIFT HAULAGE
BERHAD

1. CORPORATE INFORMATION

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 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan.

The principal place of business of the Company is located at Lot 3, Jalan Sultan Mohamed 5, Kawasan Perindustrian Bandar Sultan Sulaiman, 42000 Port Klang, Selangor.

The consolidated financial statements for the financial year ended 31 December 2023 comprise the Company and its subsidiaries and the interests of the Group in associates and a joint venture. These 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 financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 16 April 2024.

2. PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and the provision of integrated logistics services comprising container haulage, land transportation, warehousing and freight forwarding agency services. The principal activities of the subsidiaries, associates and a joint venture are disclosed in Notes 8, 9 and 10 to the financial statements respectively. There have been no significant changes in the nature of these activities during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new MFRSs during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 40.1 to the financial statements.

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.

31 December 2023

4. PROPERTY, PLANT AND EQUIPMENT

Group 2023	Buildings RM'000	Freehold land RM'000	Structure and renovation RM'000	Vehicles and mechanical equipment RM'000	Other vehicles RM'000	Furniture, fittings and office equipment RM'000	Computers and peripherals RM'000	Containers RM'000	Work-in- progress RM'000	Total RM'000
Carrying amount										
At 1 January 2023	151,342	75,990	15,184	344,453	8,898	2,812	2,722	5,821	8,138	615,360
Additions	1,153	928	3,343	29,498	3,971	361	1,065	144	47,537	88,000
Disposals	(16)	-	-	(703)	(753)	(11)	(4)	-	-	(1,487)
Written off	-	-	(27)	(4)	-	(2)	-	-	-	(33)
Transferred from right-of-use assets (Note 6)	-	-	-	998	131	-	-	-	-	1,129
Acquisition of subsidiaries (Note 38)	1,542	-	27	921	16	84	54	-	-	2,644
Depreciation charge for the financial year	(4,474)	-	(2,074)	(38,469)	(1,374)	(577)	(1,564)	(846)	-	(49,378)
Reclassification	-	-	899	1,954	14	1	168	115	(3,151)	-
Reclassification from intangible assets (Note 12)	-	-	-	-	-	-	8	-	-	8
Foreign currency translation differences	-	-	-	2,219	5	8	8	61	-	2,301
At 31 December 2023	149,547	76,918	17,352	340,867	10,908	2,676	2,457	5,295	52,524	658,544

Group 2023	-----At 31 December 2023-----			
	Cost RM'000	Accumulated depreciation RM'000	Accumulated impairment RM'000	Carrying amount RM'000
Buildings	210,154	(57,033)	(3,574)	149,547
Freehold land	76,918	-	-	76,918
Structure and renovation	29,145	(11,729)	(64)	17,352
Vehicles and mechanical equipment	841,228	(500,112)	(249)	340,867
Other vehicles	18,988	(8,045)	(35)	10,908
Furniture, fittings and office equipment	16,397	(13,708)	(13)	2,676
Computers and peripherals	40,951	(38,479)	(15)	2,457
Containers	12,287	(6,992)	-	5,295
Work-in-progress	52,524	-	-	52,524
	1,298,592	(636,098)	(3,950)	658,544

4. PROPERTY, PLANT AND EQUIPMENT (continued)

Group 2022	Buildings RM'000	Freehold land RM'000	Structure and renovation RM'000	Vehicles and mechanical equipment RM'000	Other vehicles RM'000	Furniture, fittings and office equipment RM'000	Computers and peripherals RM'000	Containers RM'000	Work-in- progress RM'000	Total RM'000
Carrying amount										
At 1 January										
2022	79,868	56,006	18,246	246,131	6,545	2,816	3,474	5,309	53,211	471,606
Additions	29,256	19,984	2,094	57,989	3,287	598	880	1,568	3,323	118,979
Disposals	-	-	-	(1,065)	-	-	(3)	-	-	(1,068)
Written off	-	-	(2)	(144)	-	-	(1)	-	-	(147)
Transferred from right-of-use assets (Note 6)	-	-	-	42,366	-	-	-	-	-	42,366
Acquisition of a subsidiary (Note 38)	-	-	7	27,095	79	114	36	-	-	27,331
Depreciation charge for the financial year	(3,394)	-	(1,912)	(29,442)	(1,049)	(622)	(1,745)	(861)	-	(39,025)
Reclassification	45,663	-	1,293	1,671	-	(20)	3	(214)	(48,396)	-
Reclassification to non-current assets held for sale (Note 18)	(51)	-	(4,542)	-	-	-	-	-	-	(4,593)
Foreign currency translation differences	-	-	-	(148)	36	(74)	78	19	-	(89)
At 31 December 2022	151,342	75,990	15,184	344,453	8,898	2,812	2,722	5,821	8,138	615,360

Group 2022	At 31 December 2022			
	Cost RM'000	Accumulated depreciation RM'000	Accumulated impairment RM'000	Carrying amount RM'000
Buildings	203,272	(48,356)	(3,574)	151,342
Freehold land	75,990	-	-	75,990
Structure and renovation	24,571	(9,323)	(64)	15,184
Vehicles and mechanical equipment	817,529	(472,827)	(249)	344,453
Other vehicles	15,884	(6,951)	(35)	8,898
Furniture, fittings and office equipment	15,529	(12,704)	(13)	2,812
Computers and peripherals	39,639	(36,902)	(15)	2,722
Containers	11,832	(6,011)	-	5,821
Work-in-progress	8,138	-	-	8,138
	1,212,384	(593,074)	(3,950)	615,360

31 December 2023

4. PROPERTY, PLANT AND EQUIPMENT (continued)

Company 2023	Buildings RM'000	Freehold land RM'000	Structure and renovation RM'000	Vehicles and mechanical equipment RM'000	Other vehicles RM'000	Furniture, fittings and office equipment RM'000	Computers and peripherals RM'000	Work-in- progress RM'000	Total RM'000
Carrying amount									
At 1 January 2023	47,578	19,984	8,671	221,630	703	542	538	2,580	302,226
Additions	-	928	2,409	14,591	35	65	118	46,883	65,029
Disposals	-	-	-	(491)	(373)	-	-	-	(864)
Transferred in from subsidiaries	-	-	-	1,544	-	-	10	-	1,554
Depreciation charge for the financial year	(1,456)	-	(936)	(24,625)	(129)	(102)	(257)	-	(27,505)
Reclassification	-	-	214	1,982	-	-	72	(2,268)	-
Reclassification from intangible assets (Note 12)	-	-	-	-	-	-	8	-	8
At 31 December 2023	46,122	20,912	10,358	214,631	236	505	489	47,195	340,448

-----At 31 December 2023-----				
Company 2023	Cost RM'000	Accumulated depreciation RM'000	Accumulated impairment RM'000	Carrying amount RM'000
Buildings	52,061	(5,939)	-	46,122
Freehold land	20,912	-	-	20,912
Structure and renovation	14,183	(3,825)	-	10,358
Vehicles and mechanical equipment	439,907	(225,041)	(235)	214,631
Other vehicles	1,530	(1,277)	(17)	236
Furniture, fittings and office equipment	1,888	(1,383)	-	505
Computers and peripherals	4,038	(3,549)	-	489
Work-in-progress	47,195	-	-	47,195
	581,714	(241,014)	(252)	340,448

4. PROPERTY, PLANT AND EQUIPMENT (continued)

Company 2022	Buildings RM'000	Freehold land RM'000	Structure and renovation RM'000	Vehicles and mechanical equipment RM'000	Other vehicles RM'000	Furniture, fittings and office equipment RM'000	Computers and peripherals RM'000	Work-in- progress RM'000	Total RM'000
Carrying amount									
At 1 January 2022	18,713	-	8,830	147,323	6,349	365	596	5,085	187,261
Additions	25,199	19,984	1,352	44,077	2,566	272	237	2,465	96,152
Disposals	-	-	-	(178)	-	-	-	-	(178)
Written off	-	-	(2)	(144)	-	-	-	-	(146)
Transferred in from subsidiaries	-	-	-	6,813	-	7	8	-	6,828
Transferred from right-of-use assets (Note 6)	-	-	-	35,170	-	-	-	-	35,170
Depreciation charge for the financial year	(557)	-	(795)	(18,901)	(729)	(102)	(306)	-	(21,390)
Reclassification	4,274	-	706	7,470	(7,483)	-	3	(4,970)	-
Reclassification to non-current assets held for sale (Note 18)	(51)	-	(1,420)	-	-	-	-	-	(1,471)
At 31 December 2022	47,578	19,984	8,671	221,630	703	542	538	2,580	302,226

-----At 31 December 2022-----				
Company 2022	Cost RM'000	Accumulated depreciation RM'000	Accumulated impairment RM'000	Carrying amount RM'000
Buildings	52,061	(4,483)	-	47,578
Freehold land	19,984	-	-	19,984
Structure and renovation	11,560	(2,889)	-	8,671
Vehicles and mechanical equipment	423,013	(201,148)	(235)	221,630
Other vehicles	1,865	(1,162)	-	703
Furniture, fittings and office equipment	1,822	(1,280)	-	542
Computers and peripherals	3,813	(3,275)	-	538
Work-in-progress	2,580	-	-	2,580
	516,698	(214,237)	(235)	302,226

31 December 2023

4. PROPERTY, PLANT AND EQUIPMENT (continued)

- (a) All items of property, plant and equipment are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the asset.

After initial recognition, property, plant and equipment are stated at cost less any accumulated depreciation and any accumulated impairment losses.

- (b) Depreciation is calculated to write off the cost of the assets to their residual values on a straight-line basis over their estimated useful lives. The principal depreciation rates and periods are as follows:

Buildings	2%
Structure and renovation	10%
Vehicles and mechanical equipment	5 - 14 years
Other vehicles	5 - 8 years
Furniture, fittings and office equipment	10%
Computers and peripherals	20% - 33.33%
Containers	10%

Freehold land has unlimited useful life and is not depreciated. Work-in-progress representing building, structure and renovation, vehicles and mechanical equipment, and software under development is stated at cost. Work-in-progress is not depreciated until such time when the asset is available for use.

- (c) During the financial year, the Group and the Company made the following cash payments to purchase property, plant and equipment:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Purchase of property, plant and equipment	88,000	118,979	65,029	96,152
Financed by term loans	(35,789)	(58,358)	(24,781)	(45,501)
Cash payments on purchase of property, plant and equipment	52,211	60,621	40,248	50,651

- (d) The carrying amounts of property, plant and equipment of the Group and of the Company pledged as securities for banking facilities granted to the Group and the Company as disclosed in Note 19(b) to the financial statements are as follows:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Freehold land	72,429	71,033	20,912	19,516
Buildings	92,367	100,379	1,706	1,767
Vehicles and mechanical equipment	161,780	63,331	133,858	63,331
	326,576	234,743	156,476	84,614

- (e) In the previous financial year, the reversal of impairment losses was due to the disposal of prime movers.

5. INVESTMENT PROPERTIES

	Leasehold land RM'000	Building RM'000	Total RM'000
Group 2023			
Carrying amount			
At 1 January 2023	76,128	1,633	77,761
Depreciation charge for the financial year	(923)	(34)	(957)
At 31 December 2023	75,205	1,599	76,804

	-----At 31 December 2023-----		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Group 2023			
Leasehold land	78,524	(3,319)	75,205
Building	1,693	(94)	1,599
	80,217	(3,413)	76,804

	Leasehold land RM'000	Building RM'000	Total RM'000
Group 2022			
Carrying amount			
At 1 January 2022	77,052	1,667	78,719
Depreciation charge for the financial year	(924)	(34)	(958)
At 31 December 2022	76,128	1,633	77,761

	-----At 31 December 2022-----		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Group 2022			
Leasehold land	78,524	(2,396)	76,128
Building	1,693	(60)	1,633
	80,217	(2,456)	77,761

5. INVESTMENT PROPERTIES (continued)

	Building/Total RM'000
Company 2023	
Carrying amount	
At 1 January 2023	1,633
Depreciation charge for the financial year	(34)
At 31 December 2023	1,599

	-----At 31 December 2023-----		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Company 2023			
Building	1,693	(94)	1,599

	Building/Total RM'000
Company 2022	
Carrying amount	
At 1 January 2022	1,667
Depreciation charge for the financial year	(34)
At 31 December 2022	1,633

	-----At 31 December 2022-----		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Company 2022			
Building	1,693	(60)	1,633

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Fair value	82,411	81,923	2,439	1,951

5. INVESTMENT PROPERTIES (continued)

- (a) Investment properties are property which are held to earn rental yields or for capital appreciation or for both and are not occupied by the Group and the Company. Investment properties are initially measured at cost, less any accumulated depreciation and any accumulated impairment losses.
- (b) Depreciation is calculated to write off the cost of the investment properties to their residual values on a straight-line basis over their estimated useful lives. The principal depreciation periods for investment properties are as follows:

Building	50 years
Leasehold land	85 years
- (c) Rental income generated from rental of investment properties of the Group and of the Company during the financial year amounted to RM6,066,000 and RM84,000 respectively (2022: RM5,953,000 and RM87,000).
- (d) Direct operating expenses from investment properties which generated rental income to the Group and to the Company during the financial year amounted to RM305,000 and RM1,000 respectively (2022: RM305,000 and RM1,000).
- (e) Fair value of investment properties for disclosure purposes, which are at Level 3 fair value, were recommended by Directors as at the end of the reporting period based on indicative market value of similar properties in the vicinity on a price per square foot basis.
- (f) Investment properties of the Group and of the Company are mainly used to generate rental income. However, the fair value of the investment properties reflects the highest and best use of the said properties should the investment properties be disposed. Currently, management does not intend to dispose off the investment properties and the existing use of the investment properties remains for rental purposes.

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES**The Group and the Company as lessee****Right-of-use assets**

	Land RM'000	Buildings RM'000	Vehicles and mechanical equipment RM'000	Other vehicles RM'000	Furniture, fittings and office equipment RM'000	Total RM'000
Group						
Carrying amount						
At 1 January 2023	314,646	306	45,638	1,382	18	361,990
Re-measurement	(1,872)	6,402	470	-	-	5,000
Additions	6,414	800	3,488	275	-	10,977
Acquisition of subsidiaries (Note 38)	-	-	460	309	-	769
Depreciation charge for the financial year	(8,821)	(2,192)	(7,495)	(428)	(6)	(18,942)
Derecognition	(2,692)	(24)	(197)	-	-	(2,913)
Transferred to property, plant and equipment (Note 4)	-	-	(999)	(130)	-	(1,129)
Exchange differences	-	-	152	70	1	223
At 31 December 2023	307,675	5,292	41,517	1,478	13	355,975

Carrying amount

At 1 January 2022	337,458	532	98,419	355	-	436,764
Re-measurement	2,343	-	415	-	-	2,758
Additions	23,589	67	40	-	-	23,696
Acquisition of a subsidiary (Note 38)	-	162	-	1,146	18	1,326
Depreciation charge for the financial year	(9,618)	(398)	(10,850)	(106)	-	(20,972)
Derecognition	(3)	(55)	(79)	-	-	(137)
Reclassification to non-current assets held for sale (Note 18)	(39,123)	-	-	-	-	(39,123)
Transferred to property, plant and equipment (Note 4)	-	-	(42,366)	-	-	(42,366)
Exchange differences	-	(2)	59	(13)	-	44
At 31 December 2022	314,646	306	45,638	1,382	18	361,990

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group and the Company as lessee (continued)

Right-of-use assets (continued)

	Land RM'000	Buildings RM'000	Vehicles and mechanical equipment RM'000	Total RM'000
Company				
Carrying amount				
At 1 January 2023	118,276	2,500	-	120,776
Depreciation	(2,436)	(834)	-	(3,270)
Derecognition	(1,066)	-	-	(1,066)
Remeasurement	(784)	1,313	-	529
At 31 December 2023	113,990	2,979	-	116,969
Carrying amount				
At 1 January 2022	104,695	3,335	37,160	145,190
Reclassification to non-current assets held for sale (Note 18)	(6,449)	-	-	(6,449)
Additions	23,588	-	-	23,588
Depreciation	(3,556)	(835)	(1,990)	(6,381)
Derecognition	(2)	-	-	(2)
Transferred to property, plant and equipment (Note 4)	-	-	(35,170)	(35,170)
At 31 December 2022	118,276	2,500	-	120,776

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)**Lease liabilities**

	Land RM'000	Buildings RM'000	Vehicles and mechanical equipment RM'000	Other vehicles RM'000	Office equipment RM'000	Total RM'000
Group						
Carrying amount						
At 1 January 2023	50,269	376	26,733	38	69	77,485
Re-measurement	(722)	6,359	470	-	-	6,107
Additions	4,224	628	3,539	-	-	8,391
Acquisition of subsidiaries (Note 38)	-	125	585	-	-	710
Termination	(1,089)	(25)	(164)	-	-	(1,278)
Lease payments	(25,068)	(2,564)	(14,826)	(39)	(21)	(42,518)
Interest expense	1,033	298	1,114	2	3	2,450
Exchange differences	-	-	23	(1)	-	22
At 31 December 2023	28,647	5,197	17,474	-	51	51,369
Carrying amount						
At 1 January 2022	32,730	569	55,266	114	-	88,679
Re-measurement	2,251	92	415	-	-	2,758
Additions	23,248	67	41	-	-	23,356
Acquisition of a subsidiary (Note 38)	-	-	1,195	-	71	1,266
Termination	-	(57)	(81)	-	-	(138)
Lease payments	(10,026)	(321)	(32,258)	(80)	(2)	(42,687)
Interest expense	2,066	26	2,132	5	-	4,229
Exchange differences	-	-	23	(1)	-	22
At 31 December 2022	50,269	376	26,733	38	69	77,485

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

Lease liabilities (continued)

Company	Land RM'000	Buildings RM'000	Vehicles and mechanical equipment RM'000	Total RM'000
Carrying amount				
At 1 January 2023	24,827	2,662	-	27,489
Lease payments	(1,523)	(965)	-	(2,488)
Interest expense	554	187	-	741
Derecognition	(1,089)	-	-	(1,089)
Remeasurement	(1,131)	1,314	-	183
At 31 December 2023	21,638	3,198	-	24,836

Carrying amount

At 1 January 2022	3,403	3,469	15,397	22,269
Additions	23,248	-	-	23,248
Lease payments	(2,755)	(967)	(15,815)	(19,537)
Interest expense	931	160	418	1,509
At 31 December 2022	24,827	2,662	-	27,489

Represented by:

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Current liabilities	16,983	21,140	1,418	2,226
Non-current liabilities	34,386	56,345	23,418	25,263
	51,369	77,485	24,836	27,489

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Lease liabilities owing to financial institutions	15,040	43,065	-	-
Lease liabilities owing to non-financial institutions	36,329	34,420	24,836	27,489
	51,369	77,485	24,836	27,489

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

- (a) The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Land	2 to 909 years
Buildings	2 to 6 years
Vehicles and mechanical equipment	1 to 14 years
Other vehicles	5 to 10 years
Furniture, fittings and office equipment	3 to 7 years

- (b) The Group and the Company have certain leases of machineries with lease term of 12 months or less, and low value leases of office equipment of RM20,000 and below. The Group and the Company apply the "short-term lease" and "lease of low-value assets" exemptions for these leases.

- (c) During the financial year, the Group and the Company made the following cash payments to purchase right-of-use assets:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Purchase of right-of-use assets	10,977	23,696	-	23,588
Financed by lease liabilities	(8,391)	(23,356)	-	(23,248)
Cash payments on purchase of right-of-use assets	2,586	340	-	340

- (d) The carrying amounts of right-of-use assets of the Group and of the Company pledged as securities for banking facilities granted to the Group and the Company as disclosed in Note 19(b) to the financial statements are as follows:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Leasehold land	252,817	257,130	81,630	82,805
Vehicles and mechanical equipment	36,097	42,031	-	-
Other vehicles	-	153	-	-
	288,914	299,314	81,630	82,805

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

(e) The following are the amounts recognised in profit or loss:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Depreciation charge of right-of-use assets (included in cost of sales and services and administrative and operating expenses)	18,942	20,972	3,270	6,381
Interest expense on lease liabilities (included in finance costs)	2,450	4,229	741	1,509
Expense relating to short-term leases (included in cost of sales and services and administrative and operating expenses)	2,407	861	252	335
Expense relating to leases of low-value assets (included in cost of sales and services and administrative and operating expenses)	911	800	29	49
Variable lease payments (included in cost of sales and services)	4,231	4,362	1,407	1,082
Loss/(Gain) on derecognition of right-of-use assets	1,617	-	(41)	-
Loss/(Gain) on reassessments and modification of leases	1,107	-	(346)	-
	31,665	31,224	5,312	9,356

(f) The following are total cash outflows for leases as a lessee:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Included in net cash from operating activities:				
Payment relating to short-term leases and low value assets	3,318	1,661	281	384
Payment relating to variable lease payments not included in the measurement of lease liabilities	4,231	4,362	1,407	1,082
Included in net cash used in investing activities:				
Purchase of right-of-use assets	2,586	340	-	340
Included in net cash from/(used in) financing activities:				
Payment of lease liabilities	41,503	39,884	2,488	19,119
Total cash outflows for leases	51,638	46,247	4,176	20,925

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

- (g) The Group and the Company have lease contracts for machinery and equipment that contains variable payments based on the usage of the machinery and equipment. Variable payment terms are for machinery and equipment that are used by the Group and the Company for their day-to-day operations and the usage is not fixed. Variable lease payments are recognised in profit or loss when the condition that triggers those payments occur. An amount determined based on usage of the equipment at the agreed rate will be charged to the profit or loss.

A 10% increase in usage of the Group and of the Company would increase the total lease payment by 0.89% and 3.37% (2022: 0.95% and 0.62%) respectively.

