

Corporate Governance Statement

IJM's proactive drive to incorporate good corporate governance practices within the Group has won recognition. The Group was declared joint winner of the inaugural Malaysian Business Corporate Governance Award 2002.



The founders of this Group recognised that high standards of corporate governance are imperative to safeguard the interests of all stakeholders and enhance the shareholders' value. Long before the promulgation of the Malaysian Code of Corporate Governance ("the Code"), companies in the Group had established the basic framework of good corporate governance practices within its organisation and its operations. Thus, with the introduction of the Code, the formalisation of these practices were not difficult to achieve. The Board continues to encourage professionalism, integrity and good governance as the way forward for the Company to provide an environment for good performance by its people and provide its shareholders with better returns.

DIRECTORS

The Board

An effective Board leads and controls the Group. The Directors are professionals in the field of engineering, finance, accounting, economics, or experienced senior civil administrators. Together, they bring a wide range of technical skills and relevant experience to ensure that the Group continues to be a competitive leader in the construction industry with a strong reputation for technical and professional competence. The non-executive Directors bring independent judgment to bear on issues of strategy, business performance, resources and standards of conduct.

A brief description of the background of each Director is presented on pages 24 to 27.

The Board is primarily responsible for the Group's overall strategic plans, business performance, succession planning, risk management, investor relations programs, internal control and management information systems. While the Board is responsible for creating the framework and policies within which the Group should be operating, the management is accountable for the execution of the expressed policies and attainment of the Group's expressed corporate objectives. This demarcation reinforces the supervisory role of the Board.

There is a balance of executive, non-executive and independent non-executive Directors. This is to ensure that there is effective representation for shareholders, and further ensures that issues of strategy, performance and resources are fully discussed and examined to take into account long-term interest of shareholders, employees, customers, suppliers and the many communities in which the Group conducts its business.

The role of the Chairman and the Group Managing Director are distinct and separate: the non-Executive Chairman avails himself to provide clarifications on issues that are raised by shareholders and investors, ensuring the integrity and effectiveness of the governance process of the Board. The Chairman also maintains regular dialogues with the Group Managing Director on all operational matters, and acts as facilitator at the meetings of the Board. The Group Managing Director is responsible to duly ensure execution of strategic goals, effective operation within the Group, and to explain, clarify and inform the Board on matters pertaining to the Group.

The Board has at least four (4) regularly scheduled meetings annually, with additional meetings for particular matters convened as and when necessary. Informal meetings and consultations are frequently and freely held to share expertise and experiences. Directors also attend the semi annual Senior Management Dialogue where operational strategies, performance progress and other issues are extensively presented, discussed and communicated to senior managers of the Group. Four (4) Board meetings were held during the year 2002. The attendance record of each Director is as follows:

	Number of Meetings Attended	Percentage
Executive Directors		
Tan Boon Seng @ Krishnan	4	100%
Goh Chye Koon	4	100%
Soo Heng Chin	4	100%
Velayuthan a/l Tan Kim Song	4	100%
Independent Non-Executive Directors		
Tan Sri Dato' Ir (Dr) Wan Abdul Rahman bin Wan Yaacob (Appointed as Chairman on 28 February 2003)	4	100%
Tan Sri Dato' (Dr) Haji Murad bin Mohamad Noor	3	75%
Datuk Oh Chong Peng (Appointed on 12 April 2002)	3	100%
Datuk Yahya bin Ya'acob	4	100%
Tan Sri Dato' (Dr) Haji Ahmad Azizuddin bin Haji Zainal Abidin (Resigned on 28 February 2003)	4	100%
Non-Executive Directors		
Dato' Goh Chye Keat	4	100%
Lai Meng	3	75%
Haji Osman bin Haji Ismail	3	75%
Dato' Arthur Tan Boon Shih (Resigned on 4 April 2002)	1	100%
Choo Choon Yeow (Retired on 22 May 2002)	2	100%

Of the eleven Board members, seven are non-executive Directors. Amongst the non-executive Directors, four (4) are considered by the Board to be independent and the Chairman is one of the independent non-executive Directors. The independent non-executive Directors make up more than one third of the membership of the Board. Y. Bhg Tan Sri Dato' Ir (Dr) Wan Abdul Rahman bin Wan Yaacob was appointed Independent Non-Executive Chairman of the Company following the resignation of Y. Bhg Tan Sri Dato' (Dr) Haji Ahmad Azizuddin bin Haji Zainal Abidin on 28 February 2003.

The Company from time to time uses the services of retired executive Directors for specific roles in the Company's operations for specific periods. These Directors are paid remuneration for their services. The two (2) Directors are Y. Bhg. Dato' Goh Chye Keat and Mr Choo Choon Yeow, who retired from the Board on 22 May 2002. Y. Bhg. Tan Sri Dato' (Dr) Haji Murad bin Mohamad Noor was appointed as the Senior Independent Non-Executive Director. Any concerns or queries concerning the Group may be conveyed to him should any member wish to have their concerns addressed by other than the Chairman or Group Managing Director.

The Board has delegated certain functions to the Committees it established to assist in the execution of its responsibilities for the Group. The Committees operate under clearly defined terms of reference. The Chairman of the respective Committees will report to the Board the outcome of the Committee meetings and such reports are incorporated in Board papers.

1. Executive Committee

The Executive Committee was established on 31 March 1995 and its members consist of the Executive Directors of the Board. The Executive Committee meets monthly to review the performance of the Group's operating divisions. In attendance are the Finance Director, Head of Properties and Industries Divisions and the Company Secretary.

The terms of reference of the Executive Committee include the following:-

- to decide on all transactions and matters relating to the Group's core businesses or existing investments within the restricted authority given by way of limits determined by the Board; and
- to decide on all matters relating to banking facilities as may be required for the conduct of the Group's operations.

