



ENGINEERS

HSS ENGINEERS BERHAD

201501003232 (1128564-U)



NAVIGATING THE NEXT EPISODE OF THE NATION'S DEVELOPMENT

MALAYSIA'S ENGINEERING DNA

— ANNUAL REPORT 2021 —

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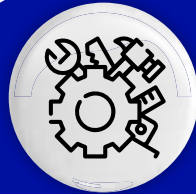
Go online to our website at:
WWW.HSSGROUP.COM.MY

Scan here to download our reports and other documents.

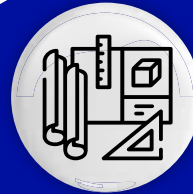


CORE SERVICES

Delivering Value to Our Communities, Clients and Shareholders



**ENGINEERING DESIGN
AND CONSTRUCTION
SUPERVISION
SERVICES**



**BUILDING INFORMATION
MODELING (“BIM”)
SERVICES**



**PROJECT
MANAGEMENT
SERVICES**



**ENVIRONMENTAL
SERVICES**

HEB AT A GLANCE

TOTAL REVENUE

2021

RM164.7
million

ORDER BOOK

2021

RM516.7
million

TOTAL ASSETS

2021

RM367.9
million

EBITDA

2021

RM17.4
million

2020

RM170.0
million

2020

RM443.4
million

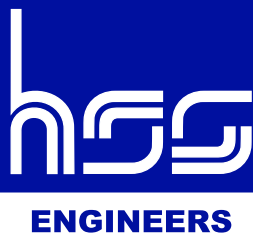
2020

RM364.6
million

2020

RM29.7
million

MISSION STATEMENT



**To maintain our position as
Malaysia's Leading Engineering
Consultant providing world class
expertise through**

- 1 Sustainable Solutions
 - 2 Innovative Technology
 - 3 Revolutionary Skills and Services
-

ABOUT HEB



HSS ENGINEERS BERHAD (HEB OR THE COMPANY) IS AN INVESTMENT HOLDING COMPANY WHICH WAS INCORPORATED ON 23 JANUARY 2015 UNDER THE COMPANIES ACT, 1965 AS A PRIVATE LIMITED COMPANY UNDER THE NAME OF HSS ENGINEERS SDN. BHD. BEFORE IT WAS CONVERTED INTO A PUBLIC LIMITED COMPANY. THE COMPANY ASSUMED ITS PRESENT NAME ON 31 MARCH 2015.

HEB, through its subsidiaries (HEB Group or the Group) and associates, is principally involved in the provision of engineering and project management services including engineering design, construction supervision, project management, environmental services and building information modeling services.

The Group has a total workforce of more than 850 staff, of which, more than half are engineers of various disciplines. With a combined experience of more than 80 years, the Group possesses longstanding experience in a wide array of sectors including urban infrastructure, transportation planning, roads and highways, railways and metro systems, water resources and supply, waste management, building and structures, power generation and recently diversified into telecommunication and digital technology.

As one of the leading and by far the largest listed engineering consultancy group in Malaysia, the Group is/has been involved in many notable large-scale projects including Pan Borneo Highway Sabah, Iskandar Bus Rapid Transit, Northern Corridor Economic Region, MRT 1 & 2, Maju Expressway 2, West Coast Expressway, SUKE Expressway, Pahang – Selangor Raw Water Transfer, Development of Sungai Selangor Phase 1, 2 and 3, Sarawak Water Grid Study, Layang 2 and East Coast Rail Link.

The Group now operates from 4 main offices, based in Kuala Lumpur (2 offices) and Sabah in Malaysia as well as Chennai in India.

OUR STORY



**TAN SRI IR.
KUNASINGAM A/L
V.SITTAMPALAM**

Co-Founder,
Executive Vice Chairman /
Acting Group Chief Executive Officer



DEAR ESTEEMED SHAREHOLDERS,

Although the ongoing COVID-19 pandemic continued to create uncertainty in the infrastructure sector resulting in slower than expected project roll-outs due to the imposition of various forms of lockdowns, I am very pleased that HSS Engineers Berhad (HEB Group) overcame the overwhelming odds and ended the year 2021 on a steady note.

During the year under review, we upheld our fervour in making forward strides, not just in our existing areas of expertise by winning a substantial Project Management Consultant (PMC) contract, but also in penetrating new sectors by securing our first foothold in the telecommunication and renewable energy sector. Beyond immediate operational benefits, we boldly upheld Environmental, Social and Governance (ESG) principles towards securing a sustainable future.

These achievements are even more notable as they were obtained amidst the challenging COVID-19 pandemic, as the government directed its primary focus on the urgent need to ramp up the vaccination programmes throughout the country to curb the spread whilst imposing restrictive interstate and inter-district movements. This was further exacerbated by the unexpected change of national leadership in August 2021 which only lent to more delays on the progress of various mega infrastructure projects.

Altogether, the year 2021 testified to the resilient spirit that is inherent in HEB Group. During the pandemic, the health and safety of our staff was at the forefront of our mind as well. In doing our part to ensure collective safety and uphold our commitment to clients, we strongly advocated for COVID-19 vaccination across HEB Group, and I am heartened to state that this successfully led to our headquarters being fully operational at 100% staff rate from 6 October 2021 onwards.

Moving forward, we foresee better prospects in the sector with recovery to take place in 2022 as the government continues to announce phases of the National Recovery Plan to rejuvenate the economy with continued ongoing efforts to have a larger population of the country to be fully vaccinated.

REINFORCED SECTOR LEADERSHIP

HEB Group once again proved our prowess in the areas of our core expertise of providing engineering and PMC services for mega infrastructure projects. Our appointment in April 2021 as the PMC for Phase 1 of the Pan Borneo Sabah Highway project for a contract sum of RM144.9 million attests to our excellent track record in delivering mega infrastructure projects in Malaysia.

We are also exhilarated that this contract entails a much larger scope of works than our previous mandate for the same highway that was completed in December 2020, thus indicating a greater vote of confidence and trust in our capabilities by the Malaysian Government as the project owner.

Indeed, our appointment as the PMC for Pan Borneo Highway Sabah is an extension of our ongoing involvement in key infrastructure and development projects.

The award is in addition to our existing role as PMC for the 2,300-acre Kwasa Damansara Township Development in Sungai Buloh, the Delivery Management Office (DMO) for all Development Projects (Physical Works) for Northern Corridor Investment Authority (NCIA), as well as the proposed expansion and construction of a new healthcare facility for Institut Jantung Negara.

OUR STORY

PIVOTED TO NEW SECTORS

In addition to reinforcing our pole position in existing sectors such as rail, road, water and port, we recognise the tremendous opportunities to transfer our specialist skillset to high-potential industries, in order to build up new areas of growth for HEB Group.

The renewable energy sector is one such exciting endeavour. In August 2021, we successfully accomplished the goal of entering the renewable energy space as our associate HSS Integrated Sdn. Bhd. was appointed by Cenviro Sdn. Bhd. as the Owner’s Engineer for the development of a Scheduled Waste Management Centre in Johor. We believe this is the first of many steps into the exponential-growth business.

In supporting the national agenda towards achieving a digital nation status, we have set our sights on opportunities in the digital and technology sector, with a focus on 5G telecommunications rollout with Digital Nasional Berhad (DNB). In fact, we have been mandated by DNB to provide consultancy services in this sector and are extremely excited to be given such a prominent undertaking that will allow us to play a key role in implementing Malaysia’s 5G telecommunications infrastructure.

Besides that, we are also seeking to collaborate with specialists from leading

data centres to pursue engineering and project management opportunities domestically and internationally in South-East Asia.

ADOPTION OF HIGH TECHNOLOGIES AS PART OF ESG EFFORTS

Since inception, HEB Group has always been an early adopter of new and advanced technologies, as a crucial enabler to enhancing efficiency across the industry, deriving long-term benefits from process and goal alignment, and improving interactions and communications among project stakeholders.

Our long-term collaboration with the National Highways Authority of India has come to fruition. In India, where we sit on the National Panel of Experts together with professors from the Indian Institutes of Technology (IIT) Mumbai, we successfully persuaded for the adoption of Ultra High-Performance Concrete (UHPC), an innovative construction material known for its higher durability as compared to normal concrete to be used for construction of bridges.

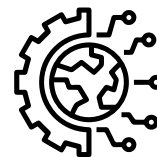
The usage of UPHC would reduce the usage of concrete and reinforcements needed to construct a bridge of the same conventionally and hence the environmental friendliness of the material for such construction. The reduction in material usage also leads to better waste

management thus minimizing the large carbon footprint which would otherwise take place for such construction at sites.

Apart from minimising carbon footprint, the UPHC material is known for its higher durability which will increase the longevity of bridge structures. The performance of this innovative material was validated in a pilot project known as the ‘Latur Bridge Pilot Project’ where a full-scale load testing of the bridge was conducted successfully and the bridge was finally inaugurated on 25th November 2021 by the Honourable Minister of Roads & Transport, India.

We are now taking our efforts a step further to adopt the relevant United Nations Sustainable Development Goals within our organisation to actively participate in the long-term betterment of the wider society in a sustainable manner. By playing our role in the Renewable Energy sector, we aim to engineer meaningful solutions towards reducing 50% of our country’s carbon emissions by 2030, as outlined in the Paris Agreement of which Malaysia is a signatory.

To attain the objective above, industry statistics indicate that Malaysia needs to install at least 8 gigawatts (GW) of renewable energy by 2030. The total installed solar photovoltaic capacity of 1.5GW as at the end of 2021 therefore suggests that extensive improvements on our grid infrastructure and capacity are required on a highly-urgent basis.



WE HAVE SET OUR SIGHTS ON OPPORTUNITIES IN THE DIGITAL AND TECHNOLOGY SECTOR, WITH A FOCUS ON 5G TELECOMMUNICATIONS ROLLOUT WITH DIGITAL NASIONAL BERHAD (DNB).

OUR STORY

Recognising the immense potential for public transportation to lower a country's carbon emissions by 37 million metric tons annually¹, we will continue to champion the advancement of mass public transportation as a sustainable means of reducing our country's carbon footprint while optimising efficient people movement.

Our involvement in the Iskandar Malaysia Bus Rapid Transit (BRT) project in Johor is precisely an adequate case in point. The project is aimed at enabling commuters make the convenient switch from private vehicles to public transportation, to enjoy immediate time and cost-savings, while enhancing overall productivity.

We have advocated similar best practices on an international scale and have been a constant proponent for the adoption of environmentally-friendly elements in public transportation works. The studies on various conservation methods on our water resources continues to be an area of sustainability which we intend to have a pertinent role in having being a lead consultant in providing engineering consultancy services for numerous water projects in critical areas in the country.

One such method is to recycle wastewater effluent and as part of this study, we were appointed by the Sewerage Service Department (Jabatan Perkhidmatan Pembetungan) as the consultant to spearhead a 'Review Study on Influent Flow Rate and Design Peak Flow Factor Used in Sewage Treatment Plant (STP) Design in Malaysia'. In

undertaking this review, a conceptual design of the waste water recycling plant (WRP) has been developed. The concept of the plant is, first and foremost, to demonstrate the potential for recycling effluent from a wastewater plant for re-use either for industrial use, landscape irrigation among others.

We continue to reaffirm our stance towards transparency adhering to good governance in our business conduct, an underlying core of our sustainability framework.

Our journey in anti-bribery and corruption campaign advocating strong business ethics in the Group commenced way back in 2019. Since then, we have successfully attained the ABMS certification for the subsidiaries and associates of HSS Engineers Berhad namely HSS Engineering Sdn. Bhd., SMHB Engineering Sdn. Bhd., SMHB Environmental Sdn. Bhd., BIM Global Ventures Sdn. Bhd., HSS Integrated Sdn. Bhd., HSS Mekanikal and Elektrikal Sdn. Bhd. and SMHB Sdn. Bhd.

In line with maintaining the highest level of corporate ethics within the Group, the Board continued to perform its due diligence by undertaking a thorough review of existing relevant policies put in place which are available on the Company's website.

We believe that these achievement form significant milestones in our enduring ESG journey, and we will continue to pursue these goals for the prosperity of all.