- (h) The Group leases several lease contracts that include extension and termination options. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. Management exercises significant judgement in determining whether these extension and termination options are reasonably certain to be exercised.
- (i) Management exercises significant judgement in determining the incremental borrowing rates whenever the implicit rates of interest in a lease are not readily determinable as well as the lease terms. The incremental borrowing rates used are based on prevailing market borrowing rates over similar lease terms, of similar value as the right-of-use asset in a similar economic environment. Lease terms are based on management expectations driven by prevailing market conditions and past experience in exercising similar renewal and termination options.
- (j) Information of financial risks of the lease liabilities were disclosed in Note 37 to the financial statements.

The Group as a lessor

The Group has entered into non-cancellable lease agreements on certain properties and renewable at the end of the lease period. The monthly rental consists of a fixed base rent.

The Group has aggregate future minimum lease receivable as at the end of each reporting period as follows:

	Group	
	2023	2022
	RM'000	RM'000
Less than one (1) year	35	173
One (1) to two (2) years	-	106
	35	279

7. OTHER INVESTMENTS

	Group	
	2023	2022
	RM'000	RM'000
Non-current		
Financial assets at fair value through profit or loss		
Club memberships	43	43
Equity securities - unquoted shares	37	37
Equity securities - quoted shares	2,288	1,045
	2,368	1,125

Information on the fair value hierarchy is disclosed in Note 36 to the financial statements.

8. INVESTMENTS IN SUBSIDIARIES

		Company	
		2023	2022
	Note	RM'000	RM'000
At cost - unquoted shares			
At 1 January		502,799	497,498
Acquisition of a subsidiary	38	-	5,301
Equity contributions in subsidiaries in respect of ESOS		900	-
At 31 December		503,699	502,799
Accumulated impairment loss			
At 1 January		(44,466)	(35,874)
Charge for the financial year		-	(8,592)
At 31 December		(44,466)	(44,466)
Carrying amount		459,233	458,333

An investment in subsidiary, which is eliminated on consolidation, is stated in the separate financial statements of the Company at cost less accumulated impairment losses, if any. Put options written over non-controlling interests on the acquisition of subsidiary shall be included as part of the cost of investment in the separate financial statements of the Company. Subsequent changes in the fair value of the written put options over non-controlling interests shall be recognised in profit or loss. Investments accounted for at cost shall be accounted for in accordance with MFRS 5 *Non-current Assets Held for Sale and Discontinued Operations* when they are classified as held for sale (or included in a disposal group that is classified as held for sale).

When control of a subsidiary is lost as a result of a transaction, event or other circumstance, the Group would derecognise all assets, liabilities and non-controlling interests at their carrying amounts and recognise the fair value of the consideration received. Any retained interest in the former subsidiary is recognised at its fair value at the date control is lost. The resulting difference is recognised as a gain or loss in profit or loss.

8. INVESTMENTS IN SUBSIDIARIES (continued)

Name of company	Country of incorporation/ Principal place of business	Effective interest in equity		Principal activities
		2023 %	2022 %	
Delta Express (M) Sdn. Bhd.	Malaysia	100	100	Freight forwarding agency services and investment holding
Swift Consolidators Sdn. Bhd.	Malaysia	100	100	Freight forwarding services
Q-Team Sdn. Bhd.	Malaysia	100	100	Sales, service and spare parts for commercial vehicles and tyre retreading and investment holding
Container Connections (M) Sdn. Bhd. ("CCMSB")	Malaysia	61.5	61.5	Container depot services and investment holding
Swift Integrated Logistics Sdn. Bhd.	Malaysia	100	100	Integrated logistics services comprising container haulage, land transportation, warehousing and container depot, freight forwarding agency services, and investment holding
Swift Crossland Logistics Co., Ltd. ("SCL") ^{(1) (2)}	Thailand	49	49	Land transportation and freight forwarding agency services, and investment holding
Tanjong Express (M) Sdn. Bhd.	Malaysia	100	100	Container haulage and land transportation services and investment holding
Komunajaya Sdn. Bhd.	Malaysia	100	100	Dormant
Agenda Wira Sdn. Bhd.	Malaysia	100	100	Container haulage and freight forwarding agency services
Swift Logistics Yard Sdn. Bhd.	Malaysia	100	100	Investment holding
Swift Integrated Logistics (S) Pte. Ltd. (f.k.a. Watt Wah Petroleum Haulage Pte. Ltd.) ⁽¹⁾	Singapore	100	100	Freight transport arrangement
Subsidiary of Delta Express (M) Sdn. Bhd.				
Swift Logistics TA Sdn. Bhd.	Malaysia	100	100	Freight forwarding agency services

8. INVESTMENTS IN SUBSIDIARIES (continued)

Name of company	Country of incorporation/ Principal place of business	Effective interest in equity		Principal activities
		2023 %	2022 %	
Subsidiaries of Q-Team Sdn. Bhd.				
Fleet Engineering Services Sdn. Bhd.	Malaysia	100	100	Repair, maintenance and configuration of commercial vehicle superstructures
Q-Team Risk Management Sdn. Bhd.	Malaysia	100	100	Dormant
Subsidiaries of Swift Integrated Logistics Sdn. Bhd.				
Swift Haulage Services Sdn. Bhd.	Malaysia	100	100	Dormant
Swift Commerce Sdn. Bhd.	Malaysia	100	100	E-commerce retailing
MILS Cold Hub Sdn. Bhd.	Malaysia	100	100	Dormant
Sentiasa Hebat Sdn. Bhd.	Malaysia	100	100	Container haulage services
Sentiasa Hebat (Penang) Sdn. Bhd.	Malaysia	100	100	Dormant
Earth Move International Sdn. Bhd.	Malaysia	100	100	Freight forwarding services
Agensi Tanjung Bruas Sdn. Bhd.	Malaysia	100	100	Freight forwarding agency services
Swift Autologistics Sdn. Bhd.	Malaysia	100	-	Investment holding and provision of automotive solutions and related integrated logistics services
Standard Marine Agencies (Sarawak) Sdn. Bhd.	Malaysia	100	-	Freight forwarding agency services and warehousing
Subsidiary of Swift Crossland Logistics Co., Ltd.				
Crossland Forwarders Co., Ltd. ^{(1) (2)}	Thailand	49	49	Dormant
Subsidiary of Tanjong Express (M) Sdn. Bhd.				
Tanjong Express Logistic (M) Sdn. Bhd.	Malaysia	100	100	Container haulage services
Subsidiary of Container Connections (M) Sdn. Bhd.				
Northern Gateway Depot Sdn. Bhd.	Malaysia	61.5	61.5	Container depot services
Subsidiary of Swift Autologistics Sdn. Bhd.				
Swift Mega Carriers Sdn. Bhd.	Malaysia	100	-	Provision of transportation services

8. INVESTMENTS IN SUBSIDIARIES (continued)

⁽¹⁾ Subsidiaries audited by BDO member firm.

⁽²⁾ The Group considers that it controls SCL even though it owns less than 50% of the shareholdings. This is due to the Group having control over the Board and power to govern the relevant activities of SCL. The remaining 51% of the equity interests in SCL, which are held by shareholders that are not related, would not have control over SCL.

- (a) In the previous financial year ended 31 December 2022, the Company acquired the entire equity interest comprising 500,000 ordinary shares in Swift Integrated Logistics (S) Pte. Ltd. (f.k.a. Watt Wah Petroleum Haulage Pte. Ltd.) for a purchase consideration of RM5,300,820.

On 3 March 2023, Swift Integrated Logistics Sdn. Bhd. ("SILS"), a subsidiary of the Company acquired the remaining 40% of equity interest comprising 287,334 ordinary shares and 372,665 preference shares in Swift Autologistics Sdn. Bhd. ("SAL") for a purchase consideration of RM2,700,000. Subsequent to the acquisition, SAL became subsidiary of SILS.

On 2 May 2023, SILS, a subsidiary of the Company acquired the entire equity interest comprising 50,000 ordinary shares in Standard Marine Agencies (Sarawak) Sdn. Bhd. ("SMA") for a purchase consideration of RM1,400,000.

- (b) Management reviews the investments in subsidiaries for impairment when there is an indication of impairment. Recoverable amounts of the investments in subsidiaries are assessed by reference to the fair value less cost to sell of the underlying assets or the value-in-use of the respective subsidiaries, based on budgets for the next five (5) years. Value-in-use is the net present value of the projected future cash flows derived from business operations of the respective subsidiaries discounted at an appropriate pre-tax discount rate. This discounted cash flows method involves the use of estimated future results and a set of assumptions applied which includes revenue growth rates, expense growth rates, pre-tax discount rates and terminal values thereafter with no terminal growth rate. Impairment losses are made when the carrying amounts of the investment in subsidiaries exceeds the recoverable amounts.

	2023 %	2022 %
Revenue growth rates	2 - 4	4
Expense growth rates	3 - 4	3 - 4
Pre-tax discount rates	8	8

In the previous financial year, the Company recognised impairment losses of RM8,592,000 in respect of certain subsidiaries due to declining business operations. The impairment loss on investments in subsidiaries had been recognised in administrative and operating expenses in the statements of profit or loss and other comprehensive income.

- c) Subsidiaries of the Group that have non-controlling interests ("NCI") are as follows:

	SCL	CCMSB	Total
2023			
NCI percentage of ownership interest and voting interest	51.0%	38.5%	
Carrying amount of NCI (RM'000)	(995)	3,549	2,554
Profit/Total comprehensive income allocated to NCI (RM'000)	47	1,367	1,414

8. INVESTMENTS IN SUBSIDIARIES (continued)

(c) Subsidiaries of the Group that have non-controlling interests ("NCI") are as follows: (continued)

	SCL	CCMSB	Total
2022			
NCI percentage of ownership interest and voting interest	51.0%	38.5%	
Carrying amount of NCI (RM'000)	(1,042)	2,182	1,140
Profit/Total comprehensive income allocated to NCI (RM'000)	478	248	726

(d) The summarised financial information before intra-group elimination of the subsidiaries that have NCI as at the end of each reporting period are as follows:

	SCL RM'000	CCMSB RM'000
2023		
Assets and liabilities		
Non-current assets	13,196	7,106
Current assets	16,183	11,268
Non-current liabilities	(16,122)	(3,092)
Current liabilities	(15,242)	(6,547)
Net (liabilities)/assets	(1,985)	8,735
Results		
Revenue	51,675	36,540
Profit for the financial year	93	3,493
Total comprehensive income	93	3,493
Cash flows from operating activities	3,574	10,747
Cash flows (used in)/from investing activities	(14)	177
Cash flows used in financing activities	(1,534)	(8,736)
Net increase in cash and cash equivalents	2,026	2,188

8. INVESTMENTS IN SUBSIDIARIES (continued)

- (d) The summarised financial information before intra-group elimination of the subsidiaries that have NCI as at the end of each reporting period are as follows: (continued)

2022	SCL RM'000	CCMSB RM'000
Assets and liabilities		
Non-current assets	14,064	11,848
Current assets	17,537	8,110
Non-current liabilities	(21,126)	(2,947)
Current liabilities	(12,443)	(11,806)
Net (liabilities)/assets	(1,968)	5,205
Results		
Revenue	51,925	30,147
Profit for the financial year	937	636
Total comprehensive income	937	636
Cash flows from operating activities	2,536	8,368
Cash flows used in investing activities	(7,193)	(17)
Cash flows from/(used in) financing activities	4,635	(9,159)
Net decrease in cash and cash equivalents	(22)	(808)

9. INVESTMENTS IN ASSOCIATES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Unquoted shares, at cost	82,213	19,290	82,213	18,850
Advances to an associate	13,353	12,298	13,353	12,298
Share of post-acquisition reserves, net of dividends received	(2,446)	(1,398)	-	-
Gain on bargain purchase	25,473	-	-	-
Less: Accumulated impairment loss				
- advances to an associate	(190)	(190)	(190)	(190)
Less: Reclassification to non-current assets held for sale (Note 18)	(30,829)	-	(24,180)	-
	87,574	30,000	71,196	30,958

An investment in associate is accounted for in the consolidated financial statements using the equity method of accounting. The investment in associate in the consolidated statements of financial position is initially recognised at cost and adjusted thereafter for the post acquisition change in the share of net assets of the investments of the Group.

The interest in an associate is the carrying amount of the investment in the associate under the equity method together with any long term interest that, in substance, form part of the net investment in the associate of the Group.

9. INVESTMENTS IN ASSOCIATES (continued)

The share of the profit or loss of the associate by the Group during the financial year is included in the consolidated financial statements, after adjustments to align the accounting policies with those of the Group, from the date that significant influence commences until the date that significant influence ceases.

The Directors of the Company consider the associates as a strategic investment of the Group to continue enabling the Group to be an integrated logistics provider, by continuing increase in its shareholdings in these associates after the financial year end as disclosed in Note 39 to the financial statements.

The details of the associates are as follows:

Name of company	Country of Incorporation/ Principal place of business	Effective interest in equity		Principal activities
		2023 %	2022 %	
Global Vision Logistics Sdn. Bhd. ("GVL") ⁽²⁾	Malaysia	42.5	25	Provision of warehousing services
Swift Autologistics Sdn Bhd. ("SAL") ⁽¹⁾	Malaysia	-	60	Investment holding and provision of automotive solutions and related integrated logistics services
Subsidiary of Swift Autologistics Sdn. Bhd.				
Swift Mega Carriers Sdn. Bhd.	Malaysia	-	60	Provision of transportation services

⁽¹⁾ On 3 March 2023, Swift Integrated Logistics Sdn. Bhd. ("SILS"), a subsidiary of the Company acquired the remaining 40% of equity interest comprising 287,334 ordinary shares and 372,665 preference shares in SAL for a purchase consideration of RM2,700,000. Subsequent to the acquisition, SAL became subsidiary of SILS.

⁽²⁾ Associate not audited by BDO PLT.

- (a) During the financial year, the Directors of the Company have reassessed the nature of the amount owing by an associate and determined that the outstanding balance amounting to RM13,353,000 (2022: RM12,298,000) shall constitute as advances to the associate, which are unsecured, interest-free and settlement is neither planned nor likely to occur in the foreseeable future, and are considered to be part of the investments of the Company in providing the associate with a long term source of additional capital.
- (b) On 6 June 2023, GVL converted the advances from the Company amounting to RM9,326,350 into 186,527 ordinary shares in GVL. On 21 June 2023, the Company subscribed the right issue offered by GVL amounting to RM34,873,650. On 2 August 2023, the Company acquired additional 17.5% stake in GVL from Aspen Vision Properties Sdn. Bhd. to expand its logistics business for a total consideration of RM19,163,093. Subsequent to the acquisition, the equity interest in GVL increase from 25% to 42.5%. The said 17.5% stake representing share of net assets of GVL amounting to RM44,636,993, which resulting in gain on bargain purchase of RM25,473,900.
- (c) Impairment for advances to an associate is recognised based on general approach within MFRS 9 using the forward-looking expected credit loss model.

9. INVESTMENTS IN ASSOCIATES (continued)

(c) (continued)

The reconciliation of movements in allowance for impairment accounts of advances to an associate is as follows:

	Group and Company 12-month ECL	
	2023	2022
	RM'000	RM'000
At 1 January/ 31 December	190	190

(d) The summarised financial information of the associates are as follows:

2023	GVLSB RM'000	SAL RM'000
Assets and liabilities		
Non-current assets	262,018	4,689
Current assets	67,745	6,558
Non-current liabilities	(233,538)	-
Current liabilities	(2,479)	(9,488)
Net assets	93,746	1,759

Results

Revenue	-	2,952
Loss for the financial year	(1,830)	(254)
Total comprehensive loss	(1,830)	(254)

Share of results by the Group for the financial year

Share of loss by the Group for the financial year	(280)	(116)
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2022	GVLSB RM'000	SAL RM'000
Assets and liabilities		
Non-current assets	235,148	8,465
Current assets	2,585	2,577
Non-current liabilities	(246,141)	(4,222)
Current liabilities	(16)	(4,805)
Net assets	(8,424)	2,015

Results

Revenue	-	7,787
Loss for the financial year	(1,832)	(775)
Total comprehensive loss	(1,832)	(775)

Share of results by the Group for the financial year

Share of loss by the Group for the financial year	(455)	(468)
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9. INVESTMENTS IN ASSOCIATES (continued)

- (e) Reconciliation of the summarised financial information presented above to the carrying amount of the interests in the associates of the Group are as follows:

	GVLSB/ Total RM'000		
2023			
Net liabilities as at 1 January			(8,424)
Increase in share capital			104,000
Total comprehensive loss attributable to associates			(1,830)
Net liabilities as at 31 December			93,746
Interests in the associates as at year end			42.5%
			47,863
Capital contribution			50
Investments in redeemable preference shares			31,854
Advances to an associate			13,353
Gain on bargain purchase			25,473
Less: Accumulated impairment loss on advances			(190)
Less: Reclassification to non-current assets held for sale (Note 18)			(30,829)
Carrying value of Group's interests in the associates			87,574
	GVLSB RM'000	SAL RM'000	Total RM'000
2022			
Net (liabilities)/assets as at 1 January	(6,588)	2,790	(3,798)
Total comprehensive loss attributable to associates	(1,836)	(775)	(2,607)
Net (liabilities)/assets as at 31 December	(8,424)	2,015	(6,405)
Interests in the associates as at year end	25%	60%	
	(2,106)	1,210	(896)
Capital contribution	50	-	50
Investments in redeemable preference shares	18,738	-	18,738
Advances to an associate	12,298	-	12,298
Less: Accumulated impairment loss on advances	(190)	-	(190)
Carrying value of Group's interests in the associates	28,790	1,210	30,000

10. INVESTMENT IN A JOINT VENTURE

	Group	
	2023	2022
	RM'000	RM'000
Unquoted equity shares, at cost	10,550	10,550
Share of post-acquisition reserves, net of dividends received	1,472	782
	12,022	11,332

Investment in joint ventures are stated at cost in the separate financial statements. The Group recognises its interests in joint venture as investment and accounts for that investment using the equity method.

The details of the joint venture are as follows:

Name of company	Country of Incorporation/ Principal place of business	Effective interest in equity		Principal activities
		2023 %	2022 %	
Hypercold Logistics Sdn Bhd. ("HCLSB")	Malaysia	50	50	Provision of warehousing and transportation services

(a) HCLSB is an unlisted separate entity whose quoted market price is not available. The contractual arrangement provides the Group with only rights to the net assets of the joint arrangement, with the rights to assets and obligation for liabilities of the joint arrangement resting primarily with HCLSB. The joint arrangement has been included in the consolidated financial statements using the equity method.

(b) The summarised financial information of the joint venture is as follows:

2023	HCLSB RM'000
Assets and liabilities	
Non-current assets	25,784
Current assets	5,187
Non-current liabilities	(13,375)
Current liabilities	(7,147)
Net assets	10,449
Results	
Revenue	11,703
Profit for the financial year	1,380
Total comprehensive income	1,380
Share of post-acquisition profit by the Group for the financial year	
Share of post-acquisition profit by the Group for the financial year	690

10. INVESTMENT IN A JOINT VENTURE (continued)

(b) The summarised financial information of the joint venture is as follows: (continued)

2022	HCLSB RM'000
Assets and liabilities	
Non-current assets	11,146
Current assets	9,801
Non-current liabilities	(4,556)
Current liabilities	(7,322)
Net assets	9,069
Results	
Revenue	9,753
Profit for the financial year	757
Total comprehensive income	757
Share of post-acquisition profit by the Group for the financial year	
Share of post-acquisition profit by the Group for the financial year	378

(c) Reconciliation of the summarised financial information presented above to the carrying amount of the interest in a joint venture of the Group is as follows:

2023	HCLSB RM'000
Net assets as at acquisition date	7,504
Total comprehensive income attributable to the joint venture	2,945
Net assets as at 31 December	10,449
Fair value adjustments on identifiable assets	(147)
Adjusted net assets as at 31 December	10,302
Interest in a joint venture as at year end	50%
Goodwill	5,151
	6,871
Carrying value of Group's interest in a joint venture	12,022

10. INVESTMENT IN A JOINT VENTURE (continued)

- (c) Reconciliation of the summarised financial information presented above to the carrying amount of the interest in a joint venture of the Group is as follows: (continued)

2022	HCLSB RM'000
Net assets as at acquisition date	7,504
Total comprehensive income attributable to the joint venture	1,565
Net assets as at 31 December	9,069
Fair value adjustments on identifiable assets	(147)
Adjusted net assets as at 31 December	8,922
Interest in a joint venture as at year end	50%
	4,461
Goodwill	6,871
Carrying value of Group's interest in a joint venture	11,332

- (d) Management reviews the investment in a joint venture for impairment when there is an indication of impairment. Recoverable amount of the investment in a joint venture is assessed by reference to the fair value less cost to sell of the underlying assets or the value-in-use of the joint venture, based on budgets for the next five (5) years. Value-in-use is the net present value of the projected future cash flows derived from business operation of the joint venture discounted at an appropriate pre-tax discount rate. This discounted cash flows method involves the use of estimated future results and a set of assumptions applied which includes revenue growth rate, expense growth rate, pre-tax discount rate and a terminal value thereafter with no terminal growth rate. Impairment losses are made when the carrying amount of the investment in a joint venture exceeds its recoverable amount. No impairment is required as the recoverable amount is higher than its carrying amount.

	2023 %	2022 %
Revenue growth rate	4	4
Expense growth rate	4	6
Pre-tax discount rate	8	8

11. GOODWILL ON CONSOLIDATION

		Group	
	Note	2023 RM'000	2022 RM'000
Cost			
At beginning of financial year		85,252	84,774
Acquisition of subsidiaries	38	2,321	478
		87,573	85,252
Accumulated impairment losses			
At beginning of financial year		(15,961)	(15,961)
Impairment loss		(386)	-
		(16,347)	(15,961)
Carrying amount		71,226	69,291

The carrying amounts of goodwill allocated to the Group's cash-generating-units ("CGUs") are as follows:

Group	Haulage, forwarding services & warehousing RM'000	Containers and depot services RM'000	Vehicles trading RM'000	Total RM'000
2023				
Goodwill on consolidation	83,873	2,464	1,236	87,573
Less: Impairment loss	(15,182)	(1,165)	-	(16,347)
	68,691	1,299	1,236	71,226
2022				
Goodwill on consolidation	81,552	2,464	1,236	85,252
Less: Impairment loss	(14,796)	(1,165)	-	(15,961)
	66,756	1,299	1,236	69,291

- (a) Goodwill is initially measured at cost. Subsequent to initial recognition, goodwill is measured at cost less accumulated impairment losses, if any.