Corporate Governance Statement

Eleven (11) Executive Committee meetings were held during the year 2002. The attendance record of each member of the Committee is as follows:

Executive Directors	Number of Meetings Attended	Percentage
Tan Boon Seng @ Krishnan	11	100%
Goh Chye Koon	11	100%
Soo Heng Chin	8	72%
Velayuthan a/l Tan Kim Song	9	82%

2. Audit Committee

The Audit Committee was established on 31 January 1994 and is chaired by Y. Bhg. Tan Sri Dato' (Dr) Haji Murad bin Mohamad Noor. Other members of the Audit Committee are Y. Bhg Tan Sri Dato' Ir. (Dr) Wan Abdul Rahman bin Wan Yaacob, Y. Bhg Datuk Oh Chong Peng and Y. Bhg. Datuk Yahya bin Ya'acob. The terms of reference and summary of activities of the Audit Committee are set out on pages 53 to 55.

3. Nomination & Remuneration Committee

The Nomination & Remuneration Committee comprises four members; three of them are independent non-executive Directors, namely Y. Bhg. Tan Sri Dato' (Dr) Haji Murad bin Mohamad Noor (Chairman), Y. Bhg. Tan Sri Dato' Ir (Dr) Wan Abdul Rahman bin Wan Yaacob and Y. Bhg. Datuk Yahya Bin Ya'acob. The other member is Y. Bhg. Dato' Goh Chye Keat, a non-executive Director.

The terms of reference of the Nomination & Remuneration Committee include the following:-

1. to establish and review the terms and conditions of employment & remuneration of Executive Directors and senior executives of the Group;
2. to review and approve annual salary increments and bonuses of Executive Directors and senior executives of the Group;
3. to review, recommend and consider candidates to the Board of the Company, subsidiaries and associates of the Group, including committees of the Board;
4. to review and determine the mix of skills, experience and other qualities, including core competencies of non-executive Directors, on an annual basis; and
5. to assess the effectiveness of the Board as a whole, the committees of the Board and the contribution of each individual Director on an annual basis.

All recommendations of the Nomination & Remuneration Committee are subject to the endorsement of the Board.

4. Share Committee

The Share Committee was established on 3 September 1986 and is responsible for regulating and approving securities transactions and registrations. The Share Committee comprises Mr Tan Boon Seng @ Krishnan (Chairman), Mr Goh Chye Koon and Mr Soo Heng Chin.

Supply of Information

All Directors are provided quarterly Board reports prior to the Board meeting. As a general rule, Board reports are circulated to the Directors ahead of the scheduled meetings to give them the opportunity to seek clarification or additional information on the financial performances of entities and business units, and other issues which may require discussion and decision.

Amongst others, the report provides information on major operational, financial and corporate issues, activities and performance of projects, divisional performance and reasons for significant diversions from budgets and major changes in the Company structure and securities transactions (including the summary of dealings of securities of the Directors).

In addition to quarterly Board meetings, briefings are conducted for the Board from time to time on various issues such as changes to company and securities legislations, rules and regulations to inform them of the latest developments in these areas. The Board of Directors are also invited and do attend the semi-annual Senior Management Dialogue wherein operational review and management strategies are presented and discussed.

The Directors are also notified of any corporate announcements released to the Kuala Lumpur Stock Exchange (KLSE). They are also informed of the impending restriction in dealing with the securities of the Company at least one month prior to the release of the quarterly financial result announcement.

In addition, there is a schedule of matters reserved specifically for the Board's deliberation, such as the approval of corporate plans and annual budgets, acquisitions and disposals of undertakings and properties of a substantial value, and changes to the management and control structure within the Group, including key policies, delegated authority limits and participation in the adjudication of tenders for construction project in excess of established limits.

All Directors have access to the advice and services of the full time Company Secretary appointed by the Board, and they have been issued with the KLSE Listing Manual, the Code, Statement on Internal Control: Guidance for Directors of Public Listed Companies and Code of Ethics for Directors and Secretaries, and updates on company and securities legislations, rules and regulations for reference and retention.

Appointments to the Board

The Nomination & Remuneration Committee is responsible for making recommendations to the Board, including those of subsidiaries and associated companies. In making these recommendations, the Nomination & Remuneration Committee considers the required mix of skills and experience, which the Directors should bring to the Board. Directors are informed and aware they may take independent advice, where necessary, in furtherance of their duties and at the Group's expense.

Directors' Training

All the Directors have attended the Directors' Mandatory Accreditation Programme organised by the KLSE. Directors also receive further training from time to time, particularly on relevant new laws and regulations and changing commercial risks. A brief induction to the Group is provided to newly appointed Directors.

Where possible and when the opportunity arises, Board meetings may be held at locations within the Group's operating businesses to enable the Directors to obtain a better perspective of the business and enhance their understanding of the Group's operations.

Re-election

The Articles of Association provides that all Directors (including Group Managing Director and Deputy Group Managing Director) submit themselves for re-election at least every three (3) years in compliance with the listing requirements of the KLSE. The Articles of Association of the Company also provide that one third of the Board shall retire from office and be eligible for re-election at every Annual General Meeting.



IJM - joint winners of the inaugural Malaysian Business Corporate Governance Award 2002

Directors over seventy years of age are required to submit themselves for re-appointment annually in accordance with Section 129(6) of the Companies Act, 1965 ("the Act").

REMUNERATION

The remuneration policy of the Company is based on the philosophy that the Company does not aspire to be a market leader for basic pay but gives a heavy weightage on performance-related bonuses. These are entrenched in the remuneration policy for Executive Directors.