AWARDS AND CERTIFICATIONS

In 2022, HEB Group was honoured to be awarded as the Excellent Consultant of the East Coast Rail Link (ECRL) Project 2021, under the category of Engineering Procurement, Construction and Commissioning of ECRL Project. The award was conferred by the project owner, China Communications Construction Company, and is dedicated to the diligent team of HEB Group.

CONCLUSION & APPRECIATION TO EMPLOYEES

Do allow me to express my sincerest appreciation to our shareholders and business partners for their unwavering support despite the numerous vagaries in 2021. I would also like to thank our management and employees for their commitment to HEB Group throughout the year; for it is only through collective contribution that HEB Group has remained resilient.

Going forward, I am optimistic that HEB Group will emerge stronger - even despite the pandemic - with greater achievements; and in doing so, honour our commitment in creating long-term value for our shareholders.

Tan Sri Ir. Kunasingam A/L V.Sittampalam

*Co-Founder, Executive Vice Chairman/
Acting Group Chief Executive Officer*

¹ Source: American Public Transportation Association



Pantai 2 Regional Sewage Treatment Plant

CORPORATE INFORMATION

BOARD OF DIRECTORS

DATO' MOHD ZAKHIR SIDDIQY BIN SIDEK

Independent Non-Executive Chairman

TAN SRI IR. KUNASINGAM A/L V.SITTAMPALAM

Executive Vice Chairman / Acting Group Chief Executive Officer

DATUK IR. TEO CHOK BOO

Executive Director

IR. SHARIFAH AZLINA BT RAJA KAMAL PASMAH

Executive Director

IR. PREM KUMAR A/L M VASUDEVAN

Executive Director

DATO' SRI IR. HJ. ISMAIL BIN MD.SALLEH

Senior Independent Non-Executive Director

TAI KEAT CHAI

Independent Non-Executive Director

VANESSA A/P SANTHAKUMAR

Non-Independent Non-Executive Director

IR. SYED MOHAMED ADNAN BIN MANSOR ALHABSHI

Alternate Director to Datuk Ir. Teo Chok Boo

AUDIT AND RISK MANAGEMENT COMMITTEE

Tai Keat Chai (Chairman)
Dato' Mohd Zakhir Siddiqy Bin Sidek
Dato' Sri Ir. Hj. Ismail Bin Md.Salleh

NOMINATION AND REMUNERATION COMMITTEE

Dato' Sri Ir. Hj. Ismail Bin Md.Salleh (Chairman)
Tai Keat Chai
Vanessa A/P Santhakumar

REGISTERED OFFICE

Boardroom Corporate Services Sdn Bhd

[Registration No. 196001000110 (3775-X)]
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Fax : +603 - 7890 4650

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Bandar Sri Permaisuri 56000 Kuala Lumpur Wilayah Persekutuan Malaysia
Tel : +603 - 9173 0355
Fax : +603 - 9173 0939
Email : heb@hss.com.my
Website : www.hssgroup.com.my

COMPANY SECRETARIES

Tai Yit Chan (MAICSA 7009143)
Tan Ai Ning (MAICSA 7015852)
Suliana Binti Rosli (MAICSA 7057610)

AUDITORS

KPMG PLT (LLP0010081-LCA & AF 0758)

10th Floor, KPMG Tower 8,
First Avenue, Bandar Utama,
47800 Petaling Jaya,
Selangor Darul Ehsan,
Malaysia

Tel : +603 - 7721 3388
Fax : +603 - 7721 3399

PRINCIPAL BANKER

Maybank Islamic Berhad

[Registration No. 200701029411 (787435-M)]
15th Floor, Tower A,
Dataran Maybank, 1,
Jalan Maarof,
59000 Kuala Lumpur,
Wilayah Persekutuan,
Malaysia
Tel : +603 - 2297 2000
Fax : +603 - 2282 4492

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd

[Registration No. 197101000970 (11324-H)]
Unit 32-01, Level 32,
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Avenue 3 Bangsar South,
No. 8, Jalan Kerinchi,
59200 Kuala Lumpur,
Wilayah Persekutuan
Malaysia
Tel : +603 - 2783 9299
Fax : +603 - 2783 9222

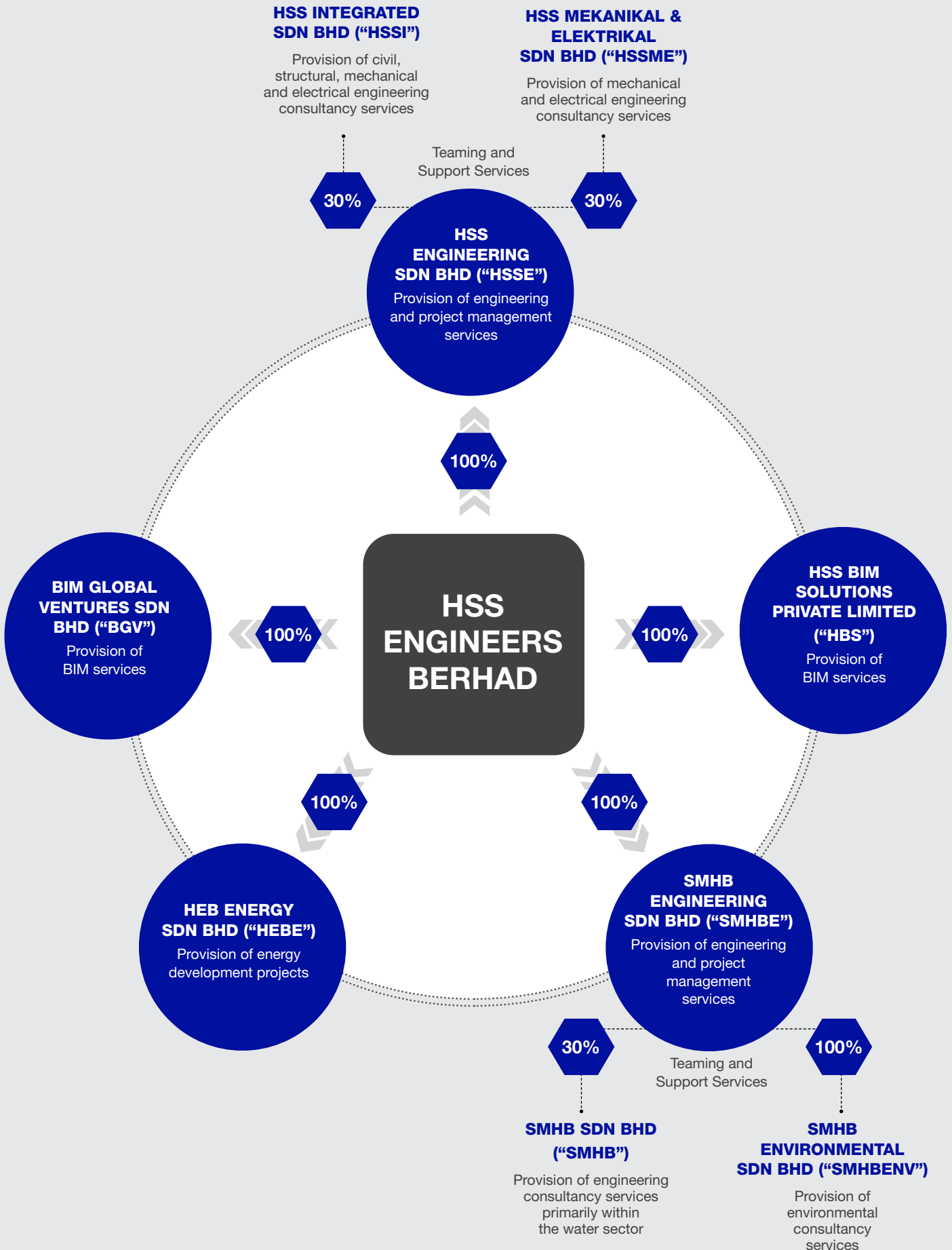
STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

Stock Name : HSSEB
Stock Code : 0185
Stock Sector : Industrial products & services

CORPORATE STRUCTURE

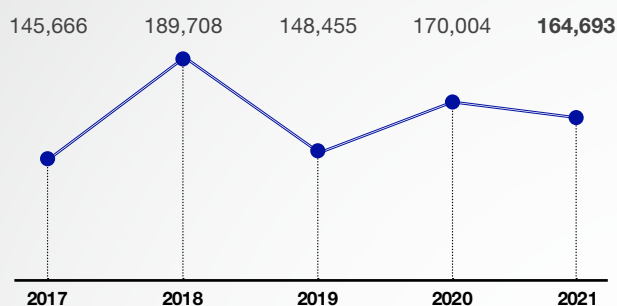
AS AT 13 APRIL 2022



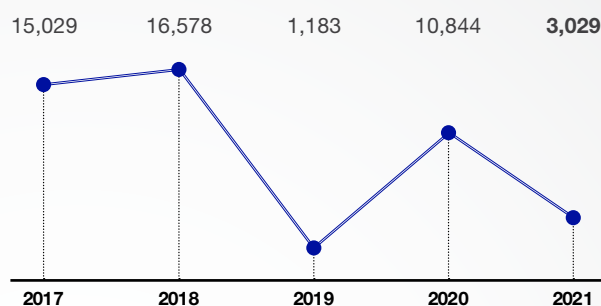
FINANCIAL HIGHLIGHTS

Financial Year Ended 31 December	2021	2020	2019	2018	2017
Revenue (RM'000)	164,693	170,004	148,455	189,708	145,666
Gross profit ("GP") (RM'000)	39,951	48,694	39,240	64,717	49,942
Profit/(Loss) before taxation ("PBT"/"LBT") (RM'000)	6,067	16,683	3,244	(94,525)	21,826
Profit/(Loss) after taxation ("PAT"/"LAT") (RM'000)	3,029	10,844	1,183	(102,836)	15,029
Core Profit After Tax ("Core PAT")	3,029	10,844	1,183	16,578	15,029
EBITDA (RM'000)	17,372	29,680	19,323	(82,464)	24,572
No. of shares in issue ('000)	495,862	495,862	495,862	495,862	319,081
Total assets (RM'000)	367,860	364,567	345,859	376,770	149,222
GP margin (%)	24.26	28.64	26.43	34.11	34.28
PBT/(LBT) margin (%)	3.68	9.81	2.18	(49.82)	14.98
PAT/(LAT) margin (%)	1.84	6.38	0.79	(54.21)	10.32
EPS/(LPS) (sen)	0.61	2.19	0.24	(22.12)	4.33
Core EPS (sen)	0.61	2.19	0.24	3.57	4.33

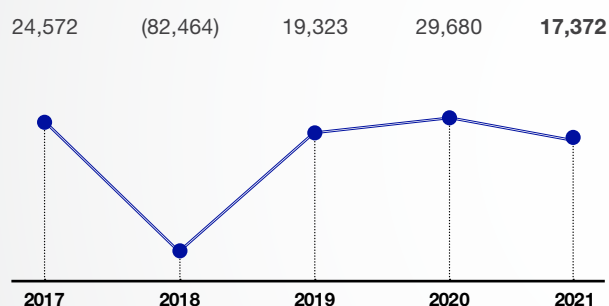
REVENUE (RM'000)



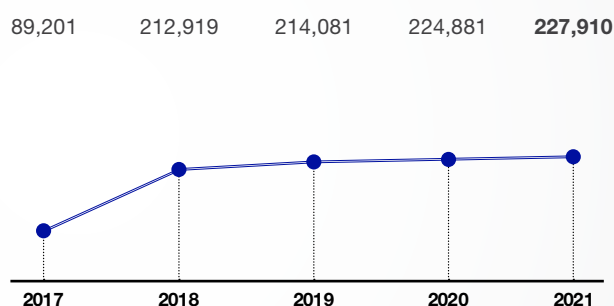
CORE PROFIT AFTER TAX (RM'000)



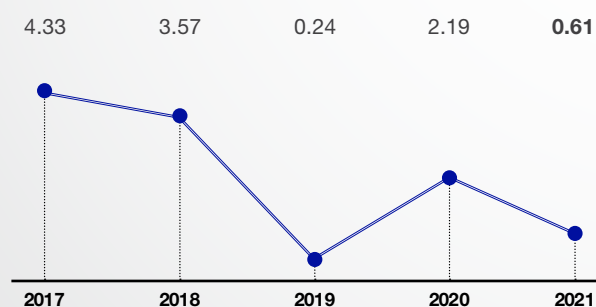
EBITDA (RM'000)



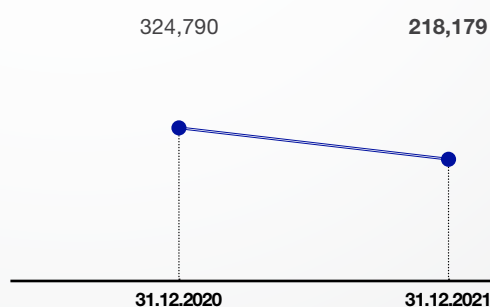
SHAREHOLDERS' EQUITY (RM'000)



CORE EPS (Sen)



MARKET CAPITALISATION (RM'000)



CHAIRMAN'S STATEMENT



**DATO' MOHD
ZAKHIR SIDDIQY
BIN SIDEK**

Independent
Non-Executive Chairman



**2021
REVENUE**

RM164.7
MILLION



**2021
NET PROFIT**

RM3.0
MILLION



**2021
ORDER BOOK**

RM516.7
MILLION

DEAR SHAREHOLDERS,

The year 2021 was extremely challenging for players in the construction industry as most projects were forced to come to a grinding halt. At the peak of the pandemic under the FMCO, only essential services and economic sectors were allowed to operate with identified critical construction works permitted to proceed during this period.