11. GOODWILL ON CONSOLIDATION (continued)

- (b) For the purpose of impairment testing, goodwill is allocated to the Group's CGUs which represent the lowest level within the Group at which the goodwill is monitored for internal management purposes.

The recoverable amounts of the CGUs are assessed by reference to the fair value less cost to sell of the underlying assets or the value-in-use ("VIU") calculations. The VIU is calculated using the discounted cash flow projections based on financial budgets approved by management covering a five-year period.

The cash flow forecasts have applied various assumptions and a terminal value thereafter with no terminal growth rate, were probability weighted based on the following scenarios:

Group 2023	Best case	Base case	Worst case
Weighting	30%	50%	20%
Revenue growth rates			
Haulage, forwarding services & warehousing	3% to 5%	2% to 4%	1% to 3%
Containers and depot services	4%	3%	3%
Vehicles trading	4%	3%	3%
Expenses growth rates			
Haulage, forwarding services & warehousing	2% to 3%	3% to 4%	4% to 5%
Containers and depot services	3%	3%	4%
Vehicles trading	3%	3%	4%
Pre-tax discount rates			
Haulage, forwarding services & warehousing	8%	8%	8%
Containers and depot services	8%	8%	8%
Vehicles trading	8%	8%	8%
Group 2022	Best case	Base case	Worst case
Weighting	30%	50%	20%
Revenue growth rates			
Haulage, forwarding services & warehousing	5%	4%	3%
Containers and depot services	5%	4%	3%
Vehicles trading	4%	3%	2%
Expenses growth rates			
Haulage, forwarding services & warehousing	2% to 3%	3% to 6%	4% to 7%
Containers and depot services	3%	4%	8%
Vehicles trading	3%	4%	4%
Pre-tax discount rates			
Haulage, forwarding services & warehousing	8%	8%	8%
Containers and depot services	8%	8%	8%
Vehicles trading	8%	8%	8%

Management has assigned probability weighting to each scenario based on its expectations for uncertainties of economic conditions. Management has assigned probability weighting to each scenario based on its assessment of the likelihood of the scenarios, taking into account various macroeconomic factors, such as Malaysia Gross Domestic Product ("GDP"), inflation, unemployment and transport and services GDP.

11. GOODWILL ON CONSOLIDATION (continued)

- (c) The sensitivity of the impairment assessment to a reasonably possible change in each of the key inputs with all other variables held constant is as follows:

Change in assumption	2023	2022
Probability weighted	Best case: 5% Base case: 50% Worst case: 45%	Best case: 5% Base case: 50% Worst case: 45%
Revenue growth rates		
Haulage, forwarding services & warehousing	(3%)	(6%) to (3%)
Containers and depot services	(3%)	(5%)
Vehicles trading	(3%)	(5%)
Expenses growth rates		
Haulage, forwarding services & warehousing	3%	3% to 5%
Containers and depot services	3%	1%
Vehicles trading	3%	4%
Pre-tax discount rates		
Haulage, forwarding services & warehousing	3%	3%
Containers and depot services	3%	2%
Vehicles trading	3%	3%

The management believes that a reasonably possible change in the key assumptions on which management has based its determination of the CGUs' recoverable amounts would not cause the CGUs' carrying amounts at year end to further exceed their recoverable amounts.

12. INTANGIBLE ASSETS

Group 2023	Software development costs RM'000	Software RM'000	Total RM'000
Carrying amount			
At 1 January 2023	827	-	827
Addition	426	-	426
Amortisation	-	(155)	(155)
Reclassification	(773)	773	-
Reclassification to property, plant and equipment (Note 4)	(8)	-	(8)
At 31 December 2023	472	618	1,090

-----At 31 December 2023-----			
Group 2023	Cost RM'000	Accumulated amortisation RM'000	Total RM'000
Software development costs	472	-	472
Software	773	(155)	618
	1,245	(155)	1,090

12. INTANGIBLE ASSETS (continued)

Group 2022	Software development costs/Total RM'000
Carrying amount	
At 1 January 2022	576
Addition	251
At 31 December 2022	827

Group 2022	Cost RM'000	Accumulated amortisation RM'000	Total RM'000
Software development costs	827	-*	827

* No amortisation was provided as the software was completed at the end of the financial year.

Company 2023	Software development costs RM'000	Software RM'000	Total RM'000
Carrying amount			
At 1 January 2023	827	-	827
Addition	426	-	426
Amortisation	-	(39)	(39)
Reclassification	(194)	194	-
Reclassification to property, plant and equipment (Note 4)	(8)	-	(8)
Transferred out	(579)	-	(579)
At 31 December 2023	472	155	627

Company 2023	Cost RM'000	Accumulated amortisation RM'000	Total RM'000
Software development costs	472	-	472
Software	194	(39)	155
	666	(39)	627

12. INTANGIBLE ASSETS (continued)

Company 2022	Software development costs/Total RM'000
Carrying amount	
At 1 January 2022	576
Addition	251
At 31 December 2022	827

Company 2022	-----At 31 December 2022-----		
	Cost RM'000	Accumulated amortisation RM'000	Total RM'000
Software development costs	827	-*	827

* No amortisation was provided as the software was completed at the end of the financial year.

- (a) Intangible assets with finite lives such as software is 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.
- (b) Software development costs comprise of costs charged by a software developer as well as salaries of personnel involved in the development project.
- (c) Amortisation is calculated to write off the cost of the assets to their residual values on a straight line basis over their estimated useful lives. The principal amortisation period is as follows:

Software 5 years

13. INVENTORIES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
At cost				
Spare parts and consumable goods	8,541	7,204	3,022	2,611
Prime movers	10,452	3,095	-	-
	18,993	10,299	3,022	2,611

- (a) Inventories are stated at the lower of cost and net realisable value.

Cost is determined using weighted average formula. Cost of consumables comprises all costs of purchase plus other costs incurred in bringing the inventories to their present location and condition.

- (b) During the financial year, inventories of the Group and of the Company recognised as cost of sales amounted to RM58,463,000 and RM16,079,000 (2022: RM54,270,000 and RM15,695,000) respectively.

14. TRADE AND OTHER RECEIVABLES

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Non-current					
Other receivables					
Amounts owing by subsidiaries	(e)	-	-	93,598	88,947
Less: Impairment losses	(i)	-	-	(3,639)	(2,614)
		-	-	89,959	86,333
Total other receivables (non-current)		-	-	89,959	86,333
Current					
Trade receivables					
Trade accruals	(b)	30,178	26,874	6,766	9,542
Third parties	(b)	157,210	170,142	28,408	24,803
Amount owing by a related party	(c)	12	91	-	-
Amount owing by an associate	(c)	-	301	-	-
Amounts owing by subsidiaries	(c)	-	-	23,888	24,141
		187,400	197,408	59,062	58,486
Less: Impairment losses					
- third parties	(g)	(11,674)	(13,703)	(998)	(1,597)
- subsidiaries	(i)	-	-	(130)	(322)
Total trade receivables		175,726	183,705	57,934	56,567
Other receivables					
Amounts owing by subsidiaries	(d)	-	-	44,827	39,512
Amount owing by a related party	(d)	-	66	-	66
Amounts owing by associates	(d)	-	1,048	-	25
Other receivables		10,944	4,320	310	512
Deposits		9,933	5,064	2,631	1,154
Other receivables		20,877	10,498	47,768	41,269

14. TRADE AND OTHER RECEIVABLES (continued)

	Note	Group		Company	
		2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Other receivables (continued)		20,877	10,498	47,768	41,269
Less: Impairment losses					
- other receivables and deposits	(i)	(668)	(447)	(15)	(372)
- subsidiaries	(i)	-	-	(2,597)	(1,024)
- associates	(i)	-	(12)	-	(12)
- related party	(i)	-	(63)	-	(63)
		20,209	9,976	45,156	39,798
Total receivables		195,935	193,681	193,049	182,698
Prepayments		25,173	20,359	10,250	8,302
Total trade and other receivables (current)		221,108	214,040	113,340	104,667
Total trade and other receivables (non-current and current)		221,108	214,040	203,299	191,000

- (a) Total receivables are classified as financial assets measured at amortised cost.
- (b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group and the Company range from 30 days to 90 days (2022: 30 days to 90 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.
- Trade accruals represent the timing differences in revenue recognition and the milestone billings. The milestone billings are structured and/or negotiated with customers to reflect physical completion of the contracts. Trade accruals are transferred to receivables when the rights to economic benefits become unconditional. This usually occurs when the Group and the Company issues billing to the customer. There were no significant changes in the trade accruals during the financial year.
- Included in other receivables is the amount of RM7,368,000 held by the Group's solicitor as stakeholders sum until the determination of the High Court action as disclosed in Note 39(b) to the financial statements.
- (c) Amounts owing by a related party, an associate and subsidiaries in trade receivables are subject to normal trade credit terms granted by the Group and the Company of 60 days (2022: 60 days) from date of invoice.
- (d) Amounts owing by subsidiaries, a related party and associates in other receivables represent advances, which are unsecured, interest-free and receivable within the next twelve (12) months in cash and cash equivalents.
- (e) Non-current amounts owing by subsidiaries of the Company represent loan amounts, which are unsecured, bear interest at 5.33% (2022: 5.40%) per annum and receivable within next six (6) years (2022: six (6) years) except for advances of RM68,291,000 (2022: RM68,030,000), which is unsecured, interest-free and has a fixed repayment terms ranging from two (2) years to five (5) years (2022: two (2) years to four (4) years). The carrying amount of the amount owing by subsidiaries was reasonable approximation of its fair value.

14. TRADE AND OTHER RECEIVABLES (continued)

- (f) Impairment for trade receivables and trade accruals that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while 12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within the twelve (12) months after the reporting date. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group and the Company are exposed to credit risk.

In measuring the expected credit losses ("ECL") on trade receivables and trade accruals, the probability of non-payment by the trade receivables is adjusted by forward-looking information and multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables and trade accruals, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised in the statements of profit or loss and other comprehensive income. On confirmation that the trade receivable would not be collectible, the gross carrying value of the asset would be written off against the associated impairment.

It requires management to exercise significant judgement in determining the probability of default by trade receivables as well as the use of appropriate forward-looking information and significant increase in credit risk. The Group and the Company have identified the Malaysia gross domestic products ("GDP"), inflation, unemployment and transport and services GDP as the key macroeconomics factors.

- (g) The reconciliation of movements in the impairment losses on trade receivables and trade accruals is as follows:

Group	Lifetime ECL allowance RM'000	Credit impaired RM'000	Total allowance RM'000
At 1 January 2023	1,360	12,343	13,703
Acquisition of subsidiaries	13	-	13
Charge for the financial year	1,035	495	1,530
Reversal of impairment losses	(409)	(2,952)	(3,361)
Written off	(8)	(203)	(211)
At 31 December 2023	1,991	9,683	11,674
At 1 January 2022	1,784	10,930	12,714
Charge for the financial year	98	6,704	6,802
Reversal of impairment losses	(522)	(5,213)	(5,735)
Written off	-	(78)	(78)
At 31 December 2022	1,360	12,343	13,703

14. TRADE AND OTHER RECEIVABLES (continued)

- (g) The reconciliation of movements in the impairment losses on trade receivables and trade accruals is as follows:
(continued)

Company	Lifetime ECL allowance RM'000	Credit impaired RM'000	Total allowance RM'000
At 1 January 2023	485	1,112	1,597
Charge for the financial year	-	75	75
Reversal of impairment losses	(308)	(366)	(674)
At 31 December 2023	177	821	998
At 1 January 2022	666	770	1,436
Charge for the financial year	-	342	342
Reversal of impairment losses	(181)	-	(181)
At 31 December 2022	485	1,112	1,597

Credit impaired refers to individually determined debtors who are in significant financial difficulties and have defaulted on payments to be impaired as at the financial year end.

- (h) Impairment for other receivables, amounts owing by subsidiaries, associate and related parties are recognised based on the general approach of MFRS 9. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset by comparing the risk of default occurring over the expected life with the risk of default since initial recognition.

For balances in which the credit risk has not increased significantly since initial recognition of the financial asset, 12-month expected credit losses along with gross interest income are recognised. For balances in which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

The Group and the Company defined significant increase in credit risk based on operating performance of the receivables, payment trends and past due information.

The Group and the Company consider a receivable as credit impaired when one or more events that have a detrimental impact on the estimated cash flow have occurred, which includes receivables who are in significant financial difficulties or have defaulted on payment.

The probability of non-payment by other receivables, subsidiaries, associate and related parties are adjusted by forward-looking information and multiplied by the amount of the expected loss arising from default to determine the twelve-month or lifetime expected credit loss for other receivables and amounts owing by related parties.

It requires management to exercise significant judgement in determining the probability of default by trade receivables, other receivables and amounts owing by related parties as well as the use of appropriate forward-looking information and significant increase in credit risk. The Group and the Company have identified the Malaysia gross domestic product ("GDP"), inflation rate, unemployment rate and transport and services GDP as the key macroeconomic factors.

14. TRADE AND OTHER RECEIVABLES (continued)

- (i) The reconciliation of movements in the impairment losses on other receivables and amounts owing by related parties are as follows:

Group	12-month ECL RM'000	Credit impaired RM'000	Total RM'000
At 1 January 2023	400	122	522
Acquisition of subsidiaries	46	284	330
Charge for the financial year	205	87	292
Reversal of impairment losses	(385)	-	(385)
Written off	(29)	(62)	(91)
At 31 December 2023	237	431	668
At 1 January 2022	594	1,641	2,235
Charge for the financial year	16	-	16
Reversal of impairment losses	(210)	(1,518)	(1,728)
Written off	-	(1)	(1)
At 31 December 2022	400	122	522

Company	12-month ECL RM'000	Lifetime ECL Not credit impaired RM'000	Credit impaired RM'000	Total RM'000
At 1 January 2023	1,120	2,758	529	4,407
Charge for the financial year	-	1,710	1,278	2,988
Reversal of impairment losses	(758)	(1)	(56)	(815)
Written off of impairment losses	(136)	-	(63)	(199)
At 31 December 2023	226	4,467	1,688	6,381
At 1 January 2022	1,952	3,613	860	6,425
Charge for the financial year	257	111	284	652
Reversal of impairment losses	(1,089)	(966)	(615)	(2,670)
At 31 December 2022	1,120	2,758	529	4,407

Credit impaired refers to individually determined debtors who are in significant financial difficulties and have defaulted on payments to be impaired as at the financial year end.

- (j) No expected credit losses were recognised arising from trade amounts owing by a related party and an associate because the probability of default by the related party and the associate were negligible.

14. TRADE AND OTHER RECEIVABLES (continued)

- (k) As at the end of each reporting period, the credit risk exposure and concentration relating to trade receivables and trade accruals of the Group and of the Company are summarised in the table below:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Maximum exposure	175,726	183,705	57,934	56,567
Collateral obtained	-	-	-	-
Net exposure to credit risk	175,726	183,705	57,934	56,567

During the financial year, the Group and the Company did not renegotiate the terms of any trade receivables.

- (l) The currency exposure profiles of trade and other receivables including trade accruals (exclude prepayments) are as follows:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
United States Dollar	557	160	170	-
Thai Baht	9,157	8,474	22,564	22,202
Singapore Dollar	7,123	6,031	17	-
Ringgit Malaysia	179,098	179,016	170,298	160,496
	195,935	193,681	193,049	182,698

- (m) The ECL allowance for trade receivables including trade accruals of the Group and of the Company are as follows:

Group	Gross carrying amount	ECL allowance	Net carrying amount
2023	RM'000	RM'000	RM'000
Current	115,535	(1,140)	114,395
Past due			
1 to 30 days	39,090	(396)	38,694
31 to 60 days	15,511	(111)	15,400
61 to 90 days	3,278	(25)	3,253
More than 90 days	13,986	(10,002)	3,984
	71,865	(10,534)	61,331
	187,400	(11,674)	175,726

14. TRADE AND OTHER RECEIVABLES (continued)

- (m) The ECL allowance for trade receivables including trade accruals of the Group and of the Company are as follows:
(continued)

Group	Gross carrying amount RM'000	ECL allowance RM'000	Net carrying amount RM'000
2022			
Current	113,168	(1,495)	111,673
Past due	37,902	(390)	37,512
1 to 30 days	20,668	(734)	19,934
31 to 60 days	8,007	(570)	7,437
61 to 90 days	7,163	(870)	6,293
More than 90 days	10,500	(9,644)	856
	84,240	(12,208)	72,032
	197,408	(13,703)	183,705

Company	Gross carrying amount RM'000	ECL allowance RM'000	Net carrying amount RM'000
2023			
Current	29,466	(152)	29,314
Past due	16,038	(84)	15,954
1 to 30 days	9,264	(49)	9,215
31 to 60 days	1,854	(9)	1,845
61 to 90 days	2,440	(834)	1,606
More than 90 days			
	29,596	(976)	28,620
	59,062	(1,128)	57,934

Company	Gross carrying amount RM'000	ECL allowance RM'000	Net carrying amount RM'000
2022			
Current	22,599	(325)	22,274
Past due	17,362	(242)	17,120
1 to 30 days	11,337	(156)	11,181
31 to 60 days	5,176	(72)	5,104
61 to 90 days	2,012	(1,124)	888
More than 90 days			
	35,887	(1,594)	34,293
	58,486	(1,919)	56,567

- (n) Information on financial risks of trade and other receivables is disclosed in Note 37 to the financial statements.

15. DERIVATIVE

Group	Notional amount RM'000	Asset RM'000	Liability RM'000
2023			
Current			
Cross-currency interest rate swap contract	-	-	-
2022			
Current			
Cross-currency interest rate swap contract	23,875	2,915	-

- (a) Derivative asset or liability was classified as financial asset or liability at fair value through profit or loss.
- (b) The cross-currency interest rate swap had been entered into in order to operationally hedge a term loan denominated in United States Dollar ("USD") of USD15,000,000 and floating monthly interest payments on the term loan that will mature on 17 April 2023. The fair value of these components had been determined based on the difference between the monthly future rates and the strike rate.
- (c) During the financial year, the Group recognised a fair value loss of RM2,915,000 (2022: fair value gain of RM1,631,000) arising from the fair value changes of the derivative asset or liability in profit or loss of the Group.
- (d) Information on the fair value hierarchy is disclosed in Note 36 to the financial statements.
- (e) Information on financial risks of derivative is disclosed in Note 37 to the financial statements.

16. SHORT TERM FUNDS

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Fair value through profit or loss				
Short term funds	-	50,202	-	50,202

- (a) Short term funds were financial assets which are measured at fair value through profit or loss.
- (b) The short term funds of the Group was denominated in RM.
- (c) The management assessed that the fair value of the short term funds approximated its carrying amount largely due to the short term maturities of this instrument.
- (d) Information on the fair value hierarchy is disclosed in Note 36 to the financial statements.
- (e) Information on financial risks of short term funds is disclosed in Note 37 to the financial statements.

17. CASH AND BANK BALANCES

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cash on hand		451	368	39	50
Cash at bank		155,771	48,147	130,822	21,654
Deposits with licensed banks	(b)	2,964	2,673	29	29
		159,186	51,188	130,890	21,733

- (a) Cash and bank balances are financial assets which are measured at amortised cost.
- (b) Deposits with licensed banks of the Group and of the Company have maturity periods ranging from 151 days to 366 days and 151 days (2022: 90 days to 365 days and 152 days) respectively with interest rates ranging from 2.2% to 2.75% and 2.75% (2022: 0.45% to 2.1% and 2.1%) per annum respectively.
- (c) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as the end of the financial year:

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Cash and bank balances		159,186	51,188	130,890	21,733
Less:					
Bank overdrafts included in borrowings	19	(6,157)	(13,707)	(6,118)	(8,249)
Deposits with licensed banks with maturity period of more than 3 months and pledged with licensed banks		(2,930)	(2,267)	(29)	(29)
Deposits with licensed banks with maturity period of more than 3 months		(34)	(406)	-	-
Restricted cash	(e)	(481)	(181)	-	-
Cash and cash equivalents included in the statements of cash flows		149,584	34,627	124,743	13,455

- (d) Included in deposits with licensed banks of the Group and of the Company are fixed deposits of RM2,930,000 and RM29,000 (2022: RM2,267,000 and RM29,000) respectively pledged to the licensed banks as security for banking facilities granted to the Group and to the Company as disclosed in Note 19(b) to the financial statements.
- (e) Restricted cash of the Group of RM481,000 (2022: RM181,000) respectively mainly represents deposits with licensed banks in connection with banking facilities granted to the Group as disclosed in Note 19(b) to the financial statements.

17. CASH AND BANK BALANCES (continued)

- (f) The currency exposure profiles of cash and bank balances are as follow:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
United States Dollar	2,953	847	527	27
Ringgit Malaysia	150,182	41,935	130,339	21,701
Singapore Dollar	1,391	4,230	24	5
Thai Baht	4,660	4,176	-	-
	159,186	51,188	130,890	21,733

- (g) No expected credit losses were recognised arising from the cash and bank balances because the probability of default by these financial institutions were negligible.
- (h) Information on financial risks of cash and bank balances are disclosed in Note 37 to the financial statements.