The Nomination & Remuneration Committee reviews annually the remuneration policy for all Executive Directors to ensure that they are rewarded appropriately for their contributions to the Group's growth and profitability.

The performance of Directors is measured by the Directors' contribution and commitment to both the Board and the Group. The Executive Directors' remuneration will depend on the achievement of the goals (including quantified organisational targets and personal achievement) set at the beginning of each year.

In the case of non-executive Directors, the level of remuneration reflects the experience and level of responsibilities undertaken by the particular non-executive Director.

The determination of the remuneration of the executive and non-executive Directors is a matter for the Board as a whole. The Company reimburses reasonable expenses incurred by these Directors in the course of their duties as Directors. Directors do not participate in decisions on their own remuneration packages.

Corporate Governance Statement

Fees

Fees payable to non-executive Directors are determined by the Board with the approval from shareholders at the Annual General Meeting. The fees are paid based on meeting attendance and the level of responsibilities on the Board and its Committees.

Basic Salary

The Nomination & Remuneration Committee conducts an annual review of the basic salary for all senior executives of the Group, including each Executive Director, taking into account the performance of the individual, the Company and practices within the industry. The Group participates in industry specific surveys by independent professional firms to obtain current data in benchmarking the Group.

Bonus & Incentive Scheme

The Group operates a bonus & incentive scheme for all employees, including the Executive Directors. The criterion for the scheme is dependent on the financial performance of the Group based on an established formula. Bonus and incentives payable to the Executive Directors are reviewed by the Nomination & Remuneration Committee and approved by the Board.

Benefits-In-Kind

Other customary benefits (such as private medical care and car) are made available as appropriate in accordance with the guidelines laid out in the Human Resource & Administration Procedure Manual.

Pension Arrangements

Contributions are made to the Employees Provident Fund, the national mandatory defined contribution plan, in respect of all employees and Executive Directors. In addition, all employees and Executive Directors participate in the Group's funded final salary defined plan, known as the IJM Retirement Scheme, with the objective of providing a reasonable lump sum upon retirement and on grounds of chronic ill-health. The Scheme also provides for lump sum payments in the event of death in service.

Directors' Shares, Options and Warrants

The movement in Directors' shares, options and warrants during the financial year ended 31 December 2002 are set out on pages 74 and 75.

Directors' Remuneration

The details of the remuneration of Directors during the year are as follows:

- Aggregate remuneration of Directors categorised into appropriate components:

	Salaries RM'000	Fees RM'000	Bonus & Incentives RM'000	Benefits -in-kind RM'000	Total RM'000
Executive Directors	1,375	0	883	37	2,295
Non-executive Directors	318	231	137	39	725

- Aggregate remuneration of each Director:

Executive Directors	RM'000 (In successive band of RM50,000)											
	>300 ≤350	>350 ≤400	>400 ≤450	>450 ≤500	>500 ≤550	>550 ≤600	>600 ≤650	>650 ≤700	>700 ≤750	>750 ≤800	>800 ≤850	>850 ≤900
Tan Boon Seng @ Krishnan												✓
Goh Chye Koon									✓			
Soo Heng Chin	✓											
Velayuthan a/ Tan Kim Song		✓										

Non-Executive Directors	RM'000 (In successive band of RM50,000)						
	>0 ≤50	>50 ≤100	>100 ≤150	>150 ≤200	>200 ≤250	>250 ≤300	>300 ≤350
Tan Sri Dato' Ir. (Dr) Wan Abdul Rahman bin Wan Yaacob		✓					
Tan Sri Dato' (Dr) Haji Murad bin Mohamad Noor		✓					
Datuk Oh Chong Peng							
Datuk Yahya Bin Ya'acob	✓						
Dato' Goh Chye Keat	✓						
Lai Meng	✓						
Haji Osman Bin Ismail							
Tan Sri Dato' (Dr) Haji Ahmad Azizuddin bin Haji Zainal Abidin (<i>Resigned on 28 February 2003</i>)		✓					
Dato' Arthur Tan Boon Shih (<i>Resigned on 4 April 2002</i>)	✓						
Choo Choon Yeow (<i>Retired on 22 May 2002</i>)							✓

INVESTOR RELATIONS & SHAREHOLDERS COMMUNICATION

Dialogue between the Company and Investors

The Company places great importance and is totally committed to ensuring the highest standards of transparency, accountability and integrity in the conduct of its business activities in the best interest of its shareholders as well as to allow potential investors or even the public to make careful and informed investment decisions based on clear and transparent information.

In addition to various announcements made during the year, the timely release of financial results on a quarterly basis provides shareholders with an overview of the Group's performance and operations.

The Group conducts dialogues with financial analysts from time to time as a means of effective communication that enables the Board and Management to convey information about Company performance, strategy and other matters affecting shareholders' interests. A press conference is normally held after the Annual General Meeting and/or Extraordinary General Meeting of the Company. And, at least two Analysts' Briefings were convened each year following the release of the second and final quarterly results.

A presentation is given by the Group Managing Director to explain the Group's strategy, performance and major developments to shareholders during every Annual General Meeting. Any information that may be regarded as material would not be given to any single shareholder or shareholder group.

The Company had participated in several institutional investors' forums during the financial year both locally and outside Malaysia. The Company also participated in the Investors' Week 2002 organised by the KLSE in September 2002 as well as in previous years. The Group Managing Director himself presented the briefing session to members of the Press, fund managers, research analysts and visitors at that forum.