Given that HEB Group was deemed as consultant providing professional services for projects involving major and critical public infrastructure, it was exempted from the rule and able to carry out works as per normal. These included public infrastructure projects the likes of Mass Rapid Transit, Light Rail Transit and East Coast Rail Link.

While operational works were spared the vagaries of intermittent lockdowns and rigorous restrictions, the Group faced other challenges, including incurring higher COVID-19 compliance costs that were necessary to safeguard the health of our employees.

Nonetheless, HEB Group continued to be resilient and steadfast in delivering projects to our clients and remained firmly in the black despite a highly challenging operating environment.

FINANCIAL INDICATORS

I am pleased to announce that HEB Group weathered through the tough year to report sturdy revenue of RM164.7 million and net profit of RM3.0 million in the financial year ended 31 December 2021 (FY2021). On a year-on-year basis, revenue dropped 3.1% while net profit declined 72.1% as compared to the previous financial year ended 31 December 2020 (FY2020).

Still, our business fundamentals remained strong with a healthy order book of RM516.7 million as at 31 December 2021. It must be said that this includes the Group's new wins amounting to RM214 million for FY2021; an admirable feat which reinforced our leadership position in delivering mega infrastructure projects.

The Group remains committed to grow our existing sectors to become an increasingly stable platform, as well as pivot into new sectors to create exciting new pillars for future earnings sustainability. Recognising the necessity of investing resources and bolstering working capital for these initiatives, the Board of Directors adjourned the declaration of dividend in respect of FY2021. We strongly believe that our growth strategies will enable us to navigate future challenges with greater confidence.

CHAIRMAN’S STATEMENT

FUTURE PROSPECTS

The Group is optimistic for the year 2022 and there are good reasons to be.

The domestic economy had shown encouraging signs of recovery as reflected by the 3.1% growth in the second half of 2021 compared to 5.6% decline in 2020. The successful nationwide immunisation program led to the subsequent implementation of the National Recovery Plan, which in turn allowed some measure of normalcy through the easing of restrictions to allow inter-state travels as well as the gradual adaptation to the new normal.

At the same time, we are cautiously aware that the discovery of new variants of the COVID-19 virus may lead to new concerns and uncertainties in the economy.

However, we take heart of the Government’s stance in being pro-development, as outlined in Budget 2022 and 12th Malaysia Plan (12MP). One of the clearest demonstrations of this is the RM400 billion allocation for development expenditure in the 12MP, which is a significant jump from RM248.5 billion apportioned in the 11th Malaysia Plan, thus reflecting the Government’s intention to drive national development.

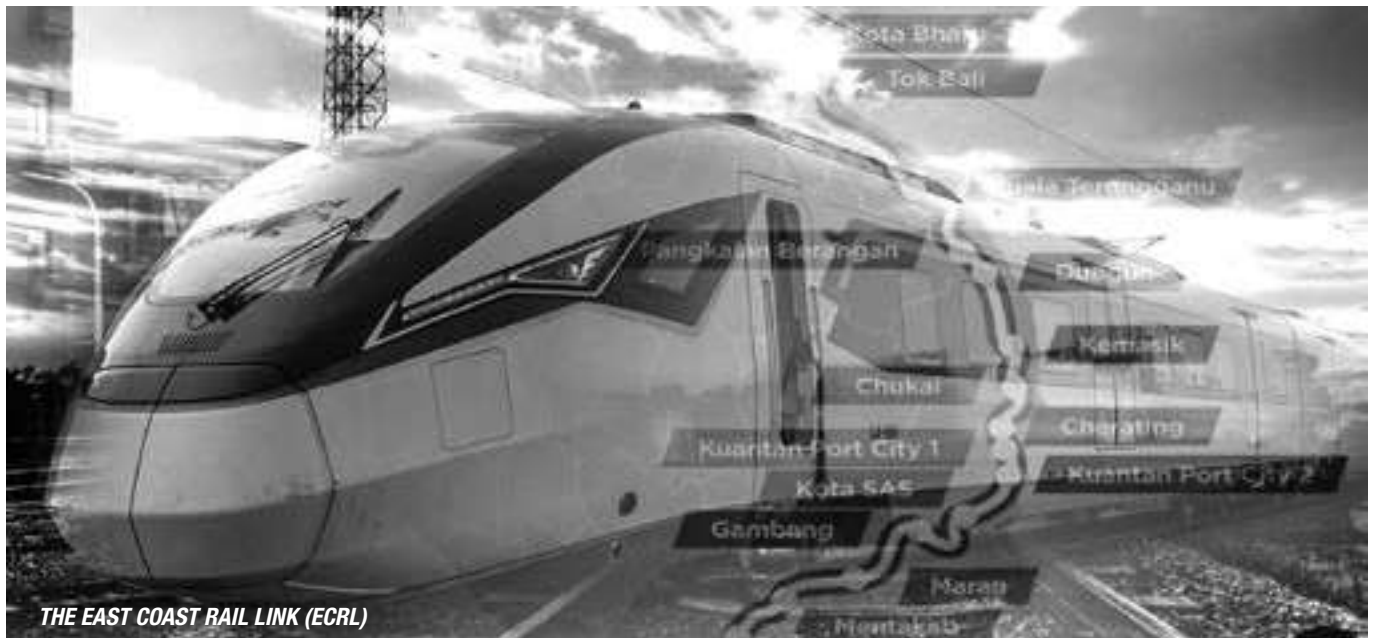
In line with the Government’s target to optimise capital expenditure for infrastructure development projects whilst prioritising the people’s welfare, the Group believes that privatisations will be a main catalyst in advancing the rollout of mega infrastructure projects.

The Government’s creation of an Infrastructure Facilitation Fund 3.0 under the supervision of the Public-Private Partnership Unit underscores this resolve, with an initial fund allocation of RM200 million under the Budget 2022 to facilitate the privatisation mechanism. The Group is geared up to tender for more mega projects and capitalise on the growth in project rollouts following the privatisation approach.

Besides that, improving water infrastructure in Malaysia has taken on new urgency, in light of the devastating flash floods across various states in the fourth quarter of 2021. We believe that this would continue to drive the water agenda in the country, benefitting our subsidiary SMHB Sdn. Bhd. who has proven deep expertise in the water sector.

In fact, one of the main agenda in the 12MP as well as Budget 2022 is to reduce the urban-rural gap in water and sewerage services, particularly in Sabah and Sarawak. Not to forget, the game changer in 12MP involves accelerating the adoption of Integrated Water Resources Management (IWRM) in managing water resources in the country.

Apart from our core areas of expertise, the Group is also exploring new growth segments, one of which is the renewable energy sector. The Ministry of Energy and Natural Resources had launched the Malaysia Renewable Energy Roadmap in December 2021 to support the nation’s aspirations in achieving 31% renewable energy capacity by 2025 and 40% by 2035.



THE GROUP REMAINS COMMITTED TO GROW OUR EXISTING SECTORS TO BECOME AN INCREASINGLY STABLE PLATFORM, AS WELL AS PIVOT INTO NEW SECTORS TO CREATE EXCITING NEW PILLARS FOR FUTURE EARNINGS SUSTAINABILITY.

CHAIRMAN'S STATEMENT



Sungai Selangor Water Supply Scheme Phase 3

We are also casting our sights on the digital and technology sector. The launching of Malaysia Digital Economy Blueprint showed the Government's intention to advance the nation's development in digital infrastructure. Under the blueprint, the government targets to attract RM70 billion investments in digitalisation from global data center providers. The transferability of our expertise opens up new opportunities for the Group to support the nation's digital transformation.

At the same time, we remain focused on strengthening our leadership position beyond our shores, particularly in the ASEAN region. This objective is achieved through our continuing partnership with leading Japanese engineering consultants to execute Japan International Cooperation Agency (JICA) projects. We have also made notable progress in providing our expertise in India as well as forming strategic collaborations with like-minded organizations to promote knowledge exchange in Philippines, Indonesia, Middle East and North Africa (MENA).

We look forward to delivering stronger performance in the financial year ending 31 December 2022 (FY2022).

ACCOMPLISHMENTS

On behalf of the Board, I would like to congratulate our Executive Vice Chairman Tan Sri Ir. Kuna Sittampalam for being honoured by Jabatan Kerja Raya as one of Malaysia's National Technical Figures in conjunction with the National Technical Profession Day 2021 in December 2021.

This prestigious accolade is certainly well-deserved in recognition of his numerous contributions in transforming the engineering landscape of Malaysia. This includes his consistent advocacy for the adoption of pioneering and innovative technologies to enhance the nation's international-stage competitiveness, such as the usage of Building Information Modelling (BIM) and drones for projects under HEB Group.

Beyond his responsibilities in HEB Group, this distinction reflects his contributions to the national engineering sector.

Amongst other initiatives, he is actively developing the next generation of industry-ready engineers through PROTÉGÉ scheme operated by Kementerian Pembangunan Usahawan dan Koperasi (MEDAC), with the aim of empowering young engineering talents with knowledge to assist the future development of the nation.

HEB Group records its heartiest congratulations!

APPRECIATION

It was no doubt that the year 2021 had been an obstacle-filled year with unprecedented challenges. However, our financial performance in FY2021 served as a testament to our resilience in navigating through tough environment as the Group remained profitable.

All these would not have been possible if not for the stakeholders who supported the Group relentlessly through their various roles.

On behalf of the Board of Directors in HEB Group, I would like to thank my fellow Directors for displaying exemplary leadership skills in guiding the Group to thrive even during these tumultuous times. I have the privilege to welcome Mr. Tai Keat Chai, who joined the Board as an Independent and Non-Executive Director on 26 July 2021. With many years of accounting and finance experience under his belt, I am confident that his appointment will bring positive impact to the Board.

Besides that, the Board would also like to express our sincerest appreciation to our employees for their hard work, dedication as well as commitment to excellence in the face of challenges.

Finally, we would like to extend our deepest gratitude to our clients, business associates and shareholders. Their invaluable support throughout the years have been pivotal to our business longevity.

Dato' Mohd Zakhir Siddiqy Bin Sidek
Independent Non-Executive Chairman

MANAGEMENT DISCUSSION & ANALYSIS





**TAN SRI IR.
KUNASINGAM
A/L V. SITTAMPALAM**

Co-Founder, Executive Vice Chairman/
Acting Group Chief Executive Officer



**2021
GROUP REVENUE**

**RM164.7
MILLION**



**2021 MARKET
CAPITALISATION**

**RM218.2
MILLION**

DEAR SHAREHOLDERS,

Although the COVID-19 pandemic cast a gloomy pall on the domestic economy in 2021, the Government's aggressive rollout of a nationwide vaccination programme coupled by the expansive wide-reaching stimulus packages aided economic recovery across most sectors towards the last quarter of 2021.