18. NON-CURRENT ASSETS HELD FOR SALE

		Group		Company	
	Note	2023	2022	2023	2022
		RM'000	RM'000	RM'000	RM'000
Leasehold land	6	-	39,123	-	6,449
Structure and renovation	4	-	4,542	-	1,420
Buildings	4	-	51	-	51
Interest of investment in an associate	9	30,829	-	24,180	-
		30,829	43,716	24,180	7,920

- (a) In the previous year, the Group entered into a SPA with a third party for the sale of buildings and leasehold land held under Lot 21687, Jalan Pelabuhan Klang Utara, Kawasan Perindustrian Selat Klang Utara, 42000 Pelabuhan Klang for a total sale consideration of RM36,355,375. The transaction has been completed on 30 May 2023.
- (b) In the previous year, the Company entered into a SPA with a third party for the sale of and leasehold land held under HSD 116379 for PT198, Bandar Sultan Sulaiman, Daerah Klang, Selangor for a total sale consideration of RM9,827,572. The transaction has been completed on 13 July 2023.
- (c) On 12 January 2024, the Company entered into a Sale and Purchase Agreement ("SPA") with a third party for the disposal of 12.5% stake in GVL for a total consideration of RM44,362,639. Subsequent to the disposal, the equity interest in GVL reduced from 42.5% to 30%. The transaction had been completed on 17 January 2024.

19. BORROWINGS

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Current				
Term loans	36,437	55,694	26,661	19,595
Unrated Islamic medium term notes	59,220	48,420	59,220	48,420
Trade financing	115,972	62,823	22,995	-
Revolving credits	45,218	21,548	40,000	15,000
Bank overdrafts	6,157	13,707	6,118	8,249
	263,004	202,192	154,994	91,264
Non-current				
Term loans	85,265	86,070	62,135	54,327
Unrated Islamic medium term notes	418,560	359,280	418,560	359,280
	503,825	445,350	480,695	413,607
Total borrowings				
Term loans	121,702	141,764	88,796	73,922
Unrated Islamic medium term notes	477,780	407,700	477,780	407,700
Trade financing	115,972	62,823	22,995	-
Revolving credits	45,218	21,548	40,000	15,000
Bank overdrafts	6,157	13,707	6,118	8,249
	766,829	647,542	635,689	504,871

- (a) Borrowings are classified as financial liabilities measured at amortised cost.
- (b) All borrowings of the Group and of the Company are secured by:
- (i) first legal charge over the freehold land, leasehold land, buildings and vehicles and mechanical equipment of the Group and of the Company with a total carrying amounts of RM572,531,000 and RM223,069,000 (2022: RM600,676,000 and RM167,419,000) respectively as disclosed in Notes 4(d) and 6(d) to the financial statements;
 - (ii) pledge of the Group and the Company's fixed deposits of RM2,930,000 and RM29,000 (2022: RM2,267,000 and RM29,000) respectively as disclosed in Note 17(d) to the financial statements; and
 - (iii) restricted cash of the Group of RM481,000 (2022: RM181,000) respectively as disclosed in Note 17(e) to the financial statements.
- (c) The term loans of the Group and of the Company are repayable by monthly instalments ranging from 60 months to 180 months and 60 months (2022: 36 months to 180 months and 36 months to 60 months) respectively.
- (d) Significant covenant of the term loans of the Group and of the Company are that the debt equity ratio of the Group and of the Company shall not at any time exceed 2.25 times and 3 times (2022: 2.25 times and 3 times) respectively.

19. BORROWINGS (continued)

- (e) As at the reporting date, the weighted average effective interest rates of the borrowings are as follows:

	Group		Company	
	2023	2022	2023	2022
	%	%	%	%
Floating rate				
Bank overdrafts	7.10	6.13	7.10	6.91
Unrated Islamic medium term notes	4.44	3.87	4.44	3.87
Term loans	4.73	4.49	4.88	4.10
Revolving credits	4.48	4.01	4.34	3.43
Trade financing	4.32	3.39	4.20	-

- (f) The Group entered into cross-currency interest swap contract to manage exposures to foreign currency and interest rate risks of a term loan of USD15,000,000 as disclosed in Note 15 to the financial statements. As at the end of the reporting period, the unrealised gain on foreign exchange of RM3,036,000 (2022: loss of RM980,000) and fair value loss on derivative of RM2,915,000 (2022: fair value gain of RM1,631,000) on the term loans are recognised in the profit or loss of the Group.
- (g) During the financial year, the Company issued fourth tranche of the Unrated Islamic Medium Term Notes amounting to RM118.5 million (2022: RM90 million) in nominal value under a 7-year Islamic medium term note programme of up to RM118.5 million in nominal value ("Sukuk Murabahah Programme").

The proceeds raised from the Sukuk Murabahah Programme shall be utilised to refinance existing borrowings, finance capital expenditures, working capital requirements and defray expenses incurred in relation to the Sukuk Murabahah Programme.

- (h) The currency exposure profiles of borrowings are as follow:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
United States Dollar	-	33,335	-	-
Ringgit Malaysia	741,796	582,398	635,689	504,871
Thai Baht	2,657	5,617	-	-
Singapore Dollar	22,376	26,192	-	-
	766,829	647,542	635,689	504,871

- (i) Information of financial risks of borrowings are disclosed in Note 37 to the financial statements.

20. TRADE AND OTHER PAYABLES

		Group		Company	
	Note	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Non-current					
Other payable					
Amount owing to a subsidiary	(e)	-	-	86,648	80,395
Current					
Trade payables					
Third parties	(b)	76,475	68,109	11,912	11,273
Amounts owing to subsidiaries	(c)	-	-	7,866	7,088
Amount owing to a related party	(c)	-	40	-	-
		76,475	68,149	19,778	18,361
Other payables					
Amounts owing to subsidiaries	(d)	-	-	59,464	64,726
Amounts owing to related parties	(d)	83	40	83	40
Accruals		29,216	27,748	10,398	6,889
Other payables		30,417	11,352	23,002	2,064
Deposits		5,722	9,078	1,947	2,420
		65,438	48,218	94,894	76,139
Total trade and other payables (current)		141,913	116,367	114,672	94,500
Total trade and other payables (non-current and current)		141,913	116,367	201,320	174,895

- (a) Trade and other payables are classified as financial liabilities measured at amortised cost.
- (b) Trade payables are non-interest bearing and the normal trade credit terms granted to the Group and the Company ranging from 14 days to 90 days and 30 days to 90 days (2022: 14 days to 90 days and 30 days to 90 days) respectively from date of invoice.
- (c) Amounts owing to subsidiaries and a related party in trade payables are subject to normal trade credit terms granted to the Group and the Company ranging from 30 days to 90 days (2022: 30 days to 90 days) from date of invoice.
- (d) Amounts owing to subsidiaries in other payables represent advances, which are unsecured, bear interest at 2% to 6% (2022: 2% to 6%) and payable upon demand. Amounts owing to related parties represent advances which are unsecured, interest free and payable upon demand.
- (e) Non-current amount owing to a subsidiary of the Company represents loan amounts, which is unsecured, interest free and repayable within next five (5) years.

20. TRADE AND OTHER PAYABLES (continued)

- (f) The currency exposure profiles of trade and other payables are as follows:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Ringgit Malaysia	125,230	104,618	201,320	174,895
Singapore Dollar	3,385	3,004	-	-
Thai Baht	13,298	8,745	-	-
	141,913	116,367	201,320	174,895

- (g) Information on financial risks of trade and other payables are disclosed in Note 37 to the financial statements.

21. DEFERRED TAX

- (a) The deferred tax assets and liabilities are made up of the following:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Balance as at 1 January	46,634	45,413	(7,455)	(9,343)
Acquisition of subsidiaries (Note 38)	(1,454)	3,248	-	-
Recognised in profit or loss (Note 29)	(7,538)	(2,027)	(8,621)	1,888
Balance as at 31 December	37,642	46,634	(16,076)	(7,455)
Presented after appropriate offsetting:				
Deferred tax assets	(17,019)	(7,772)	(16,076)	(7,455)
Deferred tax liabilities	54,661	54,406	-	-
	37,642	46,634	(16,076)	(7,455)

21. DEFERRED TAX (continued)

- (b) The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:

Deferred tax liabilities of the Group

	Property, plant and equipment RM'000	Others RM'000	Offsetting RM'000	Total RM'000
As at 1 January 2023	67,566	26,899	(40,059)	54,406
Acquisition of subsidiaries	10	25	(34)	1
Recognised in profit or loss	9,999	(3,717)	(6,028)	254
As at 31 December 2023	77,575	23,207	(46,121)	54,661
As at 1 January 2022	51,898	36,482	(32,934)	55,446
Acquisition of subsidiary	3,256	-	(8)	3,248
Recognised in profit or loss	12,412	(9,583)	(7,117)	(4,288)
As at 31 December 2022	67,566	26,899	(40,059)	54,406

Deferred tax assets of the Group

	Payables and others RM'000	Unused tax losses and unabsorbed capital allowances RM'000	Offsetting RM'000	Total RM'000
As at 1 January 2023	4,701	43,130	(40,059)	7,772
Acquisition of subsidiaries	872	617	(34)	1,455
Recognised in profit or loss	(1,416)	15,236	(6,028)	7,792
As at 31 December 2023	4,157	58,983	(46,121)	17,019
As at 1 January 2022	4,596	38,371	(32,934)	10,033
Acquisition of subsidiary	8	-	(8)	-
Recognised in profit or loss	97	4,759	(7,117)	(2,261)
As at 31 December 2022	4,701	43,130	(40,059)	7,772

21. DEFERRED TAX (continued)

- (b) The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows: (continued)

Deferred tax liabilities of the Company

	Property, plant and equipment RM'000	Others RM'000	Offsetting RM'000	Total RM'000
As at 1 January 2023	41,506	-	(41,506)	-
Recognised in profit or loss	1,113	-	(1,113)	-
As at 31 December 2023	42,619	-	(42,619)	-
As at 1 January 2022	26,262	3,473	(29,735)	-
Recognised in profit or loss	15,244	(3,473)	(11,771)	-
As at 31 December 2022	41,506	-	(41,506)	-

Deferred tax assets of the Company

	Payables and others RM'000	Unused tax losses and unabsorbed capital allowances RM'000	Offsetting RM'000	Total RM'000
As at 1 January 2023	708	48,253	(41,506)	7,455
Recognised in profit or loss	(77)	9,811	(1,113)	8,621
As at 31 December 2023	631	58,064	(42,619)	16,076
As at 1 January 2022	1,008	38,070	(29,735)	9,343
Recognised in profit or loss	(300)	10,183	(11,771)	(1,888)
As at 31 December 2022	708	48,253	(41,506)	7,455

21. DEFERRED TAX (continued)

- (c) The amount of temporary differences for which no deferred tax assets have been recognised in the statements of financial position are as follows:

	Group	
	2023	2022
	RM'000	RM'000
Unabsorbed capital allowances	33,556	34,049
Unused tax losses		
- Expires by 31 December 2028	44,098	44,098
- Expires by 31 December 2029	-	150
- Expires by 31 December 2030	2,508	1,889
- Expires by 31 December 2031	709	252
- Expires by 31 December 2032	372	372
- Expires by 31 December 2033	101	-
Other temporary differences	(3,547)	(2,079)
	77,797	78,731

Deferred tax assets of certain subsidiaries have not been recognised in respect of the above items as it is not probable that taxable profits of the subsidiaries would be available against which the deductible temporary differences could be utilised. Unused tax losses can be carried forward up to ten (10) consecutive years of assessment immediately following the year of assessment under the tax legislation of Inland Revenue Board.

The amount and availability of these items to the carried forward up to the periods as disclosed above are subject to the agreement by the tax authority.

22. SHARE CAPITAL

		Group and Company		
		2023		2022
		Number	Number	
	Note	of shares	of shares	
		'000	'000	RM'000
Issued and fully paid:				
Ordinary shares				
Balance as at 1 January		889,805	384,714	889,805
Ordinary share issued pursuant to ESOS	(d)	290	185	-
Balance as at 31 December		890,095	384,899	889,805

- (a) The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.
- (b) During the financial year, the issued and paid-up share capital of the Company was increased from RM384,713,726 to RM384,899,006 by way of issuance of 289,500 new ordinary shares pursuant to options exercised under the ESOS at exercise price of RM0.47 each for cash totalling of RM136,065.

22. SHARE CAPITAL (continued)

(b) (continued)

The newly issued shares rank pari passu in all respects with the existing shares of the Company. There were no other issues of shares during the financial year.

(c) Treasury shares:

During the financial year, the Company repurchased its issued ordinary shares from the open market as summarised below:

Month	Number of shares	Market price			Consideration paid RM'000
		Lowest RM	Highest RM	Average RM	
Shares repurchased					
January 2023	785,000	0.47	0.50	0.48	376
February 2023	210,000	0.47	0.50	0.48	100
March 2023	900,000	0.46	0.49	0.46	413
May 2023	295,000	0.45	0.46	0.45	132
June 2023	120,000	0.45	0.45	0.45	54
July 2023	30,000	0.47	0.47	0.47	14
October 2023	330,000	0.50	0.53	0.52	172
2,670,000					1,261

As at 31 December 2023, 9,380,900 treasury shares at a total cost of RM4,503,365 are held by the Company. The shares repurchased are being held as treasury shares in accordance with Section 127(4)(b) of the Companies Act 2016 and the Main Market Listing Requirements and applicable guideline of Bursa Malaysia Securities.

The number of ordinary shares (net of treasury shares) as at 31 December 2023 is 880,713,102 (2022: 883,093,602).

- (d) The ESOS of the Company came into effect on 1 August 2023. The ESOS shall be in force for a period of five (5) years until 30 July 2028 ("the scheme period"). The main feature of the ESOS are as follows:
- Maximum number of new ordinary shares in the Company which may be available under the Scheme shall not be more than six per centum (6%) of the issued and fully paid-up share capital (excluding treasury shares) of the Company at any point in time during the Duration of the ESOS;
 - Eligible Executive Directors, senior management and executive employees of the Group are those who fulfilling the eligibility criteria as set by the ESOS Committee;
 - Option price shall be determined by the ESOS Committee of the Company at a discount of not more than ten per centum (10%) from the volume weighted average market price of the ordinary shares of the Company as quoted on Bursa Malaysia Securities for the five (5) market days immediately preceding the date of the offer; and
 - Options granted are not entitled to dividends or voting rights. Upon exercise of the options, the ordinary shares issued shall rank pari passu in all respects with the existing ordinary shares of the Company.

22. SHARE CAPITAL (continued)

(e) Details of the options over ordinary shares of the Company are as follows:

Date of offer	[-----Number of options over ordinary shares of-----]				
	Balance as at 1.1.2023	Movement during the financial year		Outstanding as at 31.12.2023	Exercisable as at 31.12.2023
		Granted	Exercised		
1 August 2023					
- first tranche	-	3,192,500	(289,500)	2,903,000	2,903,000
- second tranche	-	4,453,200	-	4,453,200	-
- third tranche	-	5,937,600	-	5,937,600	-
	-	13,583,300	(289,500)	13,293,800	2,903,000
Exercise price (RM)	0.47				

(f) The fair values of share options were estimated by using the Black-Scholes-Merton option pricing model, taking into account the terms and upon which the options were granted. The risk-free rate is based on Malaysian Government Securities ("MGSs"). The fair values of share options measured at grant date and the assumptions are as follows:

	ESOS Grant date 01.08.2023
Fair value of share options at the grant dates (RM):	
- first tranche	0.17
- second tranche	0.17
- third tranche	0.17
Share price (RM)	0.50
Exercise price (RM)	0.47
Expected volatility (%)	28.57
Expected life (years)	5
Risk-free rate (%)	3.60
Expected dividend yield (%)	Nil

23. RESERVES

	Group		Company	
	2023 RM'000	2022 RM'000	2023 RM'000	2022 RM'000
Non-distributable:				
Exchange translation reserve	476	88	-	-
Share options reserve	1,208	-	1,208	-
	1,684	88	1,208	-

23. RESERVES (continued)Exchange translation reserve

Exchange translation reserve is used to record foreign currency 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. It is also used to record the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations, whereby the monetary item is denominated in either the functional currency of the reporting entity or the foreign operations.

Share options reserve

Share options reserve represents the effect of equity-settled share options granted to employees. This reserve comprises the cumulative value of services received from employees for the issue of share options. Whenever options are exercised, an amount from the share options reserve is transferred to share capital. Whenever the share options expire, an amount from the share options reserve is transferred to retained earnings.

24. FINANCIAL GUARANTEE CONTRACTS

	Company	
	2023	2022
	RM'000	RM'000
Unsecured		
Financial guarantees given to financial institutions for credit facilities granted to subsidiaries:		
- Limit of guarantee	64,456	152,670
- Amount utilised	37,071	90,818

- (a) The Company provides financial guarantees to banks for credit facilities granted to certain subsidiaries.
- (b) Financial guarantee contracts are recognised as financial liabilities at the time the guarantee crystallises. The liability is initially measured at fair value and subsequently at the higher of the amount determined in accordance with the expected loss model under MFRS 9 and the amount initially recognised less amortisation, where appropriate.
- (c) Financial guarantees have low credit risk at the end of the year as the financial guarantees are unlikely to be called upon by the licensed financial institutions. The fair values of the financial guarantees are negligible as the probability of the subsidiaries defaulting repayment and the licensed financial institutions calling upon the financial guarantees are remote.
- (d) Information of financial risks of financial guarantee contracts are disclosed in Note 37 to the financial statements.

25. REVENUE

Revenue from contracts with customers is disaggregated in the table below by service lines and timing of revenue recognition:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
<i>Revenue from contracts with customers</i>				
Container haulage	267,322	276,812	176,194	167,329
Land transportation	244,598	214,234	49,475	64,417
Warehousing and container depot	100,722	83,457	7,793	6,312
Freight forwarding	58,645	68,189	9,589	3,062
Others	234	1,076	6,444	8,381
	671,521	643,768	249,495	249,501
<i>Timing of revenue recognition</i>				
Transferred over time	612,642	574,503	233,462	238,021
Transferred at a point in time	58,879	69,265	16,033	11,480
	671,521	643,768	249,495	249,501

(a) Services rendered

Revenue from services such as freight forwarding is recognised at a point in time when services have been rendered to the customer and coincides with the delivery of services and acceptance by customers.

Revenue from services such as container haulage, land transportation and warehousing and container depot services are recognised based on the stage of completion of the transaction and performance obligations are satisfied over time. The customer is able to benefit from the Group's and the Company's performance as it occurs and the other entity would not need to substantially reperform the Group's and the Company's performance to date. The Group and the Company have selected the output measure which can most appropriately depicts the transfer of control of the service to the customer.

(b) Others - Sale of goods

Revenue from sales of goods is recognised at a point in time when the goods have been transferred to the customer and coincides with the delivery of goods and acceptance by customers.

(c) Rental income

Rental income is accounted for on a straight-line basis over the lease term of an ongoing lease.

(d) Disaggregation of revenue from contracts with customers has been presented in the operating segments, Note 35 to the financial statements, which has been presented based on geographical location from which the sale transactions originated.**(e) There is no significant financing component in the revenue arising from sales of products and services rendered as the products and services are made on the normal credit terms not exceeding twelve (12) months.**

25. REVENUE (continued)

- (f) Total billings of the Group and of the Company amounted to RM1,064,764,000 and RM307,247,000 (2022: RM1,174,827,000 and RM305,294,000) respectively and include recoverable costs of RM393,243,000 and RM57,752,000 (2022: RM531,059,000 and RM55,793,000) respectively.

26. FINANCE COSTS

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Interest expense on:				
- term loans	8,038	8,077	3,298	2,449
- bank overdrafts	162	81	71	39
- trade financing	5,344	3,419	748	424
- revolving credits	1,451	33	1,451	32
- amounts owing to subsidiaries	-	-	1,243	1,004
- lease liabilities	2,450	4,229	741	1,509
- unrated Islamic medium term notes	16,679	11,044	12,396	11,028
	34,124	26,883	19,948	16,485

27. PROFIT BEFORE TAXATION

Other than those disclosed elsewhere in the financial statements, profit before taxation is arrived at:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
After charging:				
Auditors' remuneration:				
BDO PLT				
Statutory audit				
- current year	496	455	147	144
- under provision in prior year	-	4	-	-
Non-statutory audit				
- current year	5	5	5	5
Member firms of BDO International				
Statutory audit	168	64	-	-
Other auditors				
Statutory audit	-	14	-	-
Bad debts written off:				
- trade receivables	3	142	-	1
Fair value loss on:				
- other investments	-	285	-	-
- derivative	2,915	-	-	-

27. PROFIT BEFORE TAXATION (continued)

Other than those disclosed elsewhere in the financial statements, profit before taxation is arrived at: (continued)

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
After charging:				
Loss on disposal of:				
- property, plant and equipment	11	26	-	-
- other investments	178	-	-	-
Loss on foreign exchange:				
- realised	377	292	252	157
- unrealised	-	987	-	-
Rental of:				
- land	1,536	103	-	8
- hostel	100	14	71	-
- office equipment	247	121	-	-
- office and yard	672	542	715	283
- warehouse	76	621	-	-
- house	-	40	-	44
- machinery and equipment	4,916	4,108	901	1,131
- others	2	474	1	-
Unwinding of interest for amounts owing by subsidiaries	-	-	3,330	6,621
Write off of property, plant and equipment	33	147	-	-
And crediting:				
Accretion of discount for amount owing to a subsidiary	-	-	2,930	5,235
Dividend income from:				
- other investments	42	45	-	-
- subsidiaries	-	-	35,000	35,000
Fair value gain on:				
- short term funds	1,358	243	1,358	243
- other investments	183	-	-	-
- derivative	-	1,631	-	-
Gain on bargain purchase in an associate	25,473	-	-	-
Gain on foreign exchange:				
- realised	114	91	-	-
- unrealised	3,233	145	1,668	-
Gain on disposal of:				
- property, plant and equipment	1,814	1,726	383	719
- non-current assets held for sale	1,740	680	1,690	-
- other investments	-	69	-	-
Income distribution from short term funds	266	19	266	19
Interest income:				
- third parties	573	544	397	354
- amounts owing by subsidiaries	-	-	1,487	1,466
Management fee income	-	-	4,362	3,995
Rental income	50	183	84	174

27. PROFIT BEFORE TAXATION (continued)

- (a) Interest income is recognised as it accrues, using the effective interest method.
- (b) Rental income is accounted for on a straight-line basis over the lease term of an ongoing lease.
- (c) Management fee is recognised at a point in time when management services is rendered.
- (d) Dividend income is recognised when the shareholder's right to receive payment is established.