GMD Krishnan Tan giving a Company briefing during the KLSE Investors Week 2002

The Annual Report contains commentaries on business, financial and operational aspects of the Group's performance, a brief description of the Group's services and products and the financial statements of the Group. In addition, the Group has established a website at <http://www.ijm.com> (which was revamped and uploaded in March 2002) to further enhance investor relations and shareholders communications, including their access to information about the Company and the Group. Among others, the website provides daily movement of the securities of the Company, corporate announcements released to the KLSE, what others say of the Company, annual reports, the Minutes of general meetings, distribution of dividends, unclaimed dividends, securities dealings of Directors and substantial shareholders, and a profile of the Group, including the Memorandum & Articles of Association of the Company.

Corporate Governance Statement

Annual General Meeting

The Annual General Meeting is the principal forum for dialogue with shareholders. The notice of meeting and the annual report are sent out to shareholders at least 21 days before the date of the meeting in accordance with the Company's Articles of Association.

At each Annual General Meeting, the Board encourages shareholders to participate in the question and answer session. The Chairman and, where appropriate, the Group Managing Director will respond to shareholders' questions during the meeting. Where appropriate, the Chairman will undertake to provide a written answer to any significant question that cannot be readily answered at the meeting.

In the case of re-election of Directors, the notice of meetings will state which Directors are standing for election or re-election.

Each item of special business included in the notice of the meeting is accompanied by an explanation for the proposed resolution. Separate resolutions are proposed for substantially separate issues at the meeting, and the Chairman will declare the number of proxy votes received both for and against the resolutions prior to voting of each of the resolutions.

ACCOUNTABILITY AND AUDIT

Financial Reporting

In presenting the annual financial statements and quarterly announcement to shareholders, the Directors aim to present a balanced and understandable assessment of the Group's position and prospects. This also applies to other price sensitive public reports and reports to regulators.

Directors' Responsibility Statement

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

In preparing the financial statements, the Directors have:

- 1 used appropriate accounting policies which are consistently applied;
- 2 made judgements and estimates that are reasonable and prudent;
- 3 ensured that all applicable accounting standards have been followed; and
- 4 prepared financial statements on the going concern basis as the Directors have a reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future.

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

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



Tan Sri Wan receiving the KLSE Corporate Merit Award (Construction Sector) 2002 from Deputy Prime Minister Datuk Seri Abdullah Ahmad Badawi

Internal Control

The Group's Internal Control Statement is set out on pages 56 and 57.

Relationship with the Auditors

The role of the Audit Committee in relation to the external auditors is set out on pages 53 to 55.

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

A handwritten signature in black ink, appearing to read 'Wan Abdul Rahman'.

Tan Sri Dato' Ir. (Dr) Wan Abdul Rahman bin Wan Yaacob
Chairman

Membership and Meetings

The Audit committee met on five (5) occasions during the year 2002 and the attendance of each member of the Audit Committee are as follows:

	Number of meetings attended / since appointment*
Tan Sri Dato' (Dr) Haji Murad bin Mohamad Noor Chairman of the Audit Committee (Senior Independent Non-Executive Director)	5
Tan Sri Dato' Ir. (Dr) Wan Abdul Rahman bin Wan Yaacob Member (Non-Executive Director)	5
Tan Boon Seng @ Krishnan Member (Group Managing Director) (Resigned on 12 April 2002, afterwhich attended by invitation)	5
Datuk Yahya bin Ya'acob Member (Independent Non-Executive Director) (Appointed on 12 April 2002)	2*
Datuk Oh Chong Peng Member (Independent Non-Executive Director) (Appointed on 12 April 2002)	4*

The Group Managing Director, Internal Audit Manager and the Finance Director attended relevant Audit Committee meetings when required to do so. The external auditors attended four of the meetings during the year.

Activities

During the year, the activities of the Audit Committee include the review and deliberation of:

- the quarterly financial result announcements;
- the year end financial statements of the Group;
- the external auditors' reports in relation to audit and accounting issues arising from the audit, and updates of new developments on accounting standards issued by the Malaysian Accounting Standards Board;
- annual audit strategy and plan of the external auditors;
- related party transactions that arose within the Company or Group;
- annual audit plan proposed by the Internal Auditors;
- audit reports presented by the Internal Auditors on findings and recommendations with respect to system and control weaknesses; and
- Risk Management Committee reports and findings.

Internal Audit Function

The main role of the Internal Audit Department (IAD) is to provide the Audit Committee with independent and objective reports on the effectiveness of the system of internal control within the Group. The IAD had conducted the evaluation of the system of internal controls that encompass the Group's governance, operations, and information systems of major areas of the Group operation. The internal audit reports were deliberated by the Audit Committee and recommendations were duly acted upon by management. The IAD adopts a risk-based auditing approach taking into account global best practices and industry standards.

TERMS OF REFERENCE OF THE AUDIT COMMITTEE

Membership

The Audit Committee shall be appointed by the Board of Directors amongst the Directors and shall consist of not less than three members. A majority of the audit committee members must be independent Directors. The members of an audit committee shall elect a chairman from among their number who shall be an independent director. An alternate director must not be appointed as a member of the Audit Committee.

Audit Committee Report

At least one member of the Audit Committee:

- (i) must be a member of the Malaysian Institute of Accountants; or
- (ii) if he is not a member of the Malaysian Institute of Accountants, he must have at least 3 years' working experience and:
 - (aa) he must have passed the examinations specified in Part I of the 1st Schedule of the Accountants Act 1967; or
 - (bb) he must be a member of one of the associations of accountants specified in Part II of the 1st Schedule of the Accountants Act 1967.

The Board of Directors must review the term of office and performance of the Audit Committee and each of its members at least once every three years to determine whether the audit committee has carried out their duties in accordance with the terms of reference.