Noting the above, allow me to present our financial and operational performance for the financial year ended 31 December 2021 (FY2021) in greater detail below.

OUR BUSINESSES

HEB Group (or the Group) is an investment holding company with two main subsidiaries: HSS Engineering Sdn Bhd (HSS) and SMHB Engineering Sdn Bhd (SMHB). The Group is primarily involved in the provision of Engineering Services (Engineering Design and Construction Supervision), Project Management, and Building Information Modeling (BIM).

In addition, the Group also plans to establish a long-term recurring source of income as our fourth vertical to complement our core expertise.

HEB Group boasts an excellent track record in providing engineering and project management services in transportation, water and infrastructure sectors for over half a century.

As at 31 December 2021, our workforce strength exceeded 850 employees, with more than half of the workforce being engineers.



MANAGEMENT DISCUSSION & ANALYSIS

Engineering Services

The Group's Engineering Services constitute Engineering Design and Construction Supervision.

Works related to Engineering Design include concept design, preliminary and detailed design, as well as specification and procurement. These works are usually carried out before project implementation.

Works related to Construction Supervision include checking for compliance towards approved drawings and specifications, as well as with relevant laws and guidelines. Besides that, it also involves making sure that a project is completed within time and budget. These works are usually conducted during the construction phase of a project.

Engineering services are provided for the transportation, infrastructure and water sectors.

Project Management Services

Our Project Management Services offer all-encompassing solutions from pre-implementation to completion, including turnaround management solutions for under-performing projects. Our scope of work under this segment covers project and design management, procurement and contract management, construction management, interface management and risk management.

BIM Services

BIM is an innovative set of technological tools that transform the construction management process with the use of an intelligent 3D and computer simulation system.

The system enables a building or infrastructure to be designed collaboratively by integrating the inputs from various project participants - builders, owners, architects, structural engineers, and Mechanical, Electrical and Plumbing (MEP) systems engineers. Besides that, it is able to generate the characteristics of the structure being designed.

Going beyond this, the Group's BIM Services covers the entire lifecycle of the structure, including supporting processes such as construction management, cost management, project management and operation.

Environmental Services

We provide a comprehensive and multi-disciplinary approach in ensuring every environmental aspect is covered during a particular development. The studies are carried out by experienced specialists in the areas of terrestrial and aquatic biodiversity and ecology, physical environment including water and air quality, hydrology, geology, noise and land planning as well as social community issues. The scope of services includes initial environmental scoping, detailed environmental impact

assessments, pollution impact studies, catchment management studies, environmental monitoring and audits.

FINANCIAL PERFORMANCE 2021

We are heartened that the tumultuous economic outlook did not deter HEB Group from securing RM214 million new contracts, and making advancements in various ongoing mega infrastructure projects, including Pan Borneo Highway Sabah and Section A of East Coast Railway Link (ECRL), as well as the Iskandar Bus Rapid Transit (BRT) project.

Notwithstanding the delay in the implementation of certain key projects due to border closures for the most part of the year, HEB Group delivered stable revenue of RM164.7 million in FY2021 from RM170.0 million previously, helped by progress of existing projects.

The same factor resulted in a change in project mix which precipitated a 17.9% decline in gross profit to RM40.0 million in FY2021 from RM48.7 million a year ago. Still, gross margins were largely maintained at 24.3% in FY2021 compared to 28.6% a year ago.

In terms of operational expenditure, administrative expenses increased slightly to RM20.2 million versus RM19.8 million previously due to the larger headcount for the implementation of projects in hand, whereas finance costs reduced year-on-year to RM3.5 million from RM5.0 million on account of lower borrowings.



Klang Valley Mass Rapid Transit Line 2

MANAGEMENT DISCUSSION & ANALYSIS



HEB GROUP IS BUOYANT OF OUR PROSPECTS AHEAD, GIVEN THE ANTICIPATED PROGRESS OF PROJECTS IN HAND AS WELL AS THE FULL MOBILISATION OF STAFF TO ITS KEY PROJECT SINCE OCTOBER 2021, WHICH WOULD ALLOW US TO MAKE CONSIDERABLE HEADWAY GOING FORWARD.

The slower-than-expected mobilization of staff also led to a temporary increase in costs without the corresponding revenue contribution, which contributed to bottomline compression in the year under review. In addition, the Group recorded an impairment of financial assets amounting to RM3.2 million that had further impacted the Group's profitability in FY2021.

Taking these factors into consideration, FY2021 pre-tax profit and net profit were recorded at RM6.1 million and RM3.0 million respectively. Comparatively, the Group's pre-tax profit and net profit amounted to RM16.7 million and RM10.8 million respectively in the previous corresponding year.

Nonetheless, HEB Group is buoyant of our prospects ahead, given the anticipated progress of projects in hand as well as the full mobilisation of staff to its key project since October 2021, which would allow us to make considerable headway going forward.

ANALYSIS OF GROUP REVENUE AND PERFORMANCE REVIEW

(I) By Company

The contributions made by the two main subsidiaries are set out in the table below:

Company	2021 Contribution (RM'mil)	2021 Contribution (%)
HSS	113.6	69.0
SMHB	51.1	31.0
TOTAL	164.7	100%

(II) Core Services (Segments)

The revenue contributions made by the various segments are set out in the table below:

Segment	2021		2020		Variance
	RM'mil	%	RM'mil	%	RM'mil
Engineering Design	61.6	37.4	71.4	42.0	(9.8)
Construction Supervision	64.6	39.2	68.5	40.3	(3.9)
Project Management	27.9	17.0	21.4	12.6	6.5
BIM Services	1.7	1.0	1.7	1.0	-
Reimbursable Income	8.9	5.4	7.0	4.1	1.9
TOTAL	164.7	100.0	170.0	100.0	(5.3)

Engineering Design

Revenue from Engineering Design segment declined 13.7% from RM71.4 million to RM61.6 million year-on-year in line with project progress.

New contract wins under this segment include Construction of Interchange and Flyover at Jalan Tun Abdul Razak/Jalan Terbau, Johor Bahru-Singapore Rapid Transit System (RTS) and Selangor Raw Water Security.

MANAGEMENT DISCUSSION & ANALYSIS



THE PRO-DEVELOPMENT STANCE BY GOVERNMENTS IN MALAYSIA AND THE LARGER REGIONAL MARKET PAINTS AN OPTIMISTIC OUTLOOK FOR HEB GROUP TO POTENTIALLY ACHIEVE A SIGNIFICANT GROWTH LEAP GOING FORWARD.

The segment's margin stood at 4.7% in FY2021 from 14.8% previously, due to project mix and slower progress for ongoing projects.

Construction Supervision

The Construction Supervision's segment revenue reduced slightly by 5.7% to RM64.6 million versus RM68.5 million previously, as projects in hand (mainly comprising crucial infrastructure megaprojects) maintained progress works.

During the year, the Group had added on additional sums as Consulting Engineer for the Proposed Development of Phase 1 Langat 2 Water Treatment Plant and Water Reticulation System Selangor Darul Ehsan from Pengurusan Aset Air Berhad, which commenced works in May 2021.

It is worth noting that profit margin improved to 33.8% in FY2021 from 32.0% a year ago on enhanced efficiency and project mix.

Project Management

Revenue in the Project Management segment rose 30.4% to RM27.9 million from RM21.4 million in FY2020, driven by positive progress made on the Project Delivery Management Office for all development projects within the Northern Corridor Economic Region, as well as Pan Borneo Highway Sabah.

The segment's profitability was impacted by the delay in implementation as mentioned earlier, which resulted in a margin decline to 29.6% in FY2021 from 44.3% in the previous corresponding year.

BIM Services

BIM Services revenue remained stable at RM1.7 million.

(III) Geographical Locations

Revenue from the domestic market contributed the majority at 99.5% of total revenue, or RM163.8 million. Meanwhile, revenue from the Group's ongoing project in India constituted the remaining 0.5% of total revenue, or RM0.9 million.

The pro-development stance by Governments in Malaysia and the larger regional market paints an optimistic outlook for HEB Group to potentially achieve a significant growth leap going forward.

Sources of Project Funding

Our primary objective of supporting the nation's developmental aspirations is similarly mirrored in the types of projects under our portfolio. 72.8% of HEB Group's projects undertaken in FY2021 were financed by the Malaysian government, as our major revenue contributions were sourced from public sector-driven infrastructure projects.

Market Discipline

The transportation sector, including railway and highway, constituted 70.1% of total revenue in FY2021 whereas the water sector made up 17.4% of total revenue. Meanwhile, the infrastructure and other sectors, including the telecommunication sector, contributed the remaining 12.5% of total revenue.

Going forward, the HEB Group believes that the high growth for the transportation, water, and digital and technology sectors in Malaysia, on the back of the Government's intention to pump prime the economy with Budget 2022 and 12 Malaysia Plan (12MP), increasing demand in water supply in line with the country's development and the implementation of RM15 billion 5G network rollout nationwide.

FINANCIAL POSITION INDICATORS

Group Assets

HEB Group's total assets increased to RM367.9 million as at 31 December 2021 from RM364.6 million previously, mainly due to higher contract assets.

Liquidity and Capital Resources

In strengthening our balance sheet further, the Group pared down its total borrowings as at 31 December 2021 to RM51.8 million, compared to RM71.3 million in the previous year. Cash and cash equivalents amounted to RM22.4 million as at 31 December 2021, versus RM23.1 million a year ago.

These actions bore fruit as the Group maintained its healthy net gearing ratio of 0.12 times as at 31 December 2021.

Capital Management, Future Commitments and Funding Sources

Disclosures related to the Group's capital management activities can be found in Note 28 of the consolidated financial statements in this Annual Report. As at 31 December 2021, the Group's capital commitment amounts to RM1.4 million.

MANAGEMENT DISCUSSION & ANALYSIS

PROJECT HIGHLIGHTS

This section outlines the progress of key projects completed, ongoing and secured in FY2021, together with our total order book as at 31 December 2021.

Key Projects Completed in FY2021

Project description	Contract value (RM' million)
1. ICE Pan Borneo	11.5
2. ECRL –Kuantan Realignment	0.7
TOTAL	12.2