28. EMPLOYEE BENEFITS

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Included in:				
Cost of sales	141,111	119,974	49,771	48,339
Administrative expenses	87,699	75,992	22,533	17,545
	228,810	195,966	72,304	65,884
Analysed as:				
Salaries, wages, allowances, incentives, overtime and bonus	197,211	167,788	61,229	55,843
Defined contribution plan	20,372	20,170	7,179	7,084
Social security contribution	2,659	2,345	851	787
Other employee benefits	7,311	5,663	2,688	2,170
Share options granted under ESOS	1,257	-	357	-
	228,810	195,966	72,304	65,884

Included in the employee benefits of the Group and of the Company are remunerations of Directors and other key management personnel, as follows:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Directors of the Company:				
Fees	1,060	1,028	950	950
Short-term employee benefits	1,868	1,620	1,868	1,620
Defined contribution plan	339	304	339	304
Social security contribution	1	1	1	1
Other employee benefits	42	26	42	26
Share options granted under ESOS	111	-	111	-
	3,421	2,979	3,311	2,901
Directors of subsidiaries:				
Fees	116	140	-	-
Short-term employee benefits	5,857	5,021	-	-
Defined contribution plan	683	624	-	-
Social security contribution	7	6	-	-
Other employee benefits	24	39	-	-
Share options granted under ESOS	171	-	-	-
	6,858	5,830	-	-

28. EMPLOYEE BENEFITS (continued)

Included in the employee benefits of the Group and of the Company are remunerations of Directors and other key management personnel, as follows: (continued)

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Other key management personnel:				
Short-term employee benefits	2,497	2,139	-	-
Defined contribution plan	308	269	-	-
Social security contribution	5	4	-	-
Other employee benefits	46	20	-	-
Share options granted under ESOS	164	-	-	-
	3,020	2,432	-	-
	13,299	11,241	3,311	2,901

The estimated monetary value of benefits-in-kind received by the Directors other than in cash from the Group and the Company amounted to RM38,000 and RM25,000 (2022: RM71,000 and RM25,000) respectively.

No monetary value of benefits-in-kind received by other key management personnel other than in cash from the Group.

29. TAXATION

	Group		Company	
	2023	2022	2023	2022
	RM	RM	RM	RM
Current tax expense based on profit for the financial year:				
Malaysian income tax	10,237	13,402	281	111
Foreign income tax	142	350	-	-
Deferred tax (Note 21)	886	(3,140)	(465)	(2,968)
Real property gains tax	1,127	977	131	-
	12,392	11,589	(53)	(2,857)
(Over)/Under-provision in prior years:				
Income tax	(1,215)	357	19	(81)
Deferred tax (Note 21)	(8,424)	1,113	(8,156)	4,856
	2,753	13,059	(8,190)	1,918

- (a) Malaysian income tax is calculated at the statutory tax rate of 24% (2022: 24%) of the estimated taxable profit for the fiscal year.

29. TAXATION (continued)

- (b) The numerical reconciliation between the taxation and the product of accounting profit multiplied by the applicable tax rates of the Group and of the Company are as follows:

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Profit before taxation	65,898	62,277	24,749	25,817
Taxation at statutory tax rate of 24% (2022: 24%)	15,815	14,947	5,940	6,196
Tax effects in respect of:				
Income not subject to tax	(9,275)	(4,286)	(10,453)	(9,064)
Tax incentives and allowances	-	(4,027)	-	(4,027)
Expenses not deductible for tax purposes	4,856	4,344	4,329	4,038
Movement in deferred tax assets not recognised	(224)	(716)	-	-
Effect of different tax rate in other country	93	350	-	-
Real property gains tax	1,127	977	131	-
	12,392	11,589	(53)	(2,857)
(Over)/Under-provision in prior years:				
- Income tax	(1,215)	357	19	(81)
- Deferred tax	(8,424)	1,113	(8,156)	4,856
Taxation for the financial year	2,753	13,059	(8,190)	1,918

- (c) Tax on each component of other comprehensive income is as follows:

	Before tax	Group	After tax
	RM'000	Tax effect	RM'000
2023			
Item that may be reclassified subsequently to profit or loss			
Foreign currency translations	388	-	388
2022			
Item that may be reclassified subsequently to profit or loss			
Foreign currency translations	(18)	-	(18)

30. EARNINGS PER SHARE

(a) Basic

	Company	
	2023	2022
Profit attributable to owners of the parent (RM'000)	61,731	48,492
Weighted average number of ordinary shares in issue ('000)	881,010	886,875
Basic earnings per ordinary share (sen)	7.01	5.47

(b) Diluted

	Group	
	2023	2022
Profit attributable to owners of the parent (RM'000)	61,731	48,492
Weighted average number of ordinary shares in issue ('000)	881,010	886,875
Effect of dilution - ESOS	1,309	-
Adjusted weighted average number of ordinary shares in issue ('000)	882,319	886,875
Diluted earnings per ordinary share (sen)	7.00	5.47

31. DIVIDENDS

	Group and Company			
	2023		2022	
	Dividend per share sen	Amount of dividend RM'000	Dividend per share sen	Amount of dividend RM'000
Interim cash dividend paid	1.00	8,813	1.80	16,016
Interim cash dividend paid	0.80	7,046	1.00	8,855
	1.80	15,859	2.80	24,871

On 24 February 2022, the Company declared the first interim single tier dividend of RM0.018 per ordinary share amounted to RM16,016,481 in respect of financial year ended 31 December 2021, which was paid on 24 March 2022.

On 17 August 2022, the Company declared the first interim single tier dividend of RM0.01 per ordinary share amounted to RM8,854,900 in respect of financial year ended 31 December 2022, which was paid on 21 October 2022.

On 27 February 2023, the Company declared the second interim single tier dividend of RM0.01 per ordinary share amounted to RM8,812,886 in respect of financial year ended 31 December 2022, which was paid on 6 April 2023.

31. DIVIDENDS (continued)

On 18 August 2023, the Company declared the first interim single tier dividend of RM0.008 per ordinary share amounted to RM7,046,093 in respect of financial year ended 31 December 2023, which was paid on 10 October 2023.

On 23 February 2024, the Company declared the second interim single tier dividend of RM0.008 per ordinary share amounted to RM7,047,109 in respect of financial year ended 31 December 2023, which was paid on 8 April 2024. The financial statements for the current financial year do not reflect this proposed dividend. This dividend will be accounted for in shareholders' equity as an appropriation of retained earnings in the financial year ending 31 December 2024.

The Directors do not recommend the payment of any other dividend in respect of the current financial year.

32. RELATED PARTY DISCLOSURES**(a) Identities of related parties**

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The Company has controlling related party relationship with its direct subsidiaries, associates, related parties and a joint venture of the Company and the direct and indirect subsidiaries of the major shareholder of the Company.

Related parties of the Group include:

- (i) Direct subsidiaries, associates and a joint venture as disclosed in Notes 8, 9 and 10 to the financial statements;
 - (ii) Companies in which the Directors have financial interests; and
 - (iii) Key management personnel who are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include all the Directors of the Company, and certain members of the senior management of the Group.
- (b) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Group	
	2023	2022
	RM'000	RM'000
With related party, Kaypi Technologies Sdn. Bhd.		
Purchase of office equipment paid/payable	-	(8)
Rental of office equipment paid/payable	-	(5)
With related party, Pelikan Asia Sdn. Bhd.		
Purchase of stationery	(168)	(386)
Forwarding income received/receivable	9	5
Warehouse income received/receivable	146	183
Transportation income received/receivable	4	-

32. RELATED PARTY DISCLOSURES (continued)

- (b) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year: (continued)

	Group	
	2023	2022
	RM'000	RM'000
With related party, SM Security (M) Sdn. Bhd.		
Security services	(302)	(229)
With former associate, Swift Mega Carriers Sdn. Bhd.		
Office and yard rental received/receivable	10	60
Tyres and tubes repair and maintenance received/receivable	16	46
Truck management fees paid/payable	1	5
With former associate, Swift Autologistics Sdn. Bhd.		
Rental income received/receivable	12	72
Warehouse income received/receivable	186	1,117
	Company	
	2023	2022
	RM'000	RM'000
With subsidiary, Swift Consolidators Sdn. Bhd.		
Transport income received/receivable	7,550	6,592
Management fee received/receivable	81	71
Dividend income received/receivable	3,000	2,000
Interest expenses paid/payable	(105)	(83)
Forwarding expenses paid/payable	(5,624)	(6,236)
With subsidiary, Delta Express (M) Sdn. Bhd.		
Dividend income received/receivable	12,000	12,000
With subsidiary, Q-Team Sdn. Bhd.		
Interest income received/receivable	215	215
Management fee received/receivable	212	187
Repair and maintenance received/receivable	199	270
Transport income received/receivable	91	164
Tyres, tubes, repair and maintenance paid/payable	(5,206)	(7,025)
Purchase of prime movers and trailers paid/payable	(7,882)	(24,741)
Rental of equipment paid/payable	(255)	(255)
Handling fees and service contract maintenance	(38)	(76)
With subsidiary, Swift Crossland Logistics Co., Ltd.		
Interest income received/receivable	1,108	1,064
Transport income received/receivable	7,896	6,326
Transport charges paid/payable	(16,790)	(11,722)
With subsidiary, Komunajaya Sdn. Bhd.		
Dividend income received/receivable	1,000	8,000
Management fee received/receivable	-	141

32. RELATED PARTY DISCLOSURES (continued)

- (b) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year: (continued)

	Company	
	2023	2022
	RM'000	RM'000
With subsidiary, Swift Integrated Logistics Sdn. Bhd.		
Dividend income received/receivable	5,000	-
Interest income received/receivable	18	187
Management fee received/receivable	2,088	1,901
Rental of prime mover and trailer received/receivable	-	69
Transport income received/receivable	30,070	26,487
Transport charges paid/payable	(6,535)	(6,088)
Interest expense paid/payable	(327)	(261)
Rental of prime mover and trailer paid/payable	-	(68)
Rental of office paid/payable	(107)	(74)
Rental of yard paid/payable	(705)	(705)
Tyres, tubes, repair and maintenance paid/payable	-	(17)
With subsidiary, Container Connections (M) Sdn. Bhd.		
Haulage income received/receivable	40	2
Management fee received/receivable	42	42
Repair and maintenance received/receivable	497	370
Warehouse income received/receivable	1,839	1,201
Depot gate charges paid/payable	(733)	(701)
Transport charges paid/payable	-	(42)
Repair charges	(445)	(239)
With subsidiary, Tanjong Express (M) Sdn. Bhd.		
Dividend income received/receivable	4,000	13,000
Haulage income received/receivable	9,190	10,102
Management fee received/receivable	744	659
Repair and maintenance received/receivable	1,888	2,432
Workshop management fee received/receivable	1,802	2,237
Transport expenses paid/payable	(665)	(3,510)
Rental of office paid/payable	(22)	-
Interest expense paid/payable	(147)	(85)
With subsidiary, Agenda Wira Sdn. Bhd.		
Transport income received/receivable	60	16
Transport expenses paid/payable	(767)	(498)
Interest expense paid/payable	-	(1)
With indirect subsidiary, Swift Logistics TA Sdn. Bhd.		
Management fee received/receivable	822	716
Transport income received/receivable	73,578	57,685
Transport charges paid/payable	(1,463)	(2,018)
Rental of office paid/payable	(75)	(88)
Interest expenses paid/payable	(656)	(536)

32. RELATED PARTY DISCLOSURES (continued)

- (b) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year: (continued)

	Company	
	2023	2022
	RM'000	RM'000
With indirect subsidiary, Fleet Engineering Sdn. Bhd.		
Purchase of superstructure paid/payable	(89)	-
Rental of office paid/payable	(451)	(451)
With indirect subsidiary, Tanjong Express Logistic (M) Sdn. Bhd.		
Management fee received/receivable	374	331
Transport income received/receivable	4,284	3,180
Transport expenses paid/payable	(34)	-
Repair and maintenance paid/payable	(2)	(1)
Interest expenses paid/payable	(6)	-
With indirect subsidiary, Swift Commerce Sdn. Bhd.		
Purchase of goods	(51)	(47)
With indirect subsidiary, Sentiasa Hebat Sdn. Bhd.		
Dividend income received/receivable	10,000	-
Repair and maintenance received/receivable	1,136	682
Transport income received/receivable	-	571
Transport expenses paid/payable	(7,490)	(7,539)
With indirect subsidiary, Northern Gateway Depot Sdn. Bhd.		
Depot gate charges paid/payable	(307)	(231)
With indirect subsidiary, Agensi Tanjung Bruas Sdn. Bhd.		
Transport income received/receivable	-	5,928
Interest expense paid/payable	(2)	(20)
Forwarding expenses paid/payable	(70)	(16)
With indirect subsidiary, Swift Mega Carriers Sdn. Bhd.		
Interest income received/receivable	34	-
Repair and maintenance received/receivable	54	35
With indirect subsidiary, Swift Autologistics Sdn. Bhd.		
Interest income received/receivable	112	-
With indirect subsidiary, Standard Marine Agencies (Sarawak) Sdn. Bhd.		
Forwarding expenses paid/payable	507	-

32. RELATED PARTY DISCLOSURES (continued)

- (b) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year: (continued)

	Company	
	2023	2022
	RM'000	RM'000
With related party, Kaypi Technologies Sdn. Bhd.		
Rental of office equipment paid/payable	-	(1)
With related party, SM Security (M) Sdn. Bhd.		
Security services	(302)	(229)
With related party, Pelikan Asia Sdn. Bhd.		
Transport income received/receivable	4	-
Purchase of stationery	(116)	(175)

The related party transactions described above were carried out based on negotiated terms and conditions and mutually agreed with respective related parties.

Information regarding outstanding balances arising from related party transactions as at 31 December 2023 are disclosed in Notes 14 and 20 to the financial statements.

- (c) Compensation of key management personnel

The key management personnel comprise the Executive Directors and other key management personnel of the Group and of the Company and their remuneration during the financial year are disclosed in Note 28 to the financial statements.

33. CAPITAL COMMITMENTS

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Capital expenditure in respect of purchase of property, plant and equipment:				
- approved but not contracted for	-	-	-	-
- contracted but not provided for	130,862	17,143	57,974	8,974
	130,862	17,143	57,974	8,974
Analysed as follows:				
- buildings	63,407	-	36,272	-
- structure and renovation	-	1,857	-	-
- vehicles and mechanical equipment	42,621	15,286	21,702	8,974
- lands	24,834	-	-	-
	130,862	17,143	57,974	8,974

34. GUARANTEES

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Secured bank guarantees to third parties	17,003	15,075	14,566	13,586

35. OPERATING SEGMENTS

The Group has four reportable operating segments that are organised and managed separately according to the nature of services, which requires different business and marketing strategies. The reportable segments are summarised as follows:

- | | | |
|--------------------------------------|---|--|
| i. Container haulage | - | Transporting laden containers to and from seaports and other locations within Peninsular Malaysia. |
| ii. Land transportation | - | Movement of cargo by road comprising inland transportation and cross-border transportation. |
| iii. Warehousing and container depot | - | Warehousing services such as storage, handling and managing customers' goods as well as value added services such as repacking, labelling and palletising; rental of a warehouse and open yard area; warehouse operations and management services and e-fulfilment services. |
| | - | Storage and transhipment of unladen containers, container cleaning and repair. |
| iv. Freight forwarding | - | Organising end-to-end transportation of cargo i.e. sea, air and land freight forwarding, project logistics, in-plant logistics and ship husbandry. |

Other non-reportable segments comprise other services which complement and support the core logistics services such as sales, service and spare parts dealership for commercial vehicles. Other services also include e-commerce retailing and corporate headquarters.

The accounting policies of operating segments are the same as those described in the financial statements.

The Group evaluates performance on the basis of profit or loss from operations before tax.

Inter-segment revenue is priced along the similar lines as sales to external customers and is eliminated in the financial statements. These policies have been applied consistently throughout the financial years.

Segment results, assets and liabilities include items directly attributable to a segment. Segment capital expenditure is the total costs incurred during the year to acquire segment assets that are expected to be used for more than one year.

35. OPERATING SEGMENTS (continued)

2023	Container haulage transportation RM'000	Land transportation RM'000	Warehousing and container depot RM'000	Freight forwarding RM'000	Others RM'000	Elimination RM'000	Total RM'000
Revenue							
External customers	267,322	244,599	100,722	58,644	234	-	671,521
Inter-segment	64,413	47,006	10,924	-	9,452	(131,795)	-
Total revenue	331,735	291,605	111,646	58,644	9,686	(131,795)	671,521
Interest income	38	27	22	101	385	-	573
Depreciation of property, plant and equipment	(24,958)	(16,175)	(6,511)	(998)	(736)	-	(49,378)
Depreciation of right-of-use assets	(1,330)	(6,510)	(9,573)	(756)	(773)	-	(18,942)
Depreciation of investment properties	-	-	(923)	-	(34)	-	(957)
Amortisation of intangible assets	(24)	(131)	-	-	-	-	(155)
Finance costs	(3,841)	(6,781)	(8,280)	(1,492)	(13,730)	-	(34,124)
Share of losses of associates	-	-	-	-	(396)	-	(396)
Share of profit of a joint venture	-	-	-	-	(690)	-	(690)
Profit/(Loss) before taxation	24,182	10,787	14,185	27,561	(10,491)	(326)	65,898
Taxation							(2,753)
Other material non-cash items:							
- Net gain/(loss) on impairment of financial assets	1,028	(41)	1,508	1,806	(2,763)	-	1,538
- Net gain/(loss) on disposal of property, plant and equipment	1,333	291	212	-	(33)	-	1,803
- Gain on disposal of non-current assets held for sale	-	-	-	-	1,740	-	1,740
- Gain on bargain purchase in an associate	-	-	-	-	25,473	-	25,473

35. OPERATING SEGMENTS (continued)

2023	Container haulage RM'000	Land transportation RM'000	Warehousing and container depot RM'000	Freight forwarding RM'000	Others RM'000	Total RM'000
Assets						
Segment assets	403,047	243,790	483,528	155,074	310,684	1,596,123
Investments in associates						87,574
Investment in a joint venture						12,022
Current tax assets						7,782
Deferred tax assets						17,019
Total assets						1,720,520
Additions to capital expenditures	23,605	25,094	46,047	1,297	3,360	99,403
Liabilities						
Segment liabilities	38,901	77,209	89,151	92,347	662,503	960,111
Current tax liabilities						1,582
Deferred tax liabilities						54,661
Total liabilities						1,016,354

35. OPERATING SEGMENTS (continued)

2022	Container haulage RM'000	Land transportation RM'000	Warehousing and container depot RM'000	Freight forwarding RM'000	Others RM'000	Elimination RM'000	Total RM'000
Revenue							
External customers	276,812	214,234	83,457	68,189	1,076	-	643,768
Inter-segment	74,180	38,502	6,393	-	26,012	(145,087)	-
Total revenue	350,992	252,736	89,850	68,189	27,088	(145,087)	643,768
Interest income	46	25	16	86	371	-	544
Depreciation of property, plant and equipment	(21,019)	(11,311)	(5,057)	(988)	(650)	-	(39,025)
Depreciation of right-of-use assets	(4,470)	(3,860)	(11,227)	(555)	(860)	-	(20,972)
Depreciation of investment properties	-	-	(924)	-	(34)	-	(958)
Finance costs	(3,638)	(3,192)	(5,941)	(940)	(13,172)	-	(26,883)
Share of losses of associates	-	-	-	-	(923)	-	(923)
Share of profit of a joint venture	-	-	-	-	378	-	378
Profit/(Loss) before taxation	25,741	15,406	9,463	36,531	(24,044)	(820)	62,277
Taxation							(13,059)
Other material non-cash items:							
- Net gain/(loss) on impairment of financial assets	479	(17)	(16)	1,545	(1,346)	-	645
- Gain on disposal of property, plant and equipment	682	975	42	1	-	-	1,700
- Gain on disposal of non-current assets held for sale	-	-	-	-	680	-	680

35. OPERATING SEGMENTS (continued)

2022	Container hauling RM'000	Land transportation RM'000	Warehousing and container depot RM'000	Freight forwarding RM'000	Others RM'000	Total RM'000
Assets						
Segment assets	398,614	237,284	460,406	172,093	230,317	1,498,714
Investments in associates						30,000
Investment in a joint venture						11,332
Current tax assets						8,083
Deferred tax assets						7,772
Total assets						1,555,901
Additions to capital expenditures	67,890	15,888	58,224	351	573	142,926
Liabilities						
Segment liabilities	45,715	84,400	73,348	74,132	563,799	841,394
Current tax liabilities						3,741
Deferred tax liabilities						54,406
Total liabilities						899,541

35. OPERATING SEGMENTS (continued)**Geographical information**

The Group operates mainly in Malaysia and Overseas.

In presenting information on the basis of geographical areas, segment revenue is based on the geographical location of customers.

Non-current assets are based on the geographical location of the assets of the Group and do not include other investments and deferred tax assets.

	Group	
	2023	2022
	RM'000	RM'000
Revenue from external customers		
Malaysia	610,350	621,172
Overseas	61,171	22,596
	671,521	643,768

	Group	
	2023	2022
	RM'000	RM'000
Non-current assets		
Malaysia	1,220,584	1,124,688
Overseas	42,651	41,873
	1,263,235	1,166,561

Major customer

Included in total revenue is revenue generated from one customer amounting to approximately RM72,168,000 (2022: RM68,154,000), representing 10.8% (2022: 10.6%) of the total revenue, arising from three (3) segments which are container haulage, land transportation and warehousing and container depot.