Meetings and minutes

Meetings shall be held not less than four times a year, and will normally be attended by the Finance Director and Head of Internal Audit. The presence of the external auditors will be requested, if required. Other Board members may attend meetings upon the invitation of the Audit Committee. At least once a year, the Committee shall meet with the external auditors without any executive board members present. The auditors, both internal and external, may request a meeting if they consider that one is necessary.

A quorum shall be two members present and majority of which must be independent directors.

The Secretary to the Audit Committee shall be the Company Secretary. Minutes of each meeting shall be distributed to each member of the Board. The Chairman of the Committee shall report on each meeting to the Board.

Authority

The Committee is authorised by the Board to investigate any activity within its term of reference and shall have unrestricted access to any information pertaining to the Group, both external and internal auditors and to all employees of the Group. The Committee is also authorised by the Board to obtain legal or independent advice as necessary.

Duties

- 1) To discuss with the external auditors, prior to the commencement of audit, the audit plan, which state the nature of the audit, and to ensure co-ordination of audit where more than one audit firm is involved.
- 2) To review the assistance given by the employees of the Company to the external auditor.
- 3) To review quarterly reporting to Kuala Lumpur Stock Exchange (KLSE) and year end financial statements of the Group before submission to the Board, focusing on:
 - (i) going concern assumption;
 - (ii) any changes in accounting policy;
 - (iii) significant issues arising from the audit;
 - (iv) compliance with accounting standards, regulatory and other legal requirements; and
 - (v) major judgmental areas.
- 4) To monitor any related party transaction or conflict of interest situation that may arise within the Company or Group including any transaction, procedure or course of conduct that raises questions of management integrity. They are also required to ensure that the Directors report such transactions annually to the shareholders via the annual report.
- 5) To review any letter of resignation from the external auditors, and any questions of resignation or dismissal.
- 6) To consider the nomination and appointment of external auditors, as well as audit fee.
- 7) To review with the external auditors, their evaluation system of internal controls, their management letter and management's response.

- 8) To review the following in respect of internal audit:
 - (i) adequacy of the scope, functions and resources of the internal audit functions and that it has the necessary authority to carry out its work;
 - (ii) internal audit programme;
 - (iii) the major findings of internal audit investigations and management's responses, and ensure appropriate actions are taken on the recommendations of the internal audit function;
 - (iv) assessment of the performance of the staff of the internal audit function;
 - (v) appointment or termination of senior staff members of the internal audit function;
 - (vi) resignations of internal audit staff members and provide resigning staff member an opportunity to submit his/her reason for resignation.
- 9) To consider the major findings of internal investigations and management's response.
- 10) To discuss problems and reservations arising from the interim and final external audits, and any matters the external auditors may wish to discuss (in the absence of Management, where necessary).
- 11) To review the reports of the Risk Management Committee in relation to the adequacy and integrity of the Group's internal control system.
- 12) To consider other topics as defined by the Board.
- 13) To report promptly to the KLSE on any matter reported by it to the Board of Directors, which has not been satisfactorily resolved resulting in the breach of the KLSE Listing Requirements.
- 14) To review all prospective financial information provided to the regulators and/or the public.



*Tan Sri Dato' (Dr) Haji Murad
bin Mohamad Noor
(Chairman)*



*Tan Sri Dato' Ir. (Dr) Wan Abdul
Rahman bin Wan Yaacob*



Datuk Oh Chong Peng



Datuk Yahya bin Ya'acob

Members of the Audit Committee

Internal Control Statement

Responsibility

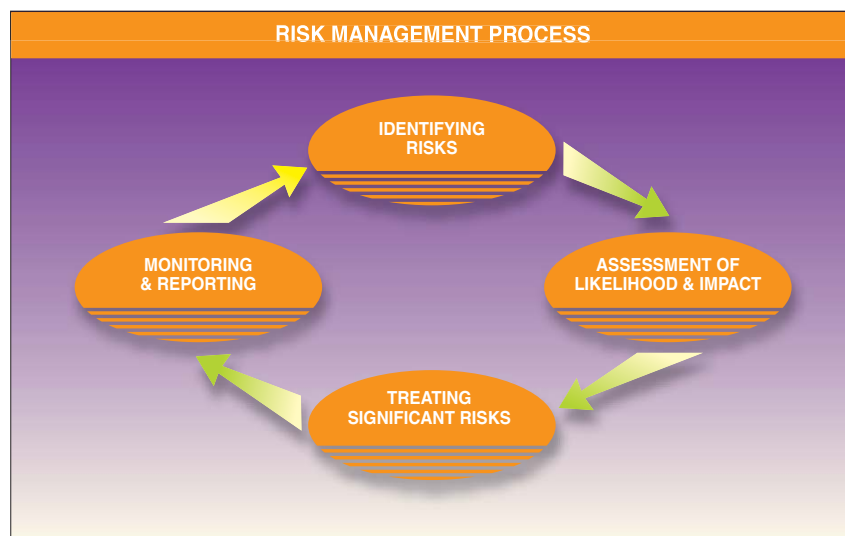
The Board of Directors recognises the importance of sound internal control and risk management practices to good corporate governance. The Board affirms its overall responsibility for IJM Group's systems of internal control and risk management, and for reviewing the adequacy and integrity of those systems. It should be noted, however, that such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives. In addition, it should be noted that any system can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Group had put in place an ongoing risk management process of identifying, documenting, evaluating, monitoring and managing significant risks affecting the achievement of its business objectives.

Risk management framework

The Board has established an organisational structure with clearly defined lines of accountability and delegated authority. It has extended the responsibilities of the Audit Committee to include the work of monitoring all internal controls on its behalf, with the assistance of the Internal Audit Department (refer Audit Committee Report).