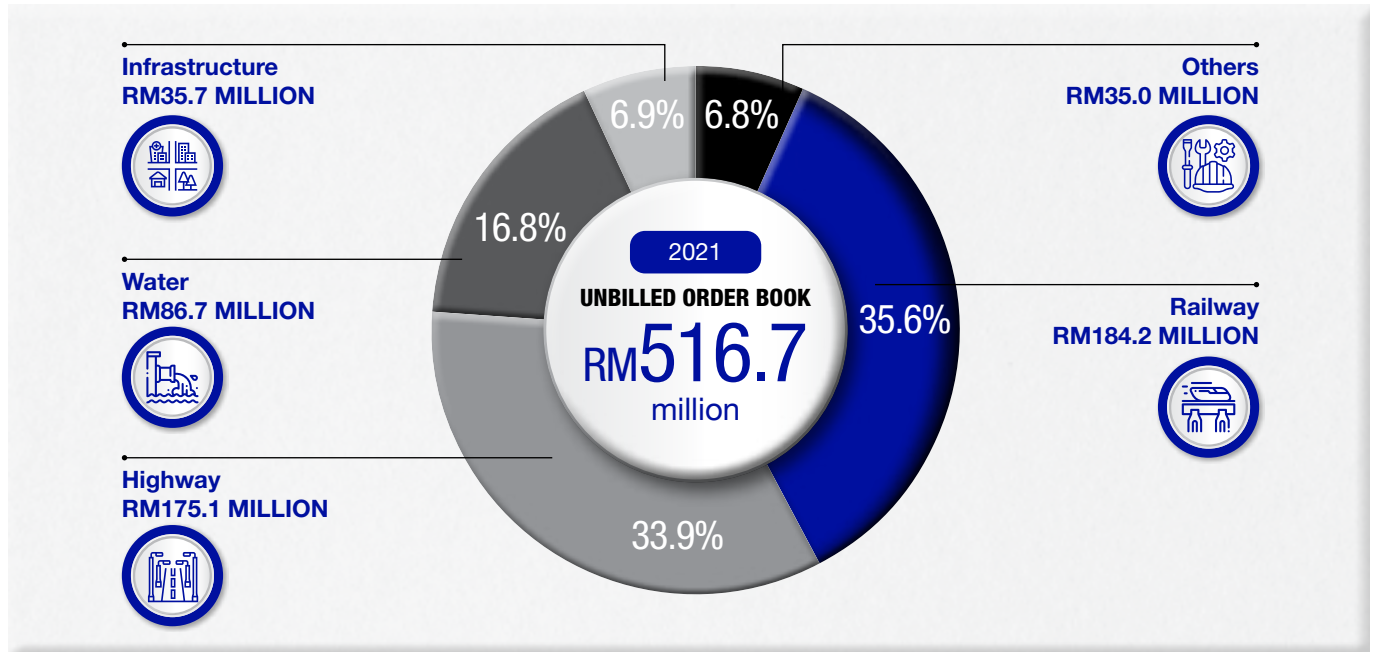
Key Projects Secured in FY2021

Project description	Contract value (RM' million)	Accumulated billings up to 31 December 2021 (RM' million)	Unbilled as at 31 December 2021 (RM' million)	Commencement/ Completion date
1. Consultancy Services for Water Treatment Plants at SSP 1, 2, 3, Rantau Panjang and Semenyih to ensure uninterrupted operations in the event of disruptive pollution	7.8	3.7	4.1	Jan 2021/ 1 st Quarter 2024
2. Project Management Consultant for Phase 1 of Pan Borneo Highway, Sabah	143.4	7.6	135.8	Apr 2021/ 2 nd Quarter 2026
3. Consultancy Services for the Proposed Development of Phase 1 Langat 2 Water Treatment Plant and Water Reticulation System Selangor Darul Ehsan / Wilayah Persekutuan Kuala Lumpur: Additional Contract Sum	29.3	12.1	17.2	May 2021/ 4 th Quarter 2026
4. Owner's Engineer for Development of a Scheduled Waste Management Centre in Johor	1.9	0.3	1.6	Aug 2021/ 2 nd Quarter 2025
5. Consultancy Services for Sultan Abdul Aziz Shah Airport and the Subsequent Infrastructure Works and Associate Works for Malaysia Airports Sdn Bhd	2.4	-	2.4	Nov 2021/ 1 st Quarter 2023
TOTAL	184.8	23.7	161.1	

MANAGEMENT DISCUSSION & ANALYSIS

Total Order Book

As at 31 December 2021, HEB had an unbilled order book of RM516.7 million as set out below:



RISK FACTORS

As much as we have a strong desire to keep growing, HEB Group is aware of the potential risks that may materially impact our operations, performance, financial condition, and liquidity. These risks, together with our steps to mitigate them are as follows:

Risks of Delays in Project Progress due to the COVID-19 Pandemic and Imposition of MCO

While the nationwide implementation of vaccination programme played its role in managing COVID-19, our project progress may be impacted by the possible reimposition of movement control order due to the discovery of new variants such as the highly-infectious Delta and Omicron variant.

During the year under review, the Group had adopted digital and technological tools to maintain high productivity. Also, we practised Standard Operating Procedures at construction sites to minimise the risk of infections.

Risks of Cancellation or Deferment in the Implementation of Transportation and Water Infrastructure Projects

A significant amount of HEB Group's order book and tender book comes from public sector projects in the transportation and water sector. Therefore, any delay in the implementation of mega projects may impact the Group's financial prospects.

While the change of government in August 2021 had created uncertainties on the status of mega infrastructure projects, the Group adopted a proactive stance by maintaining ongoing communication with the Government authorities and agencies to provide the engineering expertise and advice in order to chart the next steps towards full-scale project implementation and deployment.

Besides that, the Group continues to sustain efforts to establish a source of long-term income to provide an additional stream of earnings.

Risks Relating to Expansion Abroad

Having established a presence in India and Indonesia for our engineering and consultancy works, the Group intends to expand our regional footprint by seizing the enormous opportunities in ASEAN.

The Group is aware that we may encounter challenges including political or socio-economic risks as well as growing nationalism in our selected countries. Therefore, the Group mitigates this issue through the adoption of a partnership approach. We form strategic collaboration with international and/or reputable local partners to lay a sustainable foundation in the selected market.

MANAGEMENT DISCUSSION & ANALYSIS

Risks Relating to Further Sector Diversifications

Sector diversification remains as one of the key areas in the Group's long term growth strategies. During the year, the Group had entered into the renewable energy in the power sector as well as the telecommunication sector.

We understand that this move could expose the Group to certain sector-specific challenges due to our unfamiliarity with the new field, or necessitate large investments to have viable and meaningful entry.

However, the Group mitigates this risk through our data-driven decision-making approach before undertaking any projects in the new sector, which includes getting advice from experts as well as establishing partnerships with the right parties.

MARKET OUTLOOK AND GROUP PROSPECTS

Global Outlook

The World Bank forecasts for global growth to decline to 4.1% in 2022 compared to 5.5% in 2021, mainly attributable to the resurgence of the pandemic, reduction in fiscal support and disruption in supply chain¹.

One of the notable downside risks pointed out by the World Bank is the rapid transmission of the Omicron variant that has led to an overall increase in the COVID-19 infection rates globally. Slower economic growth is foreseen in the short run as governments implement

tighter control measures in addition to overwhelmed healthcare systems with more infected patients.

In addition, global economic recovery may be further impacted by the increased geopolitical tensions between Russia and Ukraine, which may possibly leading to high inflation and supply chain disruptions globally².

Domestic Outlook

Still, the Ministry of Finance continues to anticipate national GDP growth of between 5.5% and 6.5% in 2022 as the economy reaps the benefits of the expansionary stimulus packages. Furthermore, the reopening of most economic and social sectors, higher external demand from major trading partners, rapid transition to digitalization as well as the implementation of infrastructure projects are expected to bring high multiplier effects to help the country regain its momentum³.

It is particularly interesting to note that the construction sector is expected to witness an even faster pace of growth with 11.5% expansion in 2022, driven by the continuation and acceleration of major infrastructure projects, such as Mass Rapid Transit Line 3, Johor-Singapore Rapid Transit System as well as the Pan Borneo highways in Sabah and Sarawak. The involvement of HEB Group in most of these projects not only testifies to our expertise, but also positions us strategically for future prospects.

Not only that, growth is also projected in the renewable energy sector projects

given our national aspiration to achieve 31% RE capacity by 2025 and 40% by 2035 as outlined in the Renewable Energy Roadmap (MyRER) as announced by the Ministry of Energy and Natural Resources in December 2021.

In addition, the data centre market in Malaysia is expected to register a revenue growth of more than US\$800 million by 2030, due to lower cost of resources such as power, skilled employees and land compared to other Southeast Asia countries, as well as favourable government policies regarding data centre infrastructure.

GROWTH STRATEGIES

With positive growth in the construction sector forecasted by the Malaysian government, we anticipate a brighter future for the Group.

Moving forward, we foresee privatizations to be key in driving infrastructure projects in the country as seen in the set-up of an Infrastructure Facilitation Fund 3.0 last year under Budget 2022. Under the purview of the Public-Private Partnership Unit, the Government has allocated an initial fund allocation of RM 200 million to facilitate the privatization mechanism. The Group anticipates project roll-outs to come on stream following this privatization mode and is currently working on several highway privatization proposals within the Klang Valley.

Going forward, we strive to remain committed as a leading engineering consultancy firm in supporting the nation's development on transportation and water infrastructure.

¹ Ministry of Finance Malaysia: Economic Outlook 2022. Available at: <<https://budget.mof.gov.my/2022/economic-outlook/>> [Accessed 29 October 2021].

² Financial Times: How will Russia's invasion of Ukraine hit the global economy? Available at: <<https://www.ft.com/content/a6227910-751b-443c-883f-2ed41a828426>> [Accessed 25 February 2022].

³ Ministry of Finance Malaysia: Economic Outlook 2022. Available at: <<https://budget.mof.gov.my/2022/economic-outlook/>> [Accessed 29 October 2021].



Sungai Besi Ulu Klang Elevated Expressway (SUKE)

MANAGEMENT DISCUSSION & ANALYSIS

- **Eyeing Opportunities in the Transportation, Water Infrastructure, and Digital and Technology Sectors**

The Group is proud of our cumulative track record of more than 80 years in the provision of full-scale engineering consultancy and project management services in the transportation and water infrastructure sector, which corresponds well with the Government's objective of advancing the nation's development through mega infrastructure projects.

The transportation sector is expected to be driven by the RM3.5 billion under Budget 2022 for infrastructure projects, including Pan Borneo Highway, Central Spine Road and Klang Valley Mass Rapid Transit Line 3 (MRT3).

In March 2022, the Government announced that it had given the nod for the go-ahead of MRT 3 as well as the expansion of the Pan Borneo Highway Sabah. The MRT 3 project, an orbital line with runs along the skirts of Kuala Lumpur city through several underground and elevated stations, will complement the existing public transport infrastructure to provide integrated, affordable and seamless services in the Klang Valley. HEB Group, being the Independent Consulting Engineer (ICE) for the ongoing MRT Line 2 and the completed MRT Line 1 previously, stands in good stead to continue supporting the nation's endeavor.

The Government had also agreed to expand Pan Borneo Highway Sabah with the implementation of 19 additional work packages involving an alignment of 367km with a construction period of five years. This would follow Phase 1 of Pan Borneo Highway Sabah involving a total of 15 packages, with targeted completion in 2024. This augurs well for future prospects, keeping in view that the Group was awarded the Project Management Consultant role for Phase 1 of Pan Borneo Sabah Highway in April 2021.

Recognising that 90% of the country's trade is seaborne and that the shipping industry is a major contributor to the economy, we foresee that much focus will also be given to develop the seaports and maritime infrastructure expansion in the near term. The Minister of Transport had reiterated the Government's preparation of a 40-year master plan to develop Port Klang and the Port of Tanjung Pelepas to help steer Malaysia's two primary seaports into becoming world-class entities. In the meantime, both ports have plans for capacity expansion, with Port Klang targeting 60% increase to 32 million twenty-foot equivalent units (TEU) annually by 2040, and Tanjung Pelepas Port by 3.5 million TEU by 2025.

To this, we are well positioned to participate in the expansion development of the ports given our strategic collaboration with Westports Malaysia (Westports), a long-term client, for whom we have concluded the detailed design for the land reclamation from CT 10 to CT 13, in its undertaking to develop eight (8) additional berths thereby doubling its container-handling capacity to 28 million TEU a year by 2040.



Moving on, the Group will commence construction activities upon Westports receiving its necessary approvals from the Government in 2022.

The Group is also eyeing numerous opportunities in the water sector, as the introduction of the Water Sector Transformation Agenda under 12MP shows the Government's intention to enhance the nation's water infrastructure to ensure sustainable water supply going forward. In January 2022, SMHB obtained an extended appointment by the Kedah State Government through Syarikat Air Darul Aman Sdn Bhd (SADA) for the upgrading of water treatment plant at Kubang Pasu, Kedah Darul Aman. With this, SMHB's appointment progressed from design services earlier to encompass the construction stage of the project.

It is anticipated that more flood mitigation jobs are likely to be accelerated in light of the massive flash floods in December 2021 that resulted in loss of lives and severe destruction to the public as well as private properties. The Government had committed development expenditure of RM 1 billion per annum for flood mitigation projects under the 12MP, and reiterated its stance to expedite these projects further with an additional expenditure of RM15 billion between 2023 and 2030.

In relation to this, SMHB had, in January 2022, accepted a letter of appointment to be the consulting engineer for the upgrading project of the Sungai Marang bridge in Marang, Terengganu for a contract sum of RM15.1 million. The ongoing upgrade of Sungai Marang bridge is a high-impact infrastructure project under the 12MP that would bring widespread benefits including easing the steadily-increasing traffic flow, reducing travel time during rush hour and providing proper dry road access in the event of flood.