36. FINANCIAL INSTRUMENTS**(a) Capital management**

The primary objective of the capital management of the Group is to ensure that entities of the Group would be able to continue as going concern while maximising return to the shareholders through the optimisation of the debt and equity ratios. The overall strategy of the Group remains unchanged from that in the previous financial year.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2023 and 31 December 2022.

The Group monitors capital utilisation on the basis of gearing ratio and net gearing ratio. Gearing ratio represents total debt divided by total equity attributable to owners of the parent whereas net gearing ratio represents total debt less cash and bank balances and short term funds divided by total equity attributable to owners of the parent.

There are no changes made on the capital management, policies and procedures of the Group and of the Company during the financial year.

	Group		Company	
	2023	2022	2023	2022
	RM'000	RM'000	RM'000	RM'000
Borrowings	766,829	647,542	635,689	504,871
Less:				
Cross-currency interest rate swap	-	(2,915)	-	-
Net borrowings after cross-currency interest rate swap	766,829	644,627	635,689	504,871
Lease liabilities owing to:				
- financial institutions	15,040	43,065	-	-
- non-financial institutions	36,329	34,420	24,836	27,489
Total debt	818,198	722,112	660,525	532,360
Less:				
Cash and bank balances	(159,186)	(51,188)	(130,890)	(21,733)
Short term funds	-	(50,202)	-	(50,202)
Total net debt	659,012	620,722	529,635	460,425
Total equity attributable to owners of the parent	701,612	655,220	505,774	488,562
Gearing ratio	116.6%	110.2%	130.6%	109.0%
Net gearing ratio	93.9%	94.7%	104.7%	94.2%

Pursuant to the requirements of Practice Note No.17/2005 of the Bursa Malaysia Securities, the Group is required to maintain a consolidated shareholders' equity of more than twenty-five per centum (25%) of the issued and paid-up capital (excluding treasury shares) and such shareholders' equity is not less than RM40 million. The Company has complied with this requirement during the financial year ended 31 December 2023.

36. FINANCIAL INSTRUMENTS (continued)**(b) Methods and assumptions used to estimate fair value**

The fair values of financial assets and financial liabilities are determined as follows:

- (i) Financial instruments that are not carried at fair value and whose carrying amounts are a reasonable approximation of fair value

The carrying amounts of financial assets and financial liabilities, such as trade and other receivables, trade and other payables, short term borrowings and lease liabilities, are reasonable approximation of fair values, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.

The carrying amounts of the current portion of borrowings are reasonable approximation of fair values as the current rates offered to the Group approximate to the market rates for similar borrowing of the same remaining maturities.

The carrying amounts of the current portion of lease liabilities are reasonable approximations of fair values due to the insignificant impact of discounting.

- (ii) Lease liabilities are accounted for as long term financial liabilities

The fair value of these financial instruments are estimated based on future contractual cash flows discounted at incremental borrowing rate for similar type of borrowing or leasing arrangements at the end of the reporting period.

- (iii) Club memberships

The fair values of club memberships are reasonably approximation by reference to comparable market value of similar investment.

Club membership is 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. The fair value is categorised as Level 2 in fair value hierarchy.

- (iv) Non-current amounts owing by subsidiaries, amount owing to a subsidiary and long-term borrowings

The fair values of these financial instruments are estimated by discounting the expected future cash flows at market lending rates for similar types of lending, borrowing or leasing arrangements at the end of the reporting period. At the end of the reporting period, these amounts are carried at amortised costs and the carrying amounts approximate to their fair values.

- (v) Short term funds and equity securities

The fair value of short term funds and quoted shares of equity securities are determined by reference to the exchange quoted market bid price at the close of the business at the end of each reporting period. The fair value is categorised as Level 1 in fair value hierarchy.

Unquoted shares of equity securities are estimated based on adjusted net asset method. The fair value is categorised as Level 3 in fair value hierarchy.

36. FINANCIAL INSTRUMENTS (continued)**(b) Methods and assumptions used to estimate fair value (continued)**

The fair values of financial assets and financial liabilities are determined as follows: (continued)

(vi) Financial guarantees

The Company provides corporate guarantees and bank guarantees to financial institutions for banking facilities granted to certain subsidiaries. The fair value of such financial corporate guarantees is negligible as the probability of the subsidiaries defaulting on the banking facilities are remote.

(vii) Derivative financial asset and liability

The fair value of the derivative is determined by using mark-to-market values at the end of the reporting date and change in the fair value is recognised in profit or loss. There is no transfer between levels in the hierarchy during the financial year. The fair value is categorised as Level 2 in fair value hierarchy.

(c) Fair value hierarchy

Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Non-derivative financial liabilities

Fair value of non-derivative financial liabilities, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the end of the reporting period. For lease liabilities, the market rate of interest is determined by reference to similar borrowing arrangements.

Level 3 fair value measurements are those derived from inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The significant unobservable input used in determining the fair value measurement of Level 3 financial instrument as well as the relationship between key unobservable input and fair value, is detailed in the table below:

Financial instrument	Valuation technique used	Significant unobservable input	Inter-relationship between key unobservable input and fair value
<u>Financial assets</u>			
Amounts owing by subsidiaries	Discounted cash flows approach	Discount rate (2023: 4 - 7% 2022: 6%)	The higher the discount rate, the lower the fair value of the asset would be.
Equity securities - Unquoted shares	Adjusted net assets approach	Adjusted net assets	The higher the adjusted net assets, the higher the fair value of the unquoted shares would be.
<u>Financial liability</u>			
Amount owing to a subsidiary	Discounted cash flows approach	Discount rate (2023: 7% 2022: 2% to 6%)	The higher the discount rate, the lower the fair value of the liability would be.

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's financial risk management objective is to optimise value creation for the shareholders whilst minimising the potential adverse impact arising from fluctuations in interest rates and the unpredictability of the financial markets.

The Group and the Company are exposed mainly to credit risk, liquidity and cash flow risk, interest rate risk and foreign currency risk. It is, and has been throughout for the current and previous financial year, the Group's policy that no derivatives shall be undertaken except for the use as hedging instruments where appropriate and cost-efficient.

Information on the management of the related exposures is detailed below.

(i) Credit risk

Cash deposits, trade receivables and financial guarantee contracts may give rise to credit risk which requires the loss to be recognised if a counter party fails to perform as contracted. The counter parties are major licensed financial institutions, reputable multinational organisations and certain subsidiaries. It is the Group's and Company's policy to monitor the financial standing of these counter parties on an ongoing basis to ensure that the Group and Company is exposed to minimal credit risk.

The Group's and Company's primary exposure to credit risk arises through its trade receivables. The Group's and Company's trading terms with its customers are mainly on credit, except for new customers, where deposits in advance are normally required. The credit period is generally for a period of two (2) months, extending up to four (4) months for major customers. Each customer has a maximum credit limit and the Group and Company seeks to maintain strict control over its outstanding receivables via a credit control department to minimise credit risk. Overdue balances are reviewed regularly by senior management.

Exposure to credit risk

As at the end of each reporting period, no collateral has been obtained by the Group and the Company. The maximum exposure of the Group and of the Company to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

Credit risk concentration profile

As at 31 December 2023, other than the amounts owing by subsidiaries constituting approximately 77% (2022: 78%) of the total receivables of the Company, the Group and the Company do not have any significant concentration of credit risk related to any individual customer or counterparty.

(ii) Liquidity and cash flow risk

The Group actively manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all operating, investing and financing needs are met. In liquidity risk management strategy, the Group measures and forecasts its cash commitments and maintains a level of cash and bank balances deemed adequate to finance the Group's activities.

The Group is actively managing its operating cash flows to ensure all commitments and funding needs are met. Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying businesses, the Group aims at maintaining flexibility in funding by keeping committed credit lines available.

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**(ii) Liquidity and cash flow risk (continued)**Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profiles of the Group's and the Company's liabilities at the end of the reporting period based on contractual undiscounted repayment obligations:

	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
As at 31 December 2023				
Group				
Trade and other payables	141,913	-	-	141,913
Borrowings	266,815	402,328	106,164	775,307
Lease liabilities	19,300	20,911	33,382	73,593
	428,028	423,239	139,546	990,813
As at 31 December 2022				
Group				
Trade and other payables	116,367	-	-	116,367
Borrowings	222,260	428,880	58,445	709,585
Lease liabilities	23,670	33,370	43,559	100,599
	362,297	462,250	102,004	926,551
As at 31 December 2023				
Company				
Trade and other payables	114,672	103,072	-	217,744
Borrowings	179,586	430,009	116,333	725,928
Lease liabilities	2,599	7,656	33,837	44,092
	296,857	540,737	150,170	987,764
As at 31 December 2022				
Company				
Trade and other payables	94,500	93,889	-	188,389
Borrowings	85,943	396,359	56,100	538,402
Lease liabilities	3,360	7,608	33,910	44,878
	183,803	497,856	90,010	771,669

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**(iii) Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of the Group's and Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Company's income and operating cash flows are substantially independent of changes in market interest rates. Interest rate exposure arises mainly from the Group's borrowings, lease liabilities and deposits placed with licensed banks. The Group manages the borrowings and lease liabilities through the use of fixed and floating rates and monitors the interest rates on borrowings and lease liabilities closely to ensure that the borrowings and lease liabilities are maintained at favourable rates.

In the prior financial year, the Group entered into cross-currency interest rate swap contract to manage exposures to interest rate risks.

The notional amount and maturity date of the interest rate swap contract outstanding as at the end of the reporting period are as follows:

	Contractual amount in Foreign Currency USD'000	Equivalent amount in Ringgit Malaysia RM'000	Expiry date
At 31 December 2022			
Group			
Derivative			
Cross-currency interest rate swap contract	6,083	23,875	17 April 2023

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity of the Group's and the Company's profit after tax to a reasonably possible change in 100 basis points against interest rates of instruments, with all other variables held constant:

			Group		Company	
			2023	2022	2023	2022
			RM'000	RM'000	RM'000	RM'000
	Note		Profit after tax	Profit after tax	Profit after tax	Profit after tax
Floating rates						
Short term funds	16	- 100 basis points higher	-	+382	-	+382
		- 100 basis points lower	-	-382	-	-382
Term loans	19	- 100 basis points higher	-925	-1,077	-675	-562
		- 100 basis points lower	+925	+1,077	+675	+562
Unrated Islamic medium term notes	19	- 100 basis points higher	-3,631	-3,099	-3,631	-3,099
		- 100 basis points lower	+3,631	+3,099	+3,631	+3,099
Bank overdrafts	19	- 100 basis points higher	-47	-104	-46	-63
		- 100 basis points lower	+47	+104	+46	+63
Trade financing	19	- 100 basis points higher	-881	-477	-175	-
		- 100 basis points lower	+881	+477	+175	-
Revolving credits	19	- 100 basis points higher	-344	-164	-304	-114
		- 100 basis points lower	+344	+164	+304	+114

There is no impact to the equity as a result of changes of interest rate for floating rate instruments as at the end of the reporting period.

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**(iii) Interest rate risk (continued)**

The following tables set out the carrying amounts, the weighted average effective interest rates as at the end of the reporting period and the remaining maturities of the Group's and of the Company's financial instruments that are exposed to interest rate risk:

Group	Note	Weighted average effective interest rate %	Within 1 year RM'000	1 - 2 years RM'000	2 - 3 years RM'000	3 - 4 years RM'000	4 - 5 years RM'000	More than 5 years RM'000	Total RM'000
At 31 December 2023									
Fixed rates									
Deposits with licensed banks	17	2.31	2,964	-	-	-	-	-	2,964
Lease liabilities	6	5.20	15,183	7,732	2,612	1,551	825	19,533	47,436
Floating rates									
Term loans	19	4.73	36,437	32,479	27,116	20,531	3,412	1,727	121,702
Unrated Islamic medium term notes	19	4.44	59,220	72,516	72,936	138,636	30,036	104,436	477,780
Lease liabilities	6	4.85	1,800	562	582	604	385	-	3,933
Trade financing	19	4.32	115,972	-	-	-	-	-	115,972
Revolving credits	19	4.48	45,218	-	-	-	-	-	45,218
Bank overdrafts	19	7.10	6,157	-	-	-	-	-	6,157
At 31 December 2022									
Fixed rates									
Deposits with licensed banks	17	0.68	2,673	-	-	-	-	-	2,673
Lease liabilities	6	5.14	17,624	9,670	4,584	1,684	701	20,800	55,063
Floating rates									
Short term funds	16	3.80	50,202	-	-	-	-	-	50,202
Term loans	19	4.49	55,694	28,918	24,673	19,087	11,339	2,053	141,764
Unrated Islamic medium term notes	19	3.87	48,420	59,220	59,340	59,760	125,460	55,500	407,700
Lease liabilities	6	4.18	3,516	3,397	2,121	2,145	2,170	9,073	22,422
Trade financing	19	3.39	62,823	-	-	-	-	-	62,823
Revolving credits	19	4.01	21,548	-	-	-	-	-	21,548
Bank overdrafts	19	6.13	13,707	-	-	-	-	-	13,707

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**(iii) Interest rate risk (continued)**

The following tables set out the carrying amounts, the weighted average effective interest rates as at the end of the reporting period and the remaining maturities of the Group's and of the Company's financial instruments that are exposed to interest rate risk: (continued)

Company	Note	Weighted average effective interest rate %	Within 1 year RM'000	1 - 2 years RM'000	2 - 3 years RM'000	3 - 4 years RM'000	4 - 5 years RM'000	More than 5 years RM'000	Total RM'000
At 31 December 2023									
Fixed rates									
Deposit with a licensed bank	17	2.75	29	-	-	-	-	-	29
Amount owing by a subsidiary	14	5.33	-	21,668	-	-	-	-	21,668
Amounts owing to subsidiaries	20	4.00	59,464	-	-	-	-	-	59,464
Lease liabilities	6	4.93	1,418	1,088	745	784	825	19,976	24,836
Floating rates									
Term loans	19	4.88	26,661	23,449	20,015	15,559	3,112	-	88,796
Revolving credits	19	4.34	40,000	-	-	-	-	-	40,000
Trade financing	19	4.20	22,995	-	-	-	-	-	22,995
Unrated Islamic medium term notes	19	4.44	59,220	72,516	72,936	138,636	30,036	104,436	477,780
Bank overdrafts	19	7.10	6,118	-	-	-	-	-	6,118
At 31 December 2022									
Fixed rates									
Deposit with a licensed bank	17	2.10	29	-	-	-	-	-	29
Amount owing by a subsidiary	14	5.40	-	2,684	2,796	2,911	2,575	7,337	18,303
Amounts owing to subsidiaries	20	4.00	64,726	-	-	-	-	-	64,726
Lease liabilities	6	4.36	2,226	1,106	804	843	883	21,627	27,489
Floating rates									
Term loans	19	4.10	19,595	19,423	15,954	12,272	6,678	-	73,922
Revolving credits	19	3.43	15,000	-	-	-	-	-	15,000
Unrated Islamic medium term notes	19	3.87	48,420	59,220	59,340	59,760	125,460	55,500	407,700
Bank overdrafts	19	6.91	8,249	-	-	-	-	-	8,249

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**(iv) Foreign currency risk**

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group is exposed to foreign currency risk on transactions that are denominated in currencies other than the Group's functional currency.

During the financial year, the Group did not enter into any forward currency contract to manage exposures to currency risk for payables which are denominated in currencies other than the functional currency of the Group.

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group and of the Company's profit after tax to a reasonably possible change in the United States Dollar ("USD"), Singapore Dollar ("SGD") and Thai Baht ("THB") exchange rates against the Ringgit Malaysia ("RM") respectively, with all other variables held constant. 3% is the sensitivity rate used when reporting foreign currency risk exposures internally to key management personnel and represents management's assessment of the possible change in foreign exchange rates.

	Group	
	2023	2022
	RM'000	RM'000
Profit after tax		
USD/RM		
- strengthen by 3%	80	23
- weaken by 3%	(80)	(23)
SGD/RM		
- strengthen by 3%	(393)	165
- weaken by 3%	393	(165)
THB/RM		
- strengthen by 3%	(49)	89
- weaken by 3%	49	(89)
	<hr/>	
	Company	
	2023	2022
	RM'000	RM'000
THB/RM		
- strengthen by 3%	514	506
- weaken by 3%	(514)	(506)
	<hr/>	

The exposures to the other currencies are not significant, hence the effects of the changes in the exchange rates are not explained above.

There is no impact to the equity as a result of changes of foreign exchange rates as at the end of the reporting period.

38. ACQUISITION OF SUBSIDIARIES

- (a) On 3 March 2023, Swift Integrated Logistics Sdn. Bhd. ("SILS"), a subsidiary of the Company acquired the remaining 40% of equity interest comprising 287,334 ordinary shares and 372,665 preference shares in Swift Autologistics Sdn. Bhd. ("SAL") for a purchase consideration of RM2,700,000.

SAL's identifiable assets and liabilities have been included in the financial statements based on their relative fair values and allocated from the cost of acquisition at the acquisition date. The relative fair value of the assets and liabilities as at the acquisition date are as follows:

	RM'000
Property, plant and equipment	2,583
Right-of-use of assets	651
Trade and other receivables	5,774
Deferred tax assets	1,455
Cash and bank balances	784
Total identifiable assets	11,247
Trade and other payables	(8,902)
Current tax liabilities	(1)
Lease liabilities	(585)
Total identifiable net assets	1,759
Less: Fair value of interest in associate previously held	(653)
Goodwill	2,034
Cost of investment	3,140

The effects of the acquisition of SAL on cash flows were as follows:

	RM'000
Consideration settled in cash	2,700
Less: Cash and cash equivalents of subsidiary acquired	
- Cash and bank balances	(784)
Net cash outflow of the Group on acquisition	1,916

SAL had contributed the following results to the Group for the financial year ended 31 December 2023 from the acquisition date.

	28.02.2023 to 31.12.2023 RM'000
Revenue	18,213
Profit for the financial year	1,900

38. ACQUISITION OF SUBSIDIARIES (continued)

(a) (continued)

Had the acquisition occurred on 1 January 2023, revenue and profit after tax of the Group for the financial year ended 31 December 2023 are as follows:

	2023 RM'000
Revenue	674,473
Profit for the financial year	62,890

- (b) On 2 May 2023, SILS, a subsidiary of the Company acquired the entire equity interest comprising 50,000 ordinary shares in Standard Marine Agencies (Sarawak) Sdn. Bhd. ("SMA") for a purchase consideration of RM1,400,000.

SMA's identifiable assets and liabilities have been included in the financial statements based on their relative fair values and allocated from the cost of acquisition at the acquisition date. The relative fair value of the assets and liabilities as at the acquisition date are as follows:

	RM'000
Property, plant and equipment	61
Right-of-use of assets	118
Trade and other receivables	757
Current tax assets	9
Cash and bank balances	397
Total identifiable assets	1,342
Trade and other payables	(103)
Lease liabilities	(125)
Deferred tax liabilities	(1)
Total identifiable net assets	1,113
Goodwill	287
Cost of investment	1,400

The effects of the acquisition of SMA on cash flows were as follows:

	RM'000
Consideration settled in cash	1,400
Less: Cash and cash equivalents of subsidiary acquired	
- Cash and bank balances	(397)
Net cash outflow of the Group on acquisition	1,003

38. ACQUISITION OF SUBSIDIARIES (continued)

(b) (continued)

SMA had contributed the following results to the Group for the financial year ended 31 December 2023 from the acquisition date.

	30.04.2023 to 31.12.2023 RM'000
Revenue	462
Profit for the financial year	106

Had the acquisition occurred on 1 January 2023, revenue and profit after tax of the Group for the financial year ended 31 December 2023 are as follows:

	2023 RM'000
Revenue	672,841
Profit for the financial year	63,329

(c) In the previous financial year, the Group completed the following acquisition of shares of company:

(i) Acquisition of Swift Integrated Logistics (S) Pte. Ltd. (f.k.a. Watt Wah Petroleum Haulage Pte. Ltd.) ("WWPH")

On 17 November 2022, the Company acquired the entire equity interest comprising 500,000 ordinary shares in WWPH for a purchase consideration of RM5,300,820.

WWPH's identifiable assets and liabilities have been included in the financial statements based on their relative fair values and allocated from the cost of acquisition at the acquisition date. The relative fair value of the assets and liabilities as at the acquisition date are as follows:

	RM'000
Property, plant and equipment	27,331
Right-of-use of assets	1,326
Inventory	74
Trade and other receivables	6,209
Cash and bank balances	4,020
Total identifiable assets	38,960
Trade and other payables	(29,623)
Lease liabilities	(1,266)
Deferred tax liabilities	(3,248)
Total identifiable net assets	4,823
Goodwill	478
Cost of investment	5,301

38. ACQUISITION OF SUBSIDIARIES (continued)

(c) In the previous financial year, the Group completed the following acquisition of shares of company: (continued)

- (i) Acquisition of Swift Integrated Logistics (S) Pte. Ltd. (f.k.a. Watt Wah Petroleum Haulage Pte. Ltd.) ("WWPH") (continued)

The effects of the acquisition of WWPH on cash flow were as follows:

	RM'000
Consideration settled in cash	5,301
Less: Cash and cash equivalents of subsidiary acquired	
- Cash and bank balances	(4,020)
<hr/>	
Net cash outflow of the Group on acquisition	1,281
<hr/>	

WWPH had contributed the following results to the Group for the financial year ended 31 December 2022 from the acquisition date.