The Group has put in place a Risk Management Committee (RMC), which is chaired by the Group's Finance Director and includes representatives from all the divisions. Each division's risk management function is led by the respective heads of the Divisions. The RMC is tasked to develop and maintain an effective risk management system in the Group. Its reviews cover matters such as responses to significant risks identified, changes to internal control systems and output from monitoring processes. It reports regularly to the Audit Committee, which dedicates separate time for discussion of this subject.



The Group's risk management system has been developed with the help of external experts. Risk assessment and evaluation will take place as an integral part of the annual strategic planning cycle. Having identified the risks to achievement of their strategic, financial, operational and other business objectives, each business or functional unit is required to document the management's mitigating actions for each significant risk. New areas are introduced for assessment as the business risk profile changes.

Under this system, each business or functional unit, excluding associates and joint ventures prepares annually a 'risk map' which summarises the risks, the controls and processes for managing them and the means for assuring management that the processes are effective. The Group's Head Office also considers the risks to the Group's strategic objectives, which are not addressed by the business or functional units. The risk maps and any proposed changes to the controls and processes are reported to the RMC which summarises them for consideration by the Audit Committee.

Other key elements of internal control

The other key elements of the Group's internal control system include:

- clearly defined delegation of responsibilities to committees of the Board and to operating units, including authorisation levels for all aspects of the business which are set out in an authority mix;
- clearly documented standard operating policies and procedures which are subject to regular review and improvement;
- regular and comprehensive information provided to management, covering financial performance and key business indicators, such as staff utilization and cash flow performance;
- a detailed budgeting process where operating units prepare budgets for the coming year which are approved both at operating unit level and by the full Board;
- monthly monitoring of results against budget, with major variances being followed up and management actions taken, where necessary; and
- visits to operating units by members of the Board and senior management.

A number of minor internal control weaknesses were identified during the period, all of which have been, or are being, addressed. None of the weaknesses have resulted in any material losses, contingencies, or uncertainties that would require disclosure in the Group's annual report.



JOURNEY TOWARDS EXCELLENCE THROUGH QUALITY

The IJM Group has built a reputation for quality and is firmly committed to its motto “Excellence Through Quality”. It is the Group’s objective to continuously improve on the level of quality performance to ensure that the Group is successful in business. Towards this end, the Group strives to conduct its operations in such a manner that all projects and services carried out meet clients’ requirements whilst it continuously equips itself with the necessary methodology and tools to improve quality systematically.

Policy on Quality

It is IJM Group’s policy that:

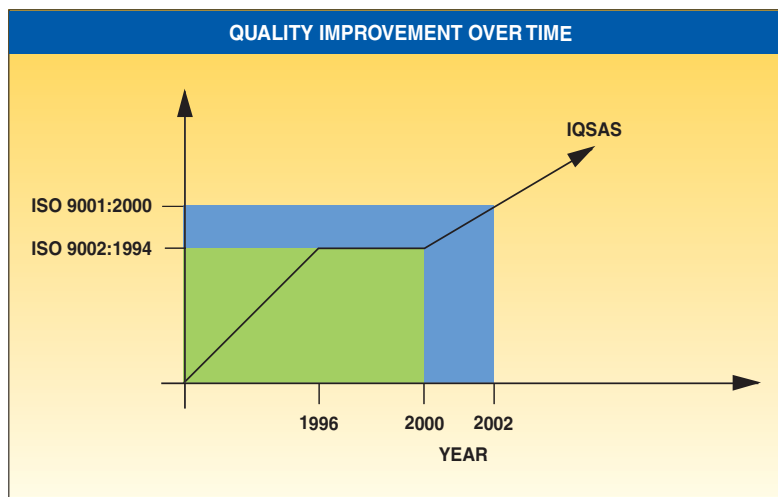
- 1 All projects and services undertaken will be implemented in such a manner that they exceed customer’s expectation.
- 2 The quality of the final products and services will be improved through continuous review and advancement of construction processes and quality assurance system.
- 3 The skills of our qualified and dedicated workers at all levels will be enhanced to serve our customers better.

IJM Quality and Safety Assessment System (IQSAS)

The Group has developed a Quality Management System that was first certified to ISO 9002:1994 in 1996. Since then, the Group has successfully renewed its certification every year. To further improve the quality of its finished buildings, the Group has developed a standard known as IJM Quality & Safety Assessment System (IQSAS).

IQSAS is a self-regulated assessment system of procedures and testing methods in which standards are set out for various quality and safety aspects of the building construction such as structures, architecture, and mechanical and engineering works.

In an environment of poor skills and a transient migrant workforce, the introduction of IQSAS is intended to enable the Group to further enhance the quality and safety performance standards in its building projects.



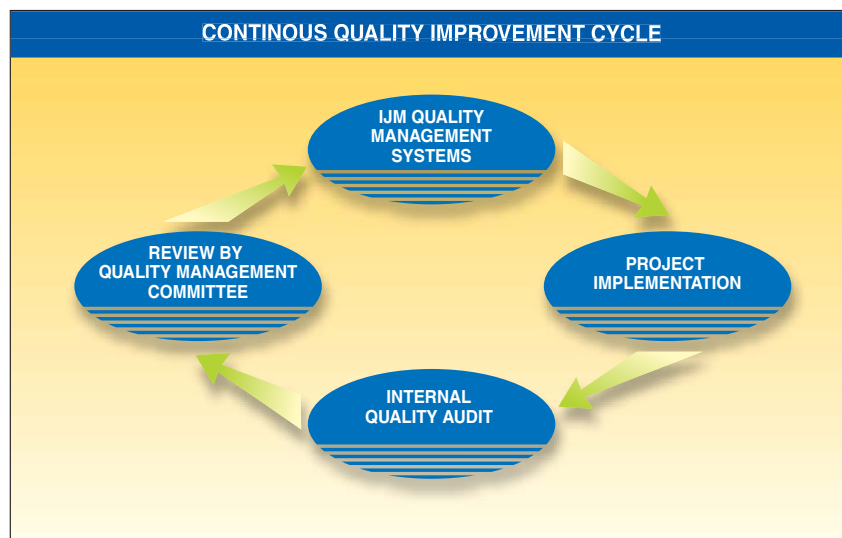
The above chart explains the quantum leap in IJM’s quality achievements over the last few years.