In support of the Government's agenda on accelerating the digital economy in the wake of the COVID-19 pandemic, the Group foresees vast opportunities that lie in the digital and technology sector particularly in the 5G telecommunications space as well as data centers. The transferability of our expertise into these high-growth segments works to our advantage. Reiterating this, in January 2022, HSS accepted the mandate from Digital Nasional Berhad ("DNB") to execute two Framework

MANAGEMENT DISCUSSION & ANALYSIS



Milau Dam

Services Agreements to provide consultancy services for the national implementation of Malaysia’s 5G infrastructure and network. We anticipate more job opportunities as DNB begins to ramp up the 5G roll out to achieve 38% population coverage by end of 2022.

We are also poised for high growth in the data center sector as we endeavour to fulfil the anticipated spillover demand from Singapore following the government-imposed moratorium on the establishment of new data centres, and ride on the expected 14% compounded annual growth rate (CAGR) for the data centre market in Southeast Asia in the next decade.

All said, HEB Group is ready to seize the numerous opportunities in the nation’s three growth-driving sectors.

- **Expanding Geographical Presence**

HEB Group remains steadfast in expanding our geographical presence beyond Malaysia. Our desire to diversify our source of income abroad is in line with the stance of various governments towards promoting economic growth in a sustainable manner.

HEB Group will continue to leverage on our ongoing strategic partnerships with leading Japanese Consultants to take part in projects undertaken by Japan International Cooperation Agency (JICA) across India, Indonesia and Philippines. In this regard, we have through our Japanese partner, Oriental Consultants Global, commenced supervision services for North-South Commuter Railway Extension (NSCR-EX) project in Philippines. We are also currently working with our Japanese partner, Nippon-Koei on a potential collaboration for supervision services for Chennai Metro Phase 3 in India.

- **Generating Long-term Income Stream**

The Group remains committed in our search for viable options to establish a long-term income stream. In particular, we are eyeing opportunities in toll highways, water concessions and renewable energy as these projects complement our core expertise in the provision of engineering consultancy services.

We believe that our stringent evaluation process before undertaking any new projects will ensure that our intention to generate long-term income stream through value-accretive verticals would strengthen our business fundamentals and add value to our shareholders.

ACKNOWLEDGEMENTS

In conclusion, I would like to express my deepest gratitude to the Board of Directors, management team and employees for their unwavering endeavours throughout the year. Your immense contributions have been pivotal to our business continuity during these challenging times.

I also wish to extend this appreciation to our valued clients, business partners and all stakeholders for their continuous support. This has enabled HEB Group to enjoy the success it has today, and continue our journey to become a leading engineering consultancy in the region.

Thank you.

Tan Sri Ir. Kunasingam A/L V.Sittampalam

Co-Founder, Executive Vice Chairman/
Acting Group Chief Executive Officer



RECOGNISING THAT 90% OF THE COUNTRY’S TRADE IS SEABORNE AND THAT THE SHIPPING INDUSTRY IS A MAJOR CONTRIBUTOR TO THE ECONOMY, WE FORESEE THAT MUCH FOCUS WILL ALSO BE GIVEN TO DEVELOP THE SEAPORTS AND MARITIME INFRASTRUCTURE EXPANSION IN THE NEAR TERM.

BOARD OF DIRECTORS' PROFILE

DATO' MOHD ZAKHIR SIDDIQY BIN SIDEK

Independent Non-Executive Chairman



Dato' Mohd Zakhir Siddiqy Bin Sidek, a Malaysian male, aged 55, is the Independent Non-Executive Chairman of the Company. He was appointed to the Board of Directors of the Company on 17 April 2015 and he is a member of the Audit and Risk Management Committee.

He graduated from Kings College, University of London, UK with a Bachelor of Law in 1989. He was admitted as an associate to The Institute of Chartered Accountants in England and Wales in 1993 and is a member of the Malaysian Institute of Accountants.

Dato' Zakhir has accumulated over 33 years of working experience and has been involved in various industries. He started his career in 1989 with KPMG Peat Marwick in London working in audit, tax and corporate advisory, and was attached to the firm until 1993. He had served as the Vice President for Turnaround Managers Inc (M) Sdn. Bhd., Kuala Lumpur from 1994 to 1995 where he was responsible for corporate advisory and restructuring.

Between 1995 and 1999, he had held senior positions in various public and private companies. Among the public companies, he acted as Managing Director in Renong Berhad, Non-Executive Director in United Engineers (M) Berhad, Director in Crest Petroleum Berhad, Director in Southern Steel Berhad, Executive Vice Chairman in Park May Berhad and Director in KLOFFE Berhad. During that time, he also held directorship in various private limited companies including Cyberview Sdn. Bhd., Prolink Sdn. Bhd., PUTRA Sdn. Bhd., Marak Unggul Sdn. Bhd., Renong Solutions Sdn. Bhd. and Teras Teknologi Sdn. Bhd.

In the year 2000, he ventured out to start United Flagship Sdn. Bhd. where he is a shareholder to the present day. United Flagship Sdn. Bhd. is an investment company with interests in property development, construction & engineering, healthcare and technology.

Other than the Company, he is not a director of any other public company or listed issuer.

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

Dato' Zakhir attended all 5 Board meetings of the Company held during the financial year 2021.

BOARD OF DIRECTORS' PROFILE

TAN SRI IR. KUNASINGAM A/L V.SITTAMPALAM

Executive Vice Chairman / Acting Group Chief Executive Officer



Tan Sri Ir. Kunasingam A/L V.Sittampalam, a Malaysian male, aged 69, is the co-founder of the Company. He was appointed as Executive Director on 17 April 2015 prior to his re-designation as Executive Vice Chairman of the Company on 13 February 2018. He is also a Director of HSS Integrated Sdn. Bhd. He is currently the Acting Group Chief Executive Officer of the Company.

He graduated from the University of Sheffield, UK in 1977 with a Bachelor of Engineering and obtained his Masters in Engineering at the same university in 1979. He is a Fellow with the Institution of Engineers, Malaysia, a Professional Engineer with the Board of Engineers, Malaysia, a member of the Association of Consulting Engineers, Malaysia, Chartered Institution of Highways and Transportation, UK, and Institution of Engineers, Australia. In October 2020, he become the first Malaysian to be elected as International Fellow of the Royal Academy of Engineering, UK.

Tan Sri Ir. Kuna has accumulated over 42 years of experience within the engineering and project management services market. He started his career in 1980 as a Civil Engineer in C. H. Teoh & Partnership and was attached to the company up to 1981. He co-founded HSS Consult Partnership in 1984 which thereafter incorporated into HSS Consult Sdn. Bhd. in 1985. HSS Consult Sdn. Bhd. was principally involved in the provision of engineering design and project management services, but has since been struck off. During his tenure in HSS Consult Sdn. Bhd., he was mainly involved in the design and project implementation of various infrastructure and construction projects. In 1988, he co-founded HSS Integrated Sdn. Bhd., an engineering consultancy company registered under the Registration of Engineers Act 1967, and in 2001, he co-founded HSS Engineering Sdn. Bhd.

Other than the Company, he is an Independent Non-Executive Director of Perak Corporation Berhad.

Tan Sri Ir. Kuna is a major shareholder of the Company. He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

He attended all 5 Board meetings of the Company held during the financial year 2021.

BOARD OF DIRECTORS' PROFILE

DATUK IR. TEO CHOK BOO

Executive Director



Datuk Ir. Teo Chok Boo, a Malaysian male, aged 68, is an Executive Director of the Company. He was appointed to the Board of Directors of the Company on 15 May 2018. He is also a Director of SMHB Engineering Sdn. Bhd., SMHB Sdn. Bhd. and SMHB Environmental Sdn. Bhd., who providing leadership to the top management of these companies.

He graduated from University of Aston, Birmingham, UK with a Degree in Civil Engineering in 1978. He obtained his Masters in Engineering from the Asian Institute of Technology, Bangkok in 1981. He is a Professional Engineer with the Board of Engineers, Malaysia, registered as a Qualified Person with Suruhanjaya Perkhidmatan Air Negara, member of the Association of Consulting Engineers Malaysia, a Fellow of the Institution of Engineers Malaysia, and a member of the Malaysian Water Association.

Datuk Ir. Teo is also a Fellow of the Institution of Civil Engineers UK, a Fellow of the Chartered Institution of Water and Environmental Management UK and a member of the American Waterworks Association.

Datuk Ir. Teo has accumulated 44 years of experience in various sectors of engineering, particularly in dams and water-related projects, had been the project director for several mega water supply projects in Malaysia, including Raw Water Supply to Pengerang Integrated Petroleum Complex, Sungai Selangor Water Supply Scheme and the Interstate Water Transfer Schemes from Pahang to Selangor. He also oversees high profile projects such as the Klang Valley Mass Rapid Transit (KVMRT) Line 1 and Line 2 Projects.

He started his career with SMHB Sdn. Bhd., formerly known as Syed Muhammad, Hooi and Binnie Sdn. Bhd., in 1978 as an Engineer. Subsequently, he moved up the ranks to Associate Director, Director and Executive Director. He was made the Managing Director in 2000, a position which he still holds today.

Other than the Company, he is not a Director of any other public company or listed issuer.

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

He attended all 5 Board meetings of the Company held during the financial year 2021.

BOARD OF DIRECTORS' PROFILE

IR. SHARIFAH AZLINA BT RAJA KAMAL PASMAL

Executive Director



Ir. Sharifah Azlina Bt Raja Kamal Pasmal, a Malaysian female, aged 55, is an Executive Director of the Company. On 1 January 2018 she was appointed as the Executive Director of the Company. She is also a Director and Chief Executive Officer of HSS Engineering Sdn. Bhd. and HSS Integrated Sdn. Bhd. and Director of BIM Global Ventures Sdn. Bhd.

She graduated from the Christian Brothers University, Memphis, USA with a Bachelor of Science in Civil Engineering in 1990 and subsequently, she completed her Master of Business Administration at Cardiff Metropolitan University, UK in 2012.

She is a Fellow of the Institution of Engineers Malaysia ("IEM"), a Professional Engineer with the Board of Engineers, Malaysia (BEM), an ASEAN Chartered Professional Engineer, Principal Interviewer for IEM's Professional Assessment Examination, a Council Member (since 2019) and the Honorary Secretary of the Association of Consulting Engineers Malaysia Session 2021-2023, and a member of the Chartered Institution of Highway and Transportation, UK. She has also been appointed as a Corporate Member who provides advisory role to the Committee of IEM Women Engineers Session 2021-2022. In November 2020, she was conferred the prestigious ASEAN Federation of Engineering Organisation (AFEO) "Honorary Member" for her contribution to Women in Science, Engineering & Technology.

Ir. Sharifah Azlina serves in the BEM's Engineers Act committee since 2020, a committee (WG) member of the Working Group on BEM Strategic Plan 2021-2025 (Initiative 2.2 on Integrity & Ethics); WG BIM under the Scale of Fees review, WG on HRDF Levy since 2021. She has since 2020 been appointed as DBKL's hearing committee member for the review of the KL City Plan 2020 amendments and KL Structure Plan 2040. She is also a member of the Industry Advisory Panel to Monash University (Malaysia) since 2020.

Puan Ir. Sharifah Azlina has over 32 years of experience within the engineering and project management services. She started her career in 1990 with the Memphis City Council in USA as an undergraduate trainee where she redesigned an existing road intersection in the city of Memphis. She joined HSS Integrated Sdn. Bhd. as an Engineer in 1991 and has been part of the team rendering design for the various highways and expressways privatisation projects (KL-Seremban, ELITE, DUKE 1, MEX, LATAR, SKVE, SUKE), the transit of PUTRA LRT System 2 (now known as Kelana Jaya Line), upgrading of Federal Roads under JKR, Penang Second Crossing study, Iskandar Malaysia BRT and several development projects like Kwasa Damansara Township and the Tun Razak Rehabilitation Center for SOCSO. She also leads all the BIM projects that includes Putrajaya & Cyberjaya Hospitals, MRT Line 1 underground stations, the Bayan Tree Residences, Kuching Hikmah Exchange, Melaka Specialist Centre and the METS Tower. She rose up the ranks as the Chief Engineer (Highway), General Manager (Highway), Senior General Manager, Group General Manager, Chief Operating Officer and Chief Executive Officer, a position she holds today.