	30.11.2022 to 31.12.2022 RM'000
Revenue	2,949
Loss for the financial year	(319)
<hr/>	

Had the acquisition occurred on 1 January 2022, revenue and profit after tax of the Group for the financial year ended 31 December 2022 are as follows:

	2022 RM'000
Revenue	677,591
Profit for the financial year	49,063
<hr/>	

39. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

- (a) On 3 March 2023, Swift Integrated Logistics Sdn. Bhd. ("SILS"), a subsidiary of the Company acquired the remaining 40% of equity interest comprising 287,334 ordinary shares and 372,665 preference shares in Swift Autologistics Sdn. Bhd. for a purchase consideration of RM2,700,000. Other details of the acquisition are disclosed in Note 38 to the financial statements.
- (b) On 3 April 2023, the Company announced that Swift Logistics Yard Sdn. Bhd., a wholly-owned subsidiary of the Company ("Plaintiff") has filed a legal proceedings against North West Depoh Sdn Bhd ("Defendant") to deliver the vacant possession of a piece of land held under H.S.(D) 116369 No. P.T. 185, Bandar Sultan Suleiman, Daerah Klang, Negeri Selangor Darul Ehsan ("Land"). The hearing for this matter is yet to take place.

As the beneficial ownership is the core issue being disputed by the Defendant, the Defendant filed an injunction to stop the Plaintiff from evicting the Defendant until the main suit (eviction) is disposed which was granted by the High Court. The Court of Appeal reversed part of the decision made by the High Court and ordered that the outstanding and ongoing rental be paid to the appointed stakeholder (Plaintiff's solicitor) as the balance of convenience does not favour the Defendant.

The Plaintiff also filed a separate legal proceeding on 10 March 2023 against Govindasamy Naidu a/l Gopal ("First Defendant") and North West Depoh Sdn. Bhd. ("Second Defendant") for the entry of the second wrongful private caveat and on 13 July 2023, the court decided in the Plaintiff's favour. Upon the successful removal of the wrongful private caveat, the Plaintiff was finally able to submit the documentation to the Pejabat Daerah dan Tanah Klang for the change of legal ownership of the said Land. The lease title (Borang 11AK) in the Plaintiff's name was issued on 23 August 2023.

- (c) On 2 May 2023, SILS acquired the entire equity interest comprising 50,000 ordinary shares in Standard Marine Agencies (Sarawak) Sdn. Bhd. for a purchase consideration of RM1,400,000. Other details of the acquisition are disclosed in Note 38 to the financial statements.
- (d) On 2 August 2023, the Company acquired additional 17.5% stake in Global Vision Logistics Sdn. Bhd. ("GVL") from Aspen Vision Properties Sdn. Bhd. to expand its logistics business for a total consideration of RM19,163,093. Subsequent to the acquisition, the equity interest in GVL increase from 25% to 42.5%. The said 17.5% stake representing share of net assets of GVL amounting to RM44,636,993, which resulting in gain on bargain purchase of RM25,473,900.
- (e) On 23 August 2023, the Group entered into a Sale and Purchase Agreement ("SPA") with a third party for the purchase of leasehold land held under PN7731, Lot No. 991, Mukim Sungai Karang, Daerah Kuantan, Negeri Pahang Darul Makmur for a total consideration of RM22,500,000. The transaction has not been completed as at the date of this report.
- (f) On 28 November 2023, the Group entered into a SPA with a third party for the purchase of freehold land with building held under Geran 66343 Lot 2955, Geran 66344 Lot 2956 and Geran 66362 Lot 2957, Mukim 16 Daerah Seberang Perai Utara, Negeri Pulau Pinang for a total consideration of RM30,150,000. The transaction has not been completed as at the date of this report.
- (g) On 12 January 2024, the Company entered into a SPA with a third party for the disposal of 12.5% stake in GVL for a total consideration of RM44,362,639. Subsequent to the disposal, the equity interest in GVL reduced from 42.5% to 30%. The transaction had been completed on 17 January 2024.
- (h) On 19 February 2024, Q-Team Sdn. Bhd., a subsidiary of the Company had disposed off its entire equity interest comprising 2 ordinary shares of RM1.00 in Q-Team Risk Management Sdn. Bhd. to third parties for a total cash consideration of RM34.00 only.

40. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs**40.1 New MFRSs adopted during the financial year**

The Group and the Company adopted the following Standards of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

Title	Effective date
MFRS 17 <i>Insurance Contracts</i>	1 January 2023
Amendments to MFRS 17 <i>Initial Application of MFRS 17 and MFRS 9 - Comparative Information</i>	1 January 2023
Amendments to MFRS 101 <i>Disclosure of Accounting Policies</i>	1 January 2023
Amendments to MFRS 108 <i>Definition of Accounting Estimates</i>	1 January 2023
Amendments to MFRS 112 <i>Deferred tax related to Assets and Liabilities arising from a Single Transaction</i>	1 January 2023
Amendments to MFRS 112 <i>International Tax Reform – Pillar Two Model Rules</i>	Refer paragraph 98M of MFRS 112

Adoption of the above Standards did not have any material effect on the financial performance or position of the Group and of the Company.

40.2 New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2024

Title	Effective date
Amendments to MFRS 107 and MFRS 7 <i>Supplier Finance Arrangements</i>	1 January 2024
Amendments to MFRS 16 <i>Lease Liability in a Sale and Leaseback</i>	1 January 2024
Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i>	1 January 2024
Amendments to MFRS 101 <i>Non-current Liabilities with Covenants</i>	1 January 2024
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable in future financial years.

LIST OF *Properties*

No	Property Address	Description/ Existing Use	Tenure/ Date of Expiry of Lease	Land/ Built-up Area (sq. ft.)	Approximate Age of Building	Date of Acquisition	Carrying Amount as at 31 December 2023 RM'000
1	No 23, Lebuhr Sultan Mohamed 1, Kawasan Perindustrian Bandar Sultan Sulaiman, 42000 Pelabuhan Klang, Selangor Darul Ehsan.	Warehouse, haulage yard and 3-storey office	Leasehold for 99 years/ expiring on 30 June 2105	2,232,952/ 590,534	29 years	01.04.2009	128,105
2	Lot 28, Lebuhr Sultan Mohamed 1, Kawasan Perindustrian Bandar Sultan Sulaiman, 42000 Pelabuhan Klang, Selangor Darul Ehsan.	Tenanted	Leasehold for 99 years/ expiring on 30 June 2105	1,263,231/ Nil	Nil	14.12.2011	75,205
3	Lot 87989, Jalan Perigi Nenas 8/7, Seksyen 7, Taman Perindustrian Pulau Indah, 42000 Pelabuhan Klang, Selangor Darul Ehsan.	Haulage yard and container depot	Leasehold for 99 years/ expiring on 30 March 2097	2,553,770/ Nil	Nil	14.10.2013	73,470
4	Lot 2939-2980, Lorong Perusahaan Sg Lonkan 6, Kawasan Perusahaan Sg Lonkan, 13400, Butterworth, Pulau Pinang.	Warehouse, haulage yard, workshop and 2-storey office	Freehold	749,600/ 152,991	26 years	28.03.2008	72,135
5	PLO 137 - 138, Jalan Angkasa Mas Utama, Kawasan Perindustrian Tebrau II, 81100, Johor Bahru, Johor Darul Takzim.	Warehouse, workshop, transportation yard and 3-storey office	An initial period of 13 years, expired on 7 July 2023 and a subsequent period of 30 years expiring on 7 April 2053	894,287/ 140,225	24 years	01.04.2009	65,926
6	Lot 3, Jalan Sultan Mohamed 5, Kawasan Perindustrian Bandar Sultan Suleiman, 42000 Pelabuhan Klang, Selangor Darul Ehsan.	Warehouse, haulage yard and 2 ½ storey office	Leasehold for 99 years/ expiring on 30 June 2105	348,481/ 128,373	9 years	15.09.2011	26,932

No	Property Address	Description/ Existing Use	Tenure/ Date of Expiry of Lease	Land/ Built-up Area (sq. ft.)	Approximate Age of Building	Date of Acquisition	Carrying Amount as at 31 December 2023 RM'000
7	Lot 983, Mukim 16, Seberang Perai Utara, Pulau Pinang.	Haulage yard and workshop	Freehold	265,007/ Nil	Nil	19.10.2022	20,422
8	Menggatal, Kota Kinabalu, Sabah. No. 3, Kampung Kapa, Batu 6 1/2, Jalan Tuaran, 88450, Kota Kinabalu, Sabah.	Vacant yard	Leasehold for 99 years/ expiring on 21 October 2068, Leasehold for 99 years/ expiring on 25 April 2061, Leasehold for 999 years/ expiring on 24 June 2926	252,951/ Nil	Nil	15.03.2017	14,237
9	Lot 11, Jalan Sultan Mohamed 2, Kawasan Perindustrian Sultan Suleiman, 42000 Pelabuhan Klang, Selangor Darul Ehsan.	Workshop and 3-storey office	Leasehold for 99 years/ expiring on 30 June 2105	196,021/ 71,204	25 years	17.07.1991	12,162
10	HS(D) 501115, PTD 209588, Mukim Plentong, Johor Bahru, Johor Darul Takzim.	Haulage yard	Leasehold for 60 years/ expiring on 16 January 2072	127,628/ Nil	Nil	30.07.2021	8,161

ANALYSIS OF *Shareholdings*

As At 1 April 2024

SWIFT HAULAGE
BERHAD

Total Number of Issued Shares	:	890,269,502 (inclusive treasury shares)
Issued Share Capital	:	RM390,117,868
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) vote per Ordinary Share
Treasury Shares held as at 1 April 2024	:	9,380,900

DISTRIBUTION OF ORDINARY SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	% Ordinary Shares	No. of Ordinary Shares	%
1-99	5	0.069	119	0.000
100 – 1,000	778	10.847	534,100	0.060
1,001 – 10,000	3,497	48.759	20,223,101	2.295
10,001 – 100,000	2,407	33.561	84,361,000	9.576
100,001 to less than 5% of issued shares	483	6.734	404,424,165	45.910
5% and above of issued shares	2	0.027	371,346,117	42.155
Total	7,172	100.000	880,888,602	100.000

DIRECTORS' SHAREHOLDINGS IN ORDINARY SHARES

(Based on the Register of Directors' Shareholdings)

Name of Directors	Direct Shareholdings	% ^(a)	Indirect Shareholdings	% ^(a)
Tan Sri Dato Sri Abi Musa Asa'ari Bin Mohamed Nor	500,000	0.057	-	-
Loo Yong Hui	50,000	0.006	211,346,117 ^(b)	23.992
Loo Hooi Keat	42,805,500	4.859	211,346,117 ^(c)	23.992
Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar	-	-	211,346,117 ^(b)	23.992
Dato' Gopikrishnan A/L N.S. Menon	650,000	0.074	-	-
Datuk Noripah Binti Kamso	565,000	0.064	-	-
Rozainah Binti Awang	100,000	0.011	-	-
Kee Chung Ching	1,010,102	0.115	-	-

Notes:-

- (a) Excluding a total of 9,380,900 ordinary shares bought-back by the Company and retained as treasury shares as at 1 April 2024.
- (b) Deemed interested pursuant to Section 8(4) of the Companies Act 2016 by virtue of his substantial shareholdings in Persada Bina Sdn. Bhd.
- (c) Deemed interested pursuant to Section 59(11)(c) of the Companies Act 2016 by virtue of his son's substantial shareholdings in Persada Bina Sdn. Bhd.

SUBSTANTIAL ORDINARY SHAREHOLDERS

(Based on the Register of Substantial Shareholders)

Name of Substantial Shareholders	Direct Shareholdings	% ^(a)	Indirect Shareholdings	% ^(a)
Persada Bina Sdn Bhd	211,346,117	23.992	-	-
Loo Yong Hui	50,000	0.006	211,346,117 ^(b)	23.992
Loo Hooi Keat	42,805,500	4.859	211,346,117 ^(c)	23.992
Dato' Haji Md Yusoff @ Mohd Yusoff Bin Jaafar	-	-	211,346,117 ^(b)	23.992
JWD Asia Holding Private Limited	180,000,000	20.434	-	-
SCGJWD Logistics Public Company Limited	-	-	180,000,000 ^(d)	20.434

Notes:-

- (a) Excluding a total of 9,380,900 ordinary shares bought-back by the Company and retained as treasury shares as at 1 April 2024.
- (b) Deemed interested pursuant to Section 8(4) of the Companies Act 2016 by virtue of his substantial shareholdings in Persada Bina Sdn. Bhd.
- (c) Deemed interested pursuant to Section 59(11)(c) of the Companies Act 2016 by virtue of his son's substantial shareholdings in Persada Bina Sdn. Bhd.
- (d) Deemed interested pursuant to Section 8(4)(b) of the Companies Act 2016 by virtue of its 100% shareholding in JWD Asia Holding Private Limited, who has an interest in 180,000,000 ordinary shares of the Company.

LIST OF 30 LARGEST ORDINARY SHAREHOLDERS

No.	Name of Shareholders	No. of Shares	%
1	PERSADA BINA SDN BHD	191,346,117	21.721
2	MAYBANK SECURITIES NOMINEES (ASING) SDN BHD MAYBANK SECURITIES PTE LTD FOR JWD ASIA HOLDING PRIVATE LIMITED	180,000,000	20.433
3	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	38,635,947	4.386
4	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LOO HOOI KEAT	24,822,400	2.817
5	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR PERSADA BINA SDN BHD (THIRD PARTY)	20,000,000	2.270
6	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR FORTRESS CAPITAL ASSET MANAGEMENT (M) SDN BHD	17,697,300	2.009
7	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LOO HOOI KEAT	16,000,000	1.816
8	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (2)	14,750,000	1.674
9	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TA KIN YAN (7000778)	13,500,000	1.532
10	LEMBAGA TABUNG ANGKATAN TENTERA	13,287,300	1.508
11	NG CHEE KIN	12,381,388	1.405
12	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TA KIN YAN	9,726,500	1.104
13	ABB NOMINEE (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ANGKA DAYAMAS SDN BHD	9,143,470	1.037
14	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR FOONG CHOONG HENG (PB)	5,556,760	0.630
15	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ANGKA DAYAMAS SDN BHD	4,000,000	0.454
16	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LASERFOMS SDN. BHD.	3,970,494	0.450
17	LASERFORMS SDN BHD	3,698,000	0.419
18	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIA KWON MENG (MM0678)	3,450,000	0.391
19	WEE KA KENG	3,404,000	0.386
20	PHILLIP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PHILLIP CAPITAL MANAGEMENT SDN BHD (EPF)	2,576,400	0.292
21	LAI NGIT SIN	2,555,000	0.290
22	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD GAN HOCK SONG (TWU)	2,506,000	0.284
23	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KOK TUCK CHEONG (MY3781)	2,500,000	0.283
24	TAN JING JEONG	2,500,000	0.283
25	YAYASAN ISLAM TERENGGANU	2,500,000	0.283
26	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD PMB INVESTMENT BERHAD FOR MAJLIS AMANAH RAKYAT	2,250,000	0.255
27	HSBC NOMINEES (ASING) SDN BHD EXEMPT AN FOR BANK JULIUS BAER & CO. LTD. (SINGAPORE BCH)	2,250,000	0.255
28	IVAN NG ZHAN FU	2,100,000	0.238
29	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD CHAN AH KIEW (TWU)	2,030,500	0.230
30	CITIGROUP NOMINEES (ASING) SDN BHD UBS AG	2,003,300	0.227
TOTAL		611,140,876	69.377

Corporate Office

Swift Haulage Berhad

Suite 8.02, Level 8, Intan Millennium Square 2 (IMS 2),
No. 88, Jalan Batai Laut 4, Taman Intan,
41300 Klang,
Selangor Darul Ehsan.

Tel: +6 03-3361 3555
Fax: +6 03-3361 3511

Central Region

Swift Logistics TA Sdn. Bhd.

Forwarding & Shipping
Suite 8.02, Level 8, Intan Millennium Square 2 (IMS 2),
No. 88, Jalan Batai Laut 4, Taman Intan,
41300 Klang,
Selangor Darul Ehsan.

Tel : +6 03-3361 3555
Fax : +6 03-3361 3511

Swift Integrated Logistics Sdn. Bhd.

Project Logistics
Suite 8.01, Level 8, Intan Millennium Square 2 (IMS 2),
No. 88, Jalan Batai Laut 4, Taman Intan,
41300 Klang,
Selangor Darul Ehsan.

Tel : +6 03-3341 3388
Fax : +6 03-3343 3387

Swift Haulage Berhad

Lot 3, Jalan Sultan Mohamed 5,
Kawasan Perindustrian Bandar Sultan Sulaiman,
42000 Pelabuhan Klang,
Selangor Darul Ehsan.

Tel : +6 03-3176 0162 / +6 03-3176 0272
Fax : +6 03-3176 0364 / +6 03-3176 0131

Swift Integrated Logistics Sdn. Bhd.

Warehouse – PKA/PKB
Gate 2, Lot 23, Jalan Sultan Mohamed 1,
Kawasan Perusahaan PKNS, Fasa II,
Bandar Sultan Suleiman,
42000 Pelabuhan Klang,
Selangor Darul Ehsan.

Tel : +6 03-3169 6700

Swift Integrated Logistics Sdn. Bhd.

Cross Border and Command Centre
Gate 1, Lot 23, Jalan Sultan Mohamed 1,
Kawasan Perusahaan PKNS, Fasa II,
Bandar Sultan Suleiman,
42000 Pelabuhan Klang,
Selangor Darul Ehsan.

Tel : +6 03-3169 6700

Swift Autologistics Sdn. Bhd.

Gate 1, Lot 23, Jalan Sultan Mohamed 1,
Kawasan Perusahaan PKNS, Fasa II,
Bandar Sultan Suleiman,
42000 Pelabuhan Klang,
Selangor Darul Ehsan.

Tel : +6 03-3080 6023

Swift Integrated Logistics Sdn. Bhd.

Air Freight
Lot C15, Block C, Free Commercial Zone,
Malaysia Airlines Freight Forwarders Complex,
KLIA Cargo Village,
Kuala Lumpur International Airport,
64000 Sepang,
Selangor Darul Ehsan.

Tel : +6 03-8787 2724
Fax : +6 03-8787 2729

Swift Haulage Berhad

Melaka's Office
Lot 2113-1, Jalan PAK 2/1,
Kawasan Perindustrian Ayer Keroh Fasa IV,
75450 Ayer Keroh,
Melaka.

Tel : +6 06-231 0191

Tanjong Express (M) Sdn. Bhd.

Bukit Beruntung's Office
Inland Distribution
No 17, Jalan Kamunting 2, Seksyen 20,
Kawasan Perindustrian Jalan Kamunting,
Bandar Baru Bukit Beruntung,
48300 Rawang,
Selangor Darul Ehsan.

Tel : 1700-818-000
Fax : +6 03-602 1717

Central Region

Tanjong Express (M) Sdn. Bhd.

Pelabuhan Klang's Office

Haulage Services

Lot. 23, Lebuhr Sultan Mohamed 1,
Kawasan Perusahaan PKNS, Fasa II,
Bandar Sultan Suleiman,
42000 Pelabuhan Klang,
Selangor Darul Ehsan.

Tel : +6 03-3176 3777

Fax : +6 03-3176 7888 / +6 03-3176 4888

Tanjong Express (M) Sdn. Bhd.

Sijangkang's Office

Inland Distribution

Lot 19298, Jalan Sijangkang Utama 1,
Kawasan Perindustrian Sijangkang Utama,
42500 Telok Panglima Garang,
Selangor Darul Ehsan.

Tel : +6 012-484 1665

Q-Team Sdn. Bhd.

Lot 11, Lebuhr Sultan Mohamed 2,
Perusahaan Selat Klang Utara,
42000 Pelabuhan Klang,
Selangor Darul Ehsan.

Tel : +6 03-3176 6088

Southern Region

Swift Haulage Berhad

PLO 779, Jalan Nikel Utama,
Kawasan Perindustrian Pasir Gudang,
81700 Pasir Gudang,
Johor Darul Takzim.

Tel : +6 07-256 3689

Fax : +6 07-256 3695

Swift Haulage Berhad

Workshop

PLO 516, Jalan Keluli 3,
Kawasan Perindustrian Pasir Gudang,
81700 Pasir Gudang,
Johor Darul Takzim.

Tel : +6 07-256 3689

Fax : +6 07-256 3695

Swift Integrated Logistics Sdn. Bhd.

Warehouse, Forwarding & Inland Distribution

PLO 137 & 138, Jalan Angkasa Mas Utama,
Kawasan Perindustrian Tebrau 2,
81100 Johor Bahru,
Johor Darul Takzim.

Tel : +6 07-360 3555

Fax : +6 07-360 3655

Swift Integrated Logistics Sdn. Bhd.

Warehouse

PLO 516, Jalan Keluli 3,
Kawasan Perindustrian Pasir Gudang,
81700 Pasir Gudang,
Johor Darul Takzim.

Tel : +6 07-360 3555

Fax : +6 07-360 3655

Swift Logistics TA Sdn. Bhd.

PLO 137 & 138, Jalan Angkasa Mas Utama,
Kawasan Perindustrian Tebrau 2,
81100 Johor Bahru,
Johor Darul Takzim.

Tel : +6 07-360 3555

Fax : +6 07-360 3655

Northern Region

Swift Integrated Logistics Sdn. Bhd.

Warehouse, Haulage, Forwarding & Inland Distribution

Lot 2939-2980, ACKU Industrial Area,
Jalan Bagan Lalang,
13400 Mak Mandin, Butterworth,
Pulau Pinang.

Tel : +6 04-314 2020

Fax : +6 04-314 2060

Tanjong Express Logistic (M) Sdn. Bhd.

Lot 5021, Jalan Jelawat,
Seberang Jaya Industrial Park,
13700 Seberang Perai,
Pulau Pinang.

Tel : +6 04-397 6977

Fax : +6 04-390 4377

Eastern Region

Swift Integrated Logistics Sdn. Bhd.

Kerteh's Office

Kuantan Kerteh Railway System,
22A, 22B & 21AA,
Kawasan Perindustrian Kerteh,
24300 Kerteh, Kemaman,
Terengganu Darul Iman.

Swift Integrated Logistics Sdn. Bhd.

Kemaman's Office

Door 35, 37 & 39, 2nd Floor,
Admin Building B,
Kemaman Supply Base,
24007 Kemaman,
Terengganu Darul Iman.