Continuous Quality Improvement

IJM projects' quality management systems are continuously assessed through internal quality audits conducted by auditors from Quality System Department (QSD) based at the Head Office. Each project and relevant Head Office department is normally audited twice a year. During 2002, QSD carried out a total of 64 audit assignments. Once the non-conformance report (NCR) is issued, the respective project and department are expected to rectify the weakness in quality performance.

The results of all audits are tabled and presented to the Quality Management Committee (QMC), headed by the Group Managing Director, for management review regularly. The QMC in return, where necessary, makes recommendations on steps to improve the IQSAS.

The continuous improvement process ensures that enhancement of end product quality is given utmost importance.



The Group also has a Quality Award competition where the projects are assessed annually for customers' satisfaction through independent surveys. The project with the top score are rewarded with the QMC Chairman's Challenge Trophy and prize money, and enhanced bonuses for project staff.

ISO Certification

During 2002, IJM embarked on a mission to migrate from the 1994 standard to 2000 standard. The exercise involved revamping the current quality management system which is more department-based to a process-based system. This new standard also required procedures on design development for which IJM has been known to have an excellent track record after having completed many design-and-built projects. The exercise bore fruit when, in October 2002, IJM was accorded the ISO 9001:2000 upgrade certificate by SIRIM QAS.

The Group has always encouraged its subsidiaries to strive towards ISO 9000 certification. Latest to join IJM's subsidiaries which has been certified to ISO 9000 is IJM (India) Infrastructure Ltd, which is one of a few construction companies in India to attain such distinction. To date, a total of six of its subsidiaries are ISO certified. Preparatory work has commenced for another wholly-owned subsidiary IJM Properties Sdn Bhd to seek ISO certification in 2003.

Annual Survey

Annually, survey forms are sent to client or client's representative for projects undertaken to invite feedback on IJM's performance. The feedback is then used to chart future steps to improve the quality of service so as to enhance customer satisfaction.

Statement on Safety and Health

The Group's motto "Health, Safety and Environment Is Everyone's Responsibility" has been the guiding principles for the Group's attempts to inculcate into its work culture the need to maintain and enhance a high level of safety, occupational health and environmental awareness.

The high importance placed on the prevention of injury and occupational hazards to its employees and the public when carrying out its business activities was tested and certified by SIRIM in November 2000 when the OHSAS 18001:1999 certification was issued to IJM Corporation Berhad and IJM Construction Sdn Bhd. These companies became the first two Malaysian companies in the construction industry to be conferred with this internationally recognised certification. The Group has successfully maintained this certification since then.

Safety and Health Policy

It is IJM Group's policy to create awareness among its employees on the collective responsibility on prevention of injuries and occupational health hazards and the assurance of public safety when carrying out its business activities. Concerted efforts are being continuously made to ensure pre-emptive measures are being carried out at all locations where the Group operates. Over the years, the Group has inculcated into its work culture the need to maintain and enhance a high level of safety and health standards.

Strategies to implement safety and health policy

The following strategies were drawn up to implement the policy:

- Comply with all applicable legislative requirements;
- Commitment to achieve higher standards of compliance;
- Increase awareness and accountability at all levels of employees on their responsibilities for safety and health;
- Provide information, training and facilities to every employee and interested parties;
- Monitor performance and review the system regularly to achieve higher health and safety standards.

Safety and Health Management System

A Safety and Health Committee (SHC) is formed at every project and IJM Head Office for the purpose of:

- assisting the development of safety and health rules and a safe system of works
- reviewing the effectiveness of safety and health programmes
- carrying out investigations on the trends of accidents, near-miss accidents, dangerous occurrences, occupational poisoning or occupational diseases, if any, which occurs at the place of work together with the recommendations for immediate corrective actions, and
- reviewing the safety and health policies at the place of work and make recommendations to the management for any revision of such policies.



Deputy GMD Goh Chye Koon presenting the trophies and cash prizes to Quality and Safety Award winners

Each project site and department is given a copy of the "Occupational Health and Safety: Manual and Procedure", which was formulated by the Safety and Health Department (SHD) and endorsed by the Group's Occupational Health and Safety Management Committee (OHSMC). Prior to the execution of its construction works, each project is required to put up their respective Project Safety and Health Plan (PSP). The implementation of this plan is to ensure the Group observes and complies fully with Occupational Safety and Health Act, 1994.

The SHC conducts regular inspection of work sites and meetings are held at least once a month to confer on areas pertaining to the improvement on the level of safety and health. During the year, the SHD carried out a total of 25 safety and health audits, covering all existing active projects. Where necessary, corrective and preventive actions are recommended and actions taken to rectify any identifiable weakness or deficiency.

In addition, the OHSMC, headed by the Group Managing Director, and comprising senior management from various business and functional units, meet periodically to review the safety and health management systems as part of the efforts to ensure effective practice of occupational health and safety at the work place.

A Safety Award competition is organized annually to further promote occupational health and safety awareness. The projects with the highest score in each of the respective categories are each rewarded with a trophy, prize money and enhanced bonuses for the project staff.