Other than the Company, she is a Director of The Association of Consulting Engineers Malaysia, a public company limited by guarantee.

She has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. She has not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

She attended all 5 Board meetings of the Company held during the financial year 2021.

BOARD OF DIRECTORS' PROFILE

IR. PREM KUMAR A/L M VASUDEVAN

Executive Director



Ir. Prem Kumar A/L M Vasudevan, a Malaysian male, aged 62 is an Executive Director of the Company. He was appointed to the Board of Directors of the Company on 15 May 2018. He is also a Director of SMHB Engineering Sdn. Bhd., SMHB Sdn. Bhd. and SMHB Environmental Sdn. Bhd. who responsible for Business Development.

He graduated from University Malaya, Malaysia with a Degree in Electrical Engineering in 1985. He is a Professional Engineer with the Board of Engineers Malaysia ("BEM") and registered as Qualified Person with Suruhanjaya Perkhidmatan Air Negara. Mr. Ir. Prem was the President of the Association of Consulting Engineers Malaysia from 2014 to 2016. He was a Board member of BEM from 2012 to 2016, Chairman of the Professional Competency Examination Committee from 2016 to date, and serves in the Scale of Fees Committee since 2007, Engineer's Act Committee since 2010, Management Committee since 2012, Professional Practice Committee since 2013, and Examination & Qualification Committee since 2014.

Mr. Ir. Prem has over 37 years of experience in mechanical & electrical engineering design, construction and supervision and project management, in particular within the water, wastewater and transportation industry. He has managed several mega projects, notably the Klang Valley Mass Rapid Transit Line 2 Project and the Langat 2 Water Supply Project. He started his career with SMHB Sdn. Bhd., formerly known as Syed Muhammad, Hooi dan Binnie Sdn. Bhd., in 1985 and rose in ranks from Engineer to Associate Director, Technical Director and Executive Director, a position he still holds today.

Other than the Company, he is not a Director of any other public company or listed issuer.

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

He attended all 5 Board meetings of the Company held during the financial year 2021.

BOARD OF DIRECTORS' PROFILE

DATO' SRI IR. HJ. ISMAIL BIN MD.SALLEH

Senior Independent Non-Executive Director



Dato' Sri Ir. Hj. Ismail Bin Md. Salleh, a Malaysian male, aged 64, is the Senior Independent Non-Executive Director of the Company. He was appointed to the Board of Directors of the Company on 6 July 2018. He is the Chairman of the Nomination and Remuneration Committee and a member of Audit and Risk Management Committee.

He graduated from University of Technology Mara, Malaysia with B.Sc in Civil Engineering in 1981. He obtained his Master of Science in Highway Engineering from University of Strathclyde, United Kingdom in 1994. He is a registered Professional Engineer with Board of Engineers Malaysia, a Fellow with Institution of Engineers Malaysia, Council Member of Road Engineering of Malaysia, President of Intelligent Transport System Association of Malaysia and Council Member of the Chartered Institution of Highways and Transportation (Malaysia Branch).

Dato' Sri Ir. Hj. Ismail has accumulated over 36 years of working experience in the government sector and was principally responsible for planning, construction, operation and monitoring of all privatized highways such as North-South Expressway, Penang Bridge and KL-Karak Highway.

He started his career in Malaysian Highway Authority ("MHA") in 1981 as a Civil Engineer, then move on as a Project Supervisor for the Lebuhraya Senai-Johor Bahru and in 1990, he was promoted as the Northern Region Director, and in 1995 he served as the Southern Region Director till 1997. In 1997, he served as the Director of Monitoring for all privatized toll highways and in 2006, he was promoted as Deputy Director General of Development. In 2009, he was promoted again as the Director General of MHA, a post he held until his retirement in June 2018.

Other than the Company, he is not a Director of any other public company or listed issuer.

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

He attended all 5 Board meetings of the Company held during the financial year 2021.

BOARD OF DIRECTORS' PROFILE

VANESSA A/P SANTHAKUMAR

Non-Independent Non-Executive Director



Vanessa A/P Santhakumar, a Malaysian female, aged 31, is the Non-Independent Non-Executive Director of the Company. She was appointed to the Board of Directors of the Company on 21 August 2020. She is a member of Nomination and Remuneration Committee.

She graduated from Oxford Brookes University, UK with a Bachelor of Medical Science in 2013 and subsequently completed her Master of Public Health in 2014 from Warwick University, UK, and Master of Science International Health Policy from London School of Economics and Political Science, UK in 2016.

Since graduating in 2013, Ms. Vanessa has worked at PricewaterhouseCoopers (Malaysia), The Boston Consulting Group (Malaysia), McCann Health (UK), and has been involved in research work focused on issues relating to women and youth within Asian and African countries. In 2017, she joined Novo Nordisk and worked across marketing, corporate affairs and market access departments in Malaysia, Denmark and Mexico, specializing in diabetes and obesity therapy areas. Currently, Ms. Vanessa is a Value and Access Manager at Novartis Oncology.

Ms. Vanessa is the daughter of the late Datuk Santhakumar Sivasubramaniam, the co-founder of the Company. She was also the co-promoter of the Company at the time of listing of the Company on the ACE Market of Bursa Malaysia Securities Berhad on 10 August 2016.

Other than the Company, she is not a Director of any other public company or listed issuer.

She has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. She has not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

She attended all 5 Board meetings of the Company held during the financial year 2021.

BOARD OF DIRECTORS' PROFILE

TAI KEAT CHAI

Independent Non-Executive Director



Tai Keat Chai, a Malaysian male, aged 68, is the Independent Non-Executive Director of the Company. He was appointed to the Board of Directors of the Company on 26 July 2021. He is the Chairman of the Audit and Risk Management Committee, and a member of the Nomination and Remuneration Committee.

He passed the examinations of The Institute of Chartered Accountants in England and Wales in 1976 and is a member of the Malaysian Institute of Accountants.

Mr. Tai began his career with KPMG in London for a year and later in 1978, joined PricewaterhouseCoopers (PwC Malaysia) in Kuala Lumpur for 3 years. In 1981, he joined Alliance Investment Bank Berhad and worked his way up for 7 years to become Senior Manager of Corporate Finance department.

Thereafter, Mr. Tai spent 1 year in PwC Consulting Sdn. Bhd. as a Manager providing management consultancy services before joining Berjaya Group Berhad as General Manager of Investment. He was subsequently seconded to SJ Securities Sdn. Bhd. as a General Manager, involved in the revival of the suspended stockbroking operations.

For a few years from 1991, Mr. Tai served as an Executive Director of A.A. Anthony Securities Sdn. Bhd. and subsequently, worked as dealers representative in Kenanga Investment Bank Berhad. Currently, he is a Director of Fiscal Corporate Services Sdn Bhd.

Other than the Company, he is a Director of Marine & General Berhad, Microlink Solutions Berhad, Rex Industry Berhad and MIDF Amanah Asset Management Berhad.

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the year.

Subsequent to his appointment on 26 July 2021, he attended all 2 Board meetings of the Company held during the financial year 2021.

BOARD OF DIRECTORS' PROFILE

IR. SYED MOHAMED ADNAN BIN MANSOR ALHABSHI

Alternate Director to Datuk Ir. Teo Chok Boo



Ir. Syed Mohamed Adnan Bin Mansor Alhabshi, a Malaysian male, aged 62, is an Alternate Director to Datuk Ir. Teo Chok Boo since 21 February 2019. He is also a Director of SMHB Engineering Sdn. Bhd. and SMHB Sdn. Bhd. who responsible for all the engineering services provided by the company.

He graduated from the University of Adelaide, Australia with a Bachelor degree in Civil Engineering in 1983. He is a Professional Engineer with Board of Engineers Malaysia, registered as Qualified Person with the Suruhanjaya Perkhidmatan Air Negara, a member of the Institution of Engineers Malaysia, a member of the Association of Consulting Engineers Malaysia and a Corporate Representative of the Road Engineering Association Malaysia. Encik Ir. Syed Mohamed Adnan was the President of the Malaysian Water Association from 2013 to 2017.

In 2019, he was elected by the Minister of Education to be a member of the Industry Advisory Council of the Ministry of Education, Malaysia on Technical and Vocational Education and Training (TVET) initiatives.

Encik Ir. Syed Mohamed Adnan has over 38 years of experience in planning, design, project management and construction supervision in particular within the water, highway and rail sectors, urban traffic dispersal schemes, common utility tunnels and land development projects. He started his career in 1983 with SMHB Sdn. Bhd., formerly known as Syed Muhammad, Hooi dan Binnie Sdn. Bhd., and he moved up the ranks from an Engineer to Associate Director, Technical Director and since 2000, he was appointed as Executive Director of SMHB Sdn. Bhd.

Other than the Company, he is not a Director of any other public company or listed issuer.

He has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

SENIOR MANAGEMENT'S PROFILE

Dato' Ir. Khairudin Bin Sidek

Malaysian, Male, Aged 71

He has been the Director of the Group's associate company HSS Mekanikal & Elektrikal Sdn. Bhd. since 2011.

He is a member of the Institution of Engineers, Malaysia, and a Professional Engineer with the Board of Engineers, Malaysia, and a Steam Engineer Grade II. He is also a member of the Association of Consulting Engineers, Malaysia.

Dato' Ir. Khairudin has accumulated over 48 years experience in the field of mechanical and electrical engineering. He started his career in 1974 as a Pupil Engineer in Tenaga Malaysia Berhad (formerly known as Lembaga Letrik Negara), Port Dickson and was subsequently promoted to Shift Engineer in 1978. He left Tenaga Malaysia Berhad in 1980. From 1980 to 1987, he was attached to Jurutera Konsultant (SEA) Sdn. Bhd. as a shareholder and director with the title of Mechanical Engineering Partner where he was the registered consultant for mechanical and electrical and civil and structural engineering projects. Between 1988 and 1990, he was attached with Hyco Worldwide (M) Sdn. Bhd., which is principally involved in the oil-water emulsion technology for application in combustion of fuel used in power generation as its Managing Director.

In 1991, he became the Regional Manager in South East Asia for Wahlco Environment Systems Incorporated and was attached to the company up to 1993. In 1991, he also became the principal partner for Perunding IMS, which provides mechanical and electrical consultancy services. He left Perunding IMS to join HSS Integrated Sdn. Bhd., HSS Mekanikal & Elektrikal Sdn. Bhd. in 2011. He served as Chairman of HSS Integrated Sdn. Bhd. until 1 January 2018. From 2000 to 2005 he was the Executive Director and shareholder of Zelan Construction Sdn. Bhd., a power plant specialist in civil works in more than 12 major power plant construction for Independent Power Plants and Tenaga Malaysia Berhad in Malaysia. Dato' Ir. Khairudin was an Executive Director of the Company from 17 April 2015 to 1 January 2018.

He does not hold any directorship in public companies or listed issuers and has no conflict of interest with the Group and has no family relationship with any Director and / or major shareholder of the Group. He has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

Ir. Mathew Philip A/L V.C Philip

Malaysian, Male, Aged 63

He is the Group General Manager of HSS Engineering Sdn Bhd. He was appointed on 29 March 2014 and responsible for leading and managing projects undertaken by HSS Engineering Sdn. Bhd.

He graduated from Universiti Malaya in 1983 with a Bachelor in Engineering and successfully completed his Master in Science in Highways and Transportation Engineering at Universiti Putra Malaysia in 2001. He is a Fellow and Principal Interviewer for Corporate Membership applicants with the Institution of Engineers Malaysia, a Professional Engineer with the Board of Engineers Malaysia, and Member of the Chartered Institution of Highway and Transportation.

Ir. Mathew Philip has over 39 years of experience in design, design management and project management in mass rail transit, light rail transit, monorail, heavy rails, expressways and highways. He began his career in 1983 with Minconsult Sdn. Bhd. as Highway Engineer where he was involved in various infrastructure design projects as a graduate engineer. He left Minconsult Sdn. Bhd. in 1991 and joined HSS Integrated Sdn. Bhd. in the same year as Principal Design Engineer. In 2003, he was transferred from HSS Integrated Sdn. Bhd. to HSS Engineering Sdn. Bhd. as General Manager, and was subsequently promoted to become the Group General Manager.