Tel : +6 09-863 4192

Fax : +6 09-863 5192

Eastern Region

Swift Integrated Logistics Sdn. Bhd.

Kuantan's Office
Kuantan Kerteh Railway System,
Jalan Kampung Selamat,
Kawasan Pelabuhan Kuantan,
26080 Kuantan,
Pahang Darul Makmur.

Tel : +6 09-583 8130 (Operation) /
+6 09-583 8314 (Administration)
Fax : +6 09-583 8320 (Operation & Administration) /
+6 09-583 8311 (Finance)

Swift Integrated Logistics Sdn. Bhd.

Tok Bali's Office
Unit 1.2.01 & Unit 1.2.02, Administration Complex,
Tok Bali Supply Base,
16700 Pasir Puteh,
Kelantan Darul Naim.

Tel : +6 09-778 0230

East Malaysia

Swift Integrated Logistics Sdn. Bhd.

Kota Kinabalu's Office
J-56-02, Second Floor,
Block J, KK Times Square, Phase 1,
88100 Kota Kinabalu,
Sabah.

Tel : +6 088-212 069

Swift Integrated Logistics Sdn. Bhd.

Labuan's Office
Lot 10, 2nd Floor, Wisma Wong Wo Lo,
87000 Labuan,
Wilayah Persekutuan Labuan.

Tel : +6 087-44 0120 / +6 087-41 3611
Fax : +6 087-419 091

Swift Integrated Logistics Sdn. Bhd.

Bintulu's Office
Shop No.89, 1st Floor,
Medan Jaya Commercial Centre,
97000 Bintulu,
Sarawak.

Tel : +6 086-310 845 / +6 086-330 438
Fax : +6 086-312712

Swift Integrated Logistics Sdn. Bhd.

Miri's Office
2nd Floor, Lot 2213, Block 5 MCLD,
Jalan Saberka Utama,
Saberka Commercial Centre,
98000 Miri,
Sarawak.

Tel : +6 085-642 490

Standard Marine Agencies (Sarawak) Sdn. Bhd.

Lot 989, Section 66, Off Jalan Jentera,
Pending Industrial Estate,
93450 Kuching,
Sarawak.

Tel : +6 08-233 9512 / 513
Fax : +6 08-233-9519

Thailand

Swift Crossland Logistics Co., Ltd.

Bangkok's Office
Interlink Tower Bangna Building,
Debaratna Road, Bangnatai Sub- District,
Bangna District,
Bangkok 10260,
Thailand.

Tel : +66 (2) 1306949-52
Fax : +66 (2) 1306939

Swift Crossland Logistics Co., Ltd.

Songkhla's Office
82/37 Kanchanavanich Road,
Tambon Samnukkram, Amphoe Sadao,
Songkla 90120,
Thailand.

Tel : +66 7439 8917
Fax : +66 7439 8738

Singapore

Swift Integrated Logistics (S) Pte. Ltd.

f.k.a Watt Wah Petroleum Haulage Pte. Ltd.
6 Gul Avenue,
Singapore 629650.

Tel : +65 6863 2033
Fax : +65 6861 4995

NOTICE OF 24th *Annual General Meeting*

NOTICE IS HEREBY GIVEN THAT the Twenty-Fourth ("24th") Annual General Meeting ("AGM") of SWIFT HAULAGE BERHAD ("**Company**") will be conducted virtually at the broadcast venue at Board Room, Suite 8.02, Level 8, Intan Millennium Square 2, No. 88, Jalan Batai Laut 4, Taman Intan, 41300 Klang, Selangor Darul Ehsan on Thursday, 6 June 2024 at 10:00 a.m. or at any adjournment thereof, for the following purposes:-

AGENDA

- | | |
|---|---|
| 1. To receive the Audited Financial Statements for the financial year ended 31 December 2023 together with the Reports of the Directors and Auditors Reports thereon. | [Please refer to
Explanatory Note (a)] |
| 2. To approve the payment of Directors' fees amounting to RM950,000.00 for the financial year ended 31 December 2023. | Ordinary Resolution 1 |
| 3. To approve the payment of benefits payable to the Directors up to an amount of RM50,000.00 from 7 June 2024 until the next AGM of the Company in year 2025. | Ordinary Resolution 2 |
| 4. To re-elect the following Directors who retire pursuant to Clause 21.7 of the Company's Constitution and being eligible, have offered themselves for re-election:-

(i) Mr. Loo Yong Hui

(ii) Dato' Gopikrishnan A/L N.S Menon

(iii) Puan Rozainah Binti Awang | Ordinary Resolution 3

Ordinary Resolution 4

Ordinary Resolution 5 |
| 5. To re-elect Ms. Kee Chung Ching who retires pursuant to Clause 21.11 of the Company's Constitution and being eligible, has offered herself for re-election. | Ordinary Resolution 6 |
| 6. To re-appoint BDO PLT as Auditors of the Company until the conclusion of the next Annual General Meeting and to authorise the Directors to fix their remuneration | Ordinary Resolution 7 |

AS SPECIAL BUSINESS

To consider and, if thought fit, with or without modifications, to pass the following Ordinary Resolutions:-

- | | |
|--|-----------------------|
| 7. ORDINARY RESOLUTION
- AUTHORITY TO ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016 AND WAIVER OF PRE-EMPTIVE RIGHTS | Ordinary Resolution 8 |
| <p>"THAT subject always to the Companies Act 2016 ("Act"), the Constitution of the Company and the approvals from Bursa Malaysia Securities Berhad ("Bursa Securities") and any other relevant governmental and/or regulatory authorities, the Directors of the Company be and are hereby empowered pursuant to the Act, to issue and allot shares in the capital of the Company from time to time at such price and upon such terms and conditions, for such purposes and to such person or persons whomsoever the Directors may in their absolute discretion deem fit provided always that the aggregate number of shares issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares) for the time being;</p> <p>THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities;</p> <p>FURTHER THAT such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company;</p> | |

AND FURTHER THAT pursuant to Section 85 of the Act which is to be read together with Clause 16.6 of the Constitution of the Company, the shareholders of the Company do hereby waive their pre-emptive rights to be offered new shares ranking equally to the existing issued shares in the Company arising from any issuance of new shares in the Company pursuant to the Act."

8. **ORDINARY RESOLUTION**

Ordinary Resolution 9

- PROPOSED RENEWAL OF AUTHORITY FOR THE COMPANY TO PURCHASE ITS OWN SHARES ("PROPOSED RENEWAL OF SHARE BUY-BACK")

"THAT subject to Section 127 of the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and all other applicable laws, rules and regulations and guidelines for the time being in force and the approvals of all relevant governmental and/or regulatory authority, approval be and is hereby given to the Company, to purchase such number of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities as the Directors may deem and expedient in the interest of the Company, provided that:-

- (i) the aggregate number of ordinary shares to be purchased and/or held by the Company pursuant to this resolution shall not exceed ten per centum (10%) of the total number of issued shares of the Company as quoted on Bursa Securities as at the point of purchase; and
- (ii) the maximum funds to be allocated by the Company for the purpose of purchasing its own shares shall not exceed the aggregate of the retained profits of the Company based on the latest audited financial statements and/or the latest unaudited financial statements of the Company (where applicable) available at the time of the purchase(s).

THAT upon completion of the purchase by the Company of its own shares, the Directors of the Company be authorised to deal with the shares purchased in their absolute discretion in the following manner:-

- (i) cancel all the shares so purchased; and/or
- (ii) retain the shares so purchased in treasury for distribution as dividend to the shareholders and/or resell on the market of Bursa Securities; and/or
- (iii) retain part thereof as treasury shares and cancel the remainder; or

in any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and the requirements of Bursa Securities and any other relevant authority for the time being in force.

AND THAT such authority conferred by this resolution shall commence upon the passing of this resolution and shall continue to be in force until:-

- (a) the conclusion of the next AGM of the Company following this AGM at which such resolution was passed, at which time it will lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or
- (b) the expiration of the period within which the next AGM of the Company after that date is required by law to be held; or
- (c) the authority is revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever occurs first;-

AND FURTHER THAT the Board be and is hereby authorised to do all such acts, deeds and things as they may consider expedient or necessary in the best interest of the Company to give full effect to the Proposed Renewal of Share Buy-Back with full powers to assent to any conditions, modifications, variations and/or amendments as may be imposed by the relevant authorities and to take all such steps, and do all such acts and things as the Board may deem fit and expedient in the best interest of the Company."

9. To transact any other business of which due notice shall have been given in accordance with the Act.

BY ORDER OF THE BOARD

CHUA SIEW CHUAN (MAICSA 0777689) (SSM PC No.: 201908002648)
LIM LIH CHAU (LS0010105) (SSM PC NO.: 201908001454)
Company Secretaries

Kuala Lumpur
29 April 2024

Notes:-

1. The Broadcast Venue, which is the main venue of the Meeting is strictly for the purpose of complying with Section 327(2) of the Act and Clause 18.4(a) of the Company's Constitution, which require the Chairman to be present at the main venue of the Meeting. No shareholders/proxies/corporate representatives will be physically present at Broadcast Venue on the day of the Meeting.

With the RPV facilities, the members, proxies and/or corporate representatives are strongly encouraged to exercise your right to participate (including to pose questions to the Chairman, Board of Directors or Management) and vote at the Meeting.

As guided by the Securities Commission Malaysia's Guidance Note and Frequently Asked Questions on the Conduct of General Meetings for Listed Issuers as revised, the right to speak is not limited to verbal communication only but includes other modes of expression. Therefore, all members, proxies and/or corporate representatives shall communicate with the main venue of the Meeting via real time submission of typed texts through a text box within Tricor's online platform during the live streaming of the Meeting as the primary mode of communication. In the event of any technical glitch in this primary mode of communication, members, proxies or corporate representatives may email their questions to is.enquiry@my.tricorglobal.com during the Meeting. The questions and/or remarks submitted by the members, proxies and/or corporate representatives will be broadcasted and responded by the Chairman, Board of Directors and/or Management during the Meeting.

2. In respect of deposited securities, only members whose names appear in the Record of Depositors on **28 May 2024** ("**General Meeting Record of Depositors**") shall be eligible to attend, speak and vote at the Meeting or appoint proxy(ies) to attend, participate, speak and vote in his stead.
3. A member entitled to attend and vote at the Meeting, may appoint more than one (1) proxy to attend and vote in his stead. Where a member appoints more than one (1) proxy to attend, participate, speak and vote at the same Meeting, the appointments shall be invalid unless the proportion of the shareholdings to be represented by each proxy is specified. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the member to attend, participate, speak and vote at the Meeting.
4. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (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.
6. The instrument appointing a proxy shall be in writing under the hand of the member or of his attorney duly authorised in writing or, if the member is a corporation, shall either be executed under the Corporation's common seal or under the hand of an officer or attorney duly authorised.

7. The instrument appointing a proxy must be deposited at the registrar of Company at Tricor Investor & Issuing House Services Sdn Bhd, Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or submit the Form of Proxy electronically at <https://tjih.online> not later than forty-eight (48) hours before the time set for holding the meeting.

Please refer to the Administrative Guide for the 24th AGM of the Company that is available for download at www.swiftlogistics.com.my for further details.

Explanatory Note (a)

This Agenda item is meant for discussion only, as the provision of Section 340(1)(a) of the Act does not require a formal approval of the shareholders for the Audited Financial Statements. Hence, this Agenda item is not put forward for voting.

Explanatory Notes to Ordinary and Special Business:-

(a) Ordinary Resolution 1 – Directors’ Fees

Payment of the Directors’ fees for the financial year ended 31 December 2023 amounting to 950,000.00 will be made by the Company if the proposed Ordinary Resolution 1 is passed at the 24th AGM of the Company.

(b) Ordinary Resolution 2 – Benefits of Directors

The proposed Ordinary Resolution 2, if passed, will authorise the payment of the Directors’ benefits up to an amount of RM50,000.00 with effect from 7 June 2024 until the next AGM of the Company in year 2025 that comprises of meeting allowance.

(c) Ordinary Resolutions 3 to 6 – Re-election of Directors

Pursuant to Clause 21.7 of the Constitution, Mr. Loo Yong Hui, Dato’ Gopikrishnan A/L N.S Menon and Puan Rozainah Binti Awang are to retire at the forthcoming 24th AGM of the Company, and being eligible, have offered themselves for re-election.

Pursuant to Clause 21.11 of the Constitution, Ms. Kee Chung Ching is to retire at the forthcoming 24th AGM of the Company, and being eligible, has offered herself for re-election.

(collectively known as “Retiring Directors”)

For the purpose of determining the eligibility of the Directors to stand for re-election at the 24th AGM and in line with Practice 5.1 of the MCCG 2021, the NRC had reviewed and assessed each of the Retiring Directors from the annual assessment and evaluation of the Board, Board Committees, Independent Directors and individual Directors for the FYE 2023.

Each of the Directors standing for re-election had undergone a performance evaluation and had provided their declaration on their fitness and propriety to continue acting as Directors of the Company in accordance with the Directors’ Fit and Proper Policy of the Company.

The NRC had recommended that, the re-election of the Retiring Directors to be based on the following:-

- (i) satisfactory performance and have met Board’s expectation in discharging their duties and responsibilities;
- (ii) met the fit and proper criteria in discharging their roles as directors of the Company;
- (iii) level of independence demonstrated by the independent director; and
- (iv) their ability to act in the best interest of the Company in decision-making.

The Board approved the NRC’s recommendation on the re-election of the Retiring Directors. The Retiring Directors have consented to their re-election and abstained from deliberation as well as decision on their own eligibility to stand for re-election at the relevant NRC and Board meetings, where applicable.

(d) Ordinary Resolution 7 – Re-appointment of Auditors

The Audit and Risk Management Committee (“**ARMC**”) have assessed the suitability and independence of the External Auditors and recommended the re-appointment of BDO PLT as External Auditors of the Company for the financial year ending 31 December 2024. The Board has in turn reviewed the recommendation of the ARMC and recommended the same to be tabled to the shareholders for approval at the forthcoming 24th AGM of the Company under Resolution 7.

(e) Ordinary Resolution 8
Authority to Issue Shares Pursuant to the Act and Waiver of Pre-Emptive Rights

The Company had been granted a general mandate on the authority to issue and allot shares pursuant to the Act by its shareholders at the Twenty-Third AGM of the Company held on 31 May 2023 (“**Previous Mandate**”).

As at the date of this Notice, the Company has not issued any new ordinary shares pursuant to the Previous Mandate granted by the shareholders and hence no proceeds were raised therefrom.

The proposed Ordinary Resolution 8, if passed, will provide flexibility to the Directors of the Company to undertake any possible fund-raising activities, including but not limited to placement of shares for the purpose of funding Company’s current and/or future investment projects, working capital, repayment of bank borrowings, acquisitions and/or such other purposes as the Directors may deem fit, without having to convene a general meeting. This authority, unless revoked or varied by the Company in a general meeting will expire at the conclusion of the next AGM of the Company.

Pursuant to Section 85 of the Act to be read together with Clause 16.6 of the Constitution of the Company, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company or other convertible securities.

The proposed Ordinary Resolution 8, if passed, will exclude your pre-emptive rights to be offered new shares and/or convertible securities to be issued by the Company pursuant to the said Ordinary Resolution.

(f) Ordinary Resolution 9
Proposed Renewal of Share Buy-Back Authority

The proposed Ordinary Resolution 9, if passed, will renew the authority given to the Company to purchase its own shares of up to ten per centum (10%) of the total number of issued shares of the Company at any time within the time period stipulated in the Main Market Listing Requirements of Bursa Securities. This authority will, unless revoked or varied at a general meeting, expire at the conclusion of the next AGM of the Company.

Further details are set out in the Statement to Shareholders dated 29 April 2024 circulated together with this Annual Report.

Statement Accompanying Notice of Annual General Meeting

1. Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements (“MMLR”) of Bursa Securities

There are no Directors standing for election as Director of the Company at the 24th AGM.

2. Pursuant to Paragraph 6.03(3) of the MMLR of Bursa Securities

Details on the authority to issue and allot shares in the Company pursuant to Sections 75 and 76 of the Companies Act 2016 are set out in Explanatory Note (e) of the Notice of the 24th AGM.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at the 24th AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member’s personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the “Purposes”), (ii) warrants that where the member discloses the personal data of the member’s proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member’s breach of warranty.

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SWIFT HAULAGE BERHAD
[Registration No. 200001030627 (533234-V)]

FORM OF PROXY

*I/We:

Full Name (In Block)	CDS account no.:	No. of Shares held:
Address:	NRIC/Passport/Registration no.:	
Contact No.:	Email address:	

being a *member / members of **SWIFT HAULAGE BERHAD** ("Company"), do hereby appoint:

First Proxy "A"

Full Name (In Block)	NRIC/ Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address	Email:		
	Contact:		

AND

*Second Proxy "B"

Full Name (In Block)	NRIC/ Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address	Email:		
	Contact:		

*or failing him/her, the CHAIRMAN OF THE MEETING as * my/our proxy to vote for * me/us on * my/our behalf at the Twenty-Fourth Annual General Meeting ("24th AGM") of the Company to be conducted virtually at the broadcast venue at Board Room, Suite 8.02, Level 8, Intan Millennium Square 2, No. 88, Jalan Batai Laut 4, Taman Intan, 41300 Klang, Selangor Darul Ehsan on Thursday, 6 June 2024 at 10:00 a.m. or at any adjournment thereof.

Please indicate with an "x" in the appropriate space(s) provided below on how you wish your votes to be cast. If no specific direction as to voting is given, the proxy will vote or abstain from voting at *his/her discretion.

Resolution No.	Ordinary Resolution	For	Against
1.	To approve the payment of Directors' fees amounting to RM950,000.00 for the financial year ended 31 December 2023		
2.	To approve the payment of benefits payable to the Directors up to an amount of RM50,000.00 from 7 June 2024 until the next AGM of the Company in year 2025		
3.	To re-elect Mr. Loo Yong Hui who retires pursuant to Clause 21.7 of the Company's Constitution		
4.	To re-elect Dato' Gopikrishnan A/L N.S. Menon who retires pursuant to Clause 21.7 of the Company's Constitution		
5.	To re-elect Puan Rozainah Binti Awang who retires pursuant to Clause 21.7 of the Company's Constitution		
6.	To re-elect Ms. Kee Chung Ching who retires pursuant to Clause 21.11 of the Company's Constitution		
7.	To re-appoint BDO PLT as Auditors of the Company until the conclusion of the next Annual General Meeting and to authorise the Directors to fix their remuneration		
As Special Business			
8.	Authority to Issue Shares pursuant to the Companies Act 2016 and Waiver of Pre-Emptive Rights		
9.	Proposed Renewal of Authority for the Company to Purchase Its Own Shares		

*strike out whichever not applicable

Dated this _____ day of _____ 2024.

Signature of Member/Common Seal

Lastly, fold this flap for sealing

Notes:-

1. The Broadcast Venue, which is the main venue of the Meeting is strictly for the purpose of complying with Section 327(2) of the Act and Clause 18.4(a) of the Company's Constitution, which require the Chairman to be present at the main venue of the Meeting. No shareholders/proxies/corporate representatives will be physically present at Broadcast Venue on the day of the Meeting.

With the RPV facilities, the members, proxies and/or corporate representatives are strongly encouraged to exercise your right to participate (including to pose questions to the Chairman, Board of Directors or Management) and vote at the Meeting.

As guided by the Securities Commission Malaysia's Guidance Note and Frequently Asked Questions on the Conduct of General Meetings for Listed Issuers as revised, the right to speak is not limited to verbal communication only but includes other modes of expression. Therefore, all members, proxies and/or corporate representatives shall communicate with the main venue of the Meeting via real time submission of typed texts through a text box within Tricor's online platform during the live streaming of the Meeting as the primary mode of communication. In the event of any technical glitch in this primary mode of communication, members, proxies or corporate representatives may email their questions to is.enquiry@my.tricorglobal.com during the Meeting. The questions and/or remarks submitted by the members, proxies and/or corporate representatives will be broadcasted and responded by the Chairman, Board of Directors and/or Management during the Meeting.

2. In respect of deposited securities, only members whose names appear in the Record of Depositors on **28 May 2024** ("**General Meeting Record of Depositors**") shall be eligible to attend, speak and vote at the Meeting or appoint proxy(ies) to attend, participate, speak and vote in his stead.
3. A member entitled to attend and vote at the Meeting, may appoint more than one (1) proxy to attend and vote in his stead. Where a member appoints more than one (1) proxy to attend, participate, speak and vote at the same Meeting, the appointments shall be invalid unless the proportion of the shareholdings to be represented by each proxy is specified. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the member to attend, participate, speak and vote at the Meeting.
4. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.

Please fold along this line (1)

**Postage
Stamp**

The Registrar
SWIFT HAULAGE BERHAD
[Registration No. 200001030627 (533234-V)]
Unit 32-01, Level 32, Tower A,
Vertical Business Suite, Avenue 3,
Bangsar South, No. 8, Jalan Kerinchi,
59200 Kuala Lumpur
Wilayah Persekutuan

Please fold along this line (2)

5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (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.
6. The instrument appointing a proxy shall be in writing under the hand of the member or of his attorney duly authorised in writing or, if the member is a corporation, shall either be executed under the Corporation's common seal or under the hand of an officer or attorney duly authorised.
7. The instrument appointing a proxy must be deposited at the registrar of Company at Tricor Investor & Issuing House Services Sdn Bhd, Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or submit the Form of Proxy electronically at <https://tjih.online> not later than forty-eight (48) hours before the time set for holding the meeting.

Please refer to the Administrative Guide for the 24th AGM of the Company that is available for download at www.swiftlogistics.com.my for further details.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and /or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 29 April 2024.



SWIFT HAULAGE BERHAD
200001030627 (533234-V)
Suite 8.02, Level 8, Intan Millennium Square 2 (IMS 2),
No. 88, Jalan Batai Laut 4,
Taman Intan, 41300 Klang,
Selangor Darul Ehsan.