He does not hold any directorship in public companies or listed issuers and has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

SENIOR MANAGEMENT'S PROFILE

Ir. Ten Fui Chan @ Kenneth

Malaysian, Male, Aged 57

He is the Chief Operating Officer of HSS Engineering Sdn. Bhd. He was appointed on 1 March 2021 and responsible in managing the Transportation Division, coordinating the design teams as well as providing technical supervision, guidance and reviewing design works. In addition, he also manages client and liaison with the relevant authorities and sub-consultants. He is also a Director of HSS Engineering Sdn. Bhd. and HEB Energy Sdn. Bhd.

He graduated with a Bachelor of Arts degree in 1988 and a Bachelor in Civil Engineering (1st Class Honours) degree in 1989 from Trinity College, University of Dublin, Ireland. He is a Fellow with the Institution of Engineers Malaysia, a Professional Engineer with the Board of Engineers Malaysia, a Corporate Member and Professional Engineer with the Institution of Engineers, Australia and a member of various professional societies including the Permanent Way Institution (Malaysian Section), Chartered Institution of Highway and Transportation UK, Associate Member of the Association of Consulting Engineers Malaysia and APEC & EMF International Professional Engineer. He also serves as a Principal Interviewer for the Professional Interview Board with the Institution of Engineers Malaysia.

Ir. Ten Fui Chan @ Kenneth has accumulated over 33 years of experience in the engineering and project management services market, particularly in design, design management and project management. He started his career in Minconsult Sdn. Bhd. as a graduate engineer in 1989, and subsequently joined HSS Integrated Sdn. Bhd. in 1989 as a Highway Engineer. He was transferred to HSS Engineering Sdn. Bhd. in 2001 and promoted to Senior General Manager (Transportation) in 2016.

He does not hold any directorship in public companies or listed issuers and has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

Ir. Md Jamil Bin Hj Ishak

Malaysian, Male, Aged 53

He is the General Manager (Infrastructure) of HSS Engineering Sdn. Bhd. He was appointed on 1 July 2014 and responsible in managing the Infrastructure Division, coordinating the design teams as well as providing technical supervision, guidance and reviewing design works. In addition, he also manages client and liaison with the relevant authorities and sub-consultants. He is also a Director of BIM Global Ventures Sdn. Bhd. and HSS Integrated Sdn. Bhd.

He graduated with a Bachelor of Engineering (Civil Engineering - Honours) degree in 1992 from Universiti Teknologi Malaysia. He is a Professional Engineer (PEPC) with the Board of Engineers Malaysia (BEM), Corporate Member with The Institution of Engineers Malaysia (MIEM), Interviewer for IEM's Professional Assessment Examination, a member of the Association of Consulting Engineers Malaysia and a member of ASEAN Chartered Professional Engineer and registered as Qualified Person with Suruhanjaya Perkhidmatan Air Negara (SPAN).

Ir. Md Jamil has accumulated over 29 years of experience in the engineering and project management services market locally and overseas, particularly in planning, design, design management, construction supervision and project management. He started his career in Kedeco Berhad as a Civil Engineer in 1992, and subsequently joined HSS Integrated Sdn. Bhd. in 1993 as a Civil Engineer and was promoted to Senior Engineer in 1997. In 2002 he was transferred to HSS Engineering Sdn. Bhd. as Principal Engineer, promoted to Chief Engineer-Civil in 2008 and became General Manager (Infrastructure) in 2014.

He does not hold any directorship in public companies or listed issuers and has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

SENIOR MANAGEMENT'S PROFILE

Ir. Zulkiflee Bin Ab. Hamid

Malaysian, Male, Aged 60

He is a Director of SMHB Engineering Sdn. Bhd. He was appointed on 9 April 2018 to the Board of SMHB Engineering Sdn. Bhd. and responsible for the Environmental and Process Division. He is also a Director of SMHB Environmental Sdn. Bhd.

He graduated from Portsmouth Polytechnic, UK with a Bachelor of Science in Civil Engineering in 1984.

He is a Professional Engineer with the Board of Engineers Malaysia, registered as Qualified Person with Suruhanjaya Perkhidmatan Air Negara, member of the Association of Consulting Engineers Malaysia and the Institution of Engineers Malaysia. He was the Vice President of the Malaysian Water Association (MWA) from 2015 to 2017 and the Honorary Secretary of MWA from 2017 to 2021. He is currently serving as a Council Member for the term 2021 – 2023.

Ir. Zulkiflee has over 38 years of experience in water supply, sewerage and sewage treatment works, water re-use, urban drainage and pollution control works, infrastructure and mass rail transit projects. He started his career as an Engineer in B-W Perunding Sdn. Bhd. in 1984. In 1988, he joined SMHB Sdn. Bhd. (formerly known as Syed Muhammad, Hooi dan Binnie Sdn. Bhd.) as an Engineer and was thereafter promoted to Senior Engineer in 1991. He joined Ranhill Bersekutu Sdn. Bhd. as a Senior Engineer in 1993 before re-joining SMHB Sdn. Bhd. in 1995 as an Associate Director. He was promoted to Technical Director in 1997 and to Director in 2008.

He does not hold any directorship in public company or listed issuer and has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

Anandanayagam A/L Sharvanandan

Malaysian, Male, Aged 48

Mr. Anandanayagam is the General Manager of Corporate Communication of HSS Engineers Berhad since 2 June 2018 with responsibility over Corporate Communication, Investor Relations and Business Development for the Group. He is also a Director of BIM Global Ventures Sdn. Bhd. and HEB Energy Sdn. Bhd.

He graduated from Loughborough University, UK with a Bachelor of Engineering (Hons.) in Civil Engineering in 1996 and subsequently, completed his Master of Business Administration at Taylors University, Malaysia in 2020.

He has more than 22 years of experience in the engineering field working in multiple geographical locations covering Malaysia, Sri Lanka and Middle East. During his 12 years tenure in Middle East, mainly in Dubai, Abu Dhabi, Ajman, Kuwait, Qatar and Oman, he was involved in several key infrastructure projects in the MENA region.

He began his career as a Graduate Engineer with HSS Integrated Sdn. Bhd. in 1996 and was transferred to HSS Engineering Sdn. Bhd. in 2002. In 2006, he joined Dynasty Developments Pvt Ltd in Sri Lanka as Project Manager for a housing development project in Kandy, Sri Lanka. Prior to joining HSS Engineers Berhad, he worked as Chief Operating Officer in Consultant HSS, an engineering consultant firm based in Dubai, since May 2007.

He does not hold any directorship in public company or listed issuer and has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

SENIOR MANAGEMENT'S PROFILE

Ir. Sivaanathan M.V. Chelladurai

Malaysian, Male, Aged 47

He is the General Manager of Transportation (Highway) of HSS Engineering Sdn. Bhd. He was appointed on 1 January 2017 and is responsible for planning, managing and coordinating transportation infrastructure projects.

He graduated from Universiti Malaya in 1999 with a Bachelor's Degree in Civil Engineering and obtained a Master of Science in Highway and Transport Engineering from Universiti Putra Malaysia in 2002. He obtained his Master of Business Administration in 2019 from the University of Strathclyde.

He is a Professional Engineer with the Board of Engineers, Malaysia and a Corporate Member of the Institution of Engineers, Malaysia. He is the Honorary Secretary of the Chartered Institution of Highways & Transportation Malaysian Branch 2021 – 2023 and an Associate Member of the Association of Consulting Engineers, Malaysia.

Ir. Sivaanathan has over 22 years of experience in the engineering consultancy and project management services industry. He began his career as a Design Engineer with HSS Integrated Sdn. Bhd. in 1999 and transferred to HSS Engineering Sdn. Bhd. in 2002 before joining KL Consult Associates Sdn. Bhd. as a railway engineer in 2003.

He joined Sinclair Knight Merz Engineering Sdn. Bhd. in 2006 and was promoted in 2008 as the Section Manager for the Civil, Highway and Railway department. In 2011, he returned to HSS Engineering Sdn. Bhd. as the Chief Engineer (Highway) and was subsequently promoted in 2017 to General Manager of Transportation (Highway), a position he has held ever since.

He does not hold any directorship in public companies or listed issuers and has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

Ir. Reuben Selvarajah

Malaysian, Male, Aged 43

He is the General Manager (Special Projects) of HSS Engineering Sdn. Bhd. He was appointed on 1 September 2015 and responsible in managing and coordinating design work for Infrastructure and Marine works. He is also a Director of HSS BIM Solutions Pvt Ltd.

He graduated with a Bachelor of Engineering in Civil Engineering from Universiti Teknologi Malaya in 2001. He is a Registered Professional Engineer with Board of Engineers, Malaysia and a Member with the Institution of Engineers, Malaysia.

He began his career as a Design Engineer with HSS Projects Sdn. Bhd. in 2001 and transferred to HSS Engineering Sdn. Bhd. in 2002. In 2006, Ir. Reuben joined Consultant HSS, an engineering consultant firm based in Dubai, as a Civil Engineer. In 2011, he re-joined HSS Engineering Sdn. Bhd. as a Senior Engineer and was subsequently promoted in 2012 to Chief Engineer (Infrastructure) and promoted again in 2015 to General Manager (Special Projects), a position he has held ever since.

He does not hold any directorship in public companies or listed issuers and has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

SENIOR MANAGEMENT'S PROFILE

Suliana Binti Rosli

Malaysian, Female, Aged 48

She is the Senior Legal Manager for the Group. She was appointed on 1 October 2014 and responsible for providing services in the areas of legal, governance and company secretarial to the Group. She graduated with Bachelor of Laws from University of Hull, UK in 1997 and an Associate Member of the Malaysian Institute of Chartered Secretaries and Administrators. She is also a Director of HSS Engineering Sdn. Bhd.

She has over 23 years of experience in legal, commercial, governance and regulatory functions. She began her career in 1997 as Business Development Executive in The Network Connections Sdn. Bhd. She left the company in 1999 to join Golden Arches Restaurants Sdn. Bhd. as a Legal Manager where she provided legal support to the company and its charitable arm and was with the company until 2007. In 2007, she joined HSBC Data Processing (M) Sdn. Bhd. ("HSBC") as Senior Legal Counsel where she headed the offshore legal team for HSBC Bank plc's operations in UK covering the segments of retail, commercial and corporate banking. She left HSBC in 2012 to join Ambank (M) Bhd as Senior Legal Counsel where she headed the legal department which provides legal support and services to the bank's business banking for a year and thereafter led the legal department supporting the bank's retail banking segment. She left the bank in 2014 to join HSS Engineering Sdn. Bhd.

She does not hold any directorship in public companies or listed issuers and has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. She has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.

Wang Thee Kit, Austin

Malaysian, Male, Aged 45

He is the Senior Finance Manager for the Group. He is responsible for the Group's overall finance functions including the monitoring of business performance and results, profitability and cash flow, executions of financial reporting, treasury management and tax compliance to ensure that the Group meets its business objectives in terms of returns, profitability, and cash flow.

He is a Fellow member of the Association of Chartered Certified Accountants since November 2007. After graduating with a Bachelor degree in Accounting & Finance from University of London as an external student in 1999, he became a member of the Malaysian Institute of Accountants in 2004. He obtained his Master of Business Administration from University of Malaya in 2012.

Mr. Wang has over 22 years of experience in accounting and finance functions. He started his career with PricewaterhouseCoopers in 1999 and was involved in auditing companies in various industries such as property development, construction, manufacturing, shipping, trading, healthcare and logistics. He was also engaged in special projects such as corporate restructuring, mergers and acquisitions, corporate due diligence and group accounting for clients.

He left PricewaterhouseCoopers as an assistant manager to join the commercial industry. Prior to joining the Group in 2021, he was attached to a private hospital, property developers and an electronic payment system company.

He does not hold any directorship in public companies or listed issuers and has no conflict of interest with the Group and has no family relationship with any Director and/or major shareholder of the Group. He has also not been convicted of any offences (other than traffic offences, if any) within the past five (5) years and has not been imposed of any public sanction or penalty by the relevant regulatory bodies during the financial year.