Training

IJM employees undergo regular safety and health management systems training which are organized both internally and externally. Induction training is also organized for all new employees or workers joining the Group, including regular safety and health talks conducted by the SHD.

In its endeavour to achieve a "Zero Accident" rate within the Group, IJM employees regularly attend external seminars on safety measures. These include the OSHA 1994, FMA 1967 & Introduction to OHSAS 18001, Safety and Health Officer Training, Workshop on Safety and Health In Construction Site, Induction for Green Card, OHSAS 18001:1999 Internal Safety Audit Training, Railway Track Safety Course, First Aid & CPR Training and Emergency Response Team Training, amongst others.



A safety seminar in session



First Aid training

Statement on Environment

Policy

The Group has a social responsibility towards greater environmental well-being and would combine business objectives with long-term sustainable development.

Environmental Management

The Group recognizes that environmental issues are both long-term and complex. There are environmental issues in many of our operations and there is a need to apply common principles and basic structure in the rapidly expanding IJM Group. The Group is constantly reviewing and monitoring areas with environmental concern in pre-emptive measures to prevent irreversible damage being done to the environment. Sensibly designed environmental management systems are, therefore, a pre-requisite for efficient environmental control.

Environmental management of the construction operation follows the outline of an Environmental Management Plan (EMP), which includes but not necessarily limited to:

- how environmental issues arising will be addressed during engineering design, and
- how environmental protection procedures and mitigation will be implemented during all construction phases and operational phases, if applicable.

The main components of an EMP incorporate the following items:

- Project Description: Outline of project components and features, and the major activities involved during construction;
- Environmental Impact: Summary of potential environmental impacts and their significance. The area of impact encompass air, noise and water quality, as well as human and ecological issues relevant to the project;
- Amelioration: Identifying specific mitigating measures that will be applied to control or ameliorate the impacts identified and, in the case of amelioration, the extent to which the stated measures will reduce the impact;
- Monitoring: Program for compliance monitoring of potential impact areas identified and the effectiveness of proposed amelioration measures.

Other divisions such as Plantations have their well-defined environmental plans in operation for sometime.

Environmental Monitoring And Compliance Report

Environmental monitoring is continuously being carried out at the project level, often with the help of external consultants. The purpose of monitoring is to evaluate the effectiveness of mitigating measures taken to ensure that the impacts of the environment are kept to the minimum.

Environmental Monitoring and Compliance Reports generally incorporate the following main elements:

1. analysis of the results of various environmental monitoring conducted;
2. evaluation of the anticipated environmental impacts and the effectiveness of amelioration process;
3. report on work progress based on information submitted;
4. compliance to approved conditions and regulatory requirements;
5. recommendations on further action, if any.

These reports are intended to provide the contractor and the relevant authorities with feedback on compliance and progress with implementation of EMP and to take necessary action where non-compliance report has been filed.



Good cover of legumes to conserve water and enrich soil



Irrigation at Meliau Estate

Protection of Environment in the Plantations

Environmental management in our oil palm plantations follows the best practices outlined in our planting manual which, has the following main objectives:

- Introduce best agro-management practices to protect the environment and conserve soil, water, nutrient and carbon;
- Implement processes for total compliance with relevant laws, regulations and standards on environment;
- Monitor effectiveness of implementation and compliance.

The Plantations Division has undertaken various environmental friendly practices to protect the environment. These include:

- Soil and water conservation:

Soil erosion is prevented by the quick planting of cover crops. The leguminous cover crops also function to add nutrients to the soil. Strategic locations at higher ground are identified where dams are constructed to collect water from natural water sources such as streams and rains for irrigating the fields during dry weather conditions.

- Mill waste management:

Subject to approval from the relevant authorities, treated mill effluents from our mills are used to irrigate plantation fields. As the effluents are organic, they enrich the soil by encouraging soil microbial activities. This practice reduces the usage of inorganic fertilizers. The added advantage is that the quality and size of the fresh fruit bunches have improved significantly.

In addition to mill effluents irrigation, the plantation also uses bunch ash and decanter solids as alternatives to inorganic fertilizers.

- Integrated Pest Management:

Where practical, beneficial plant such as the *Cassia Cobanensis* is grown within the plantation. This plant is known to be a good food source for insects that prey on oil palm pests. The presence of the beneficial plants encourages the breeding of these beneficial insects and helps to keep pest numbers low. Certain chemical pesticides are now avoided with the use of biological control on palm pests.

The practice has prevented the existing pests from developing tolerance to chemical pesticides. It also contributes to soil aeration and organic nutrient via nitrogen fixing to form nitrogen compound.

- Soil conditioning and enrichment:

For soil conditioning, shredded empty fruit bunches (EFB) are used to reduce water stress on the palms caused by less favourable soil conditions, such as the sandy or clayey materials. It also contributes organic materials and natural nutrients upon decomposing. Therefore, EFB, when used as topsoil covers, retains moisture in addition to the nutrients.

To enrich the soil, the Plantations Division uses legume as cover establishment during the early stages of the palms' growth to prevent the growth of undesirable plants that may compete for nutrient and sunlight. Established legumes also contributes organic matters, nutrients and soil aeration that will prevent pest proliferation, soil erosion and improve soil quality.

- Zero - Burning Approach:

The Plantations Division has adopted a policy of zero-burning approach in all of its replanting programmes.

The Plantations Division's Quality, Training and Research constantly monitors the compliance and the development of new practices to enhance the environment management practice in all the oil palm plantations of this Division.



Cassia cobanensis grown in the estate to sustain beneficial insects for biological control of pests

Research & Development, and Innovation

IJM recognises that it operates in a competitive environment. Better products and services produced at lower costs and greater speed are vital to stay ahead of the competition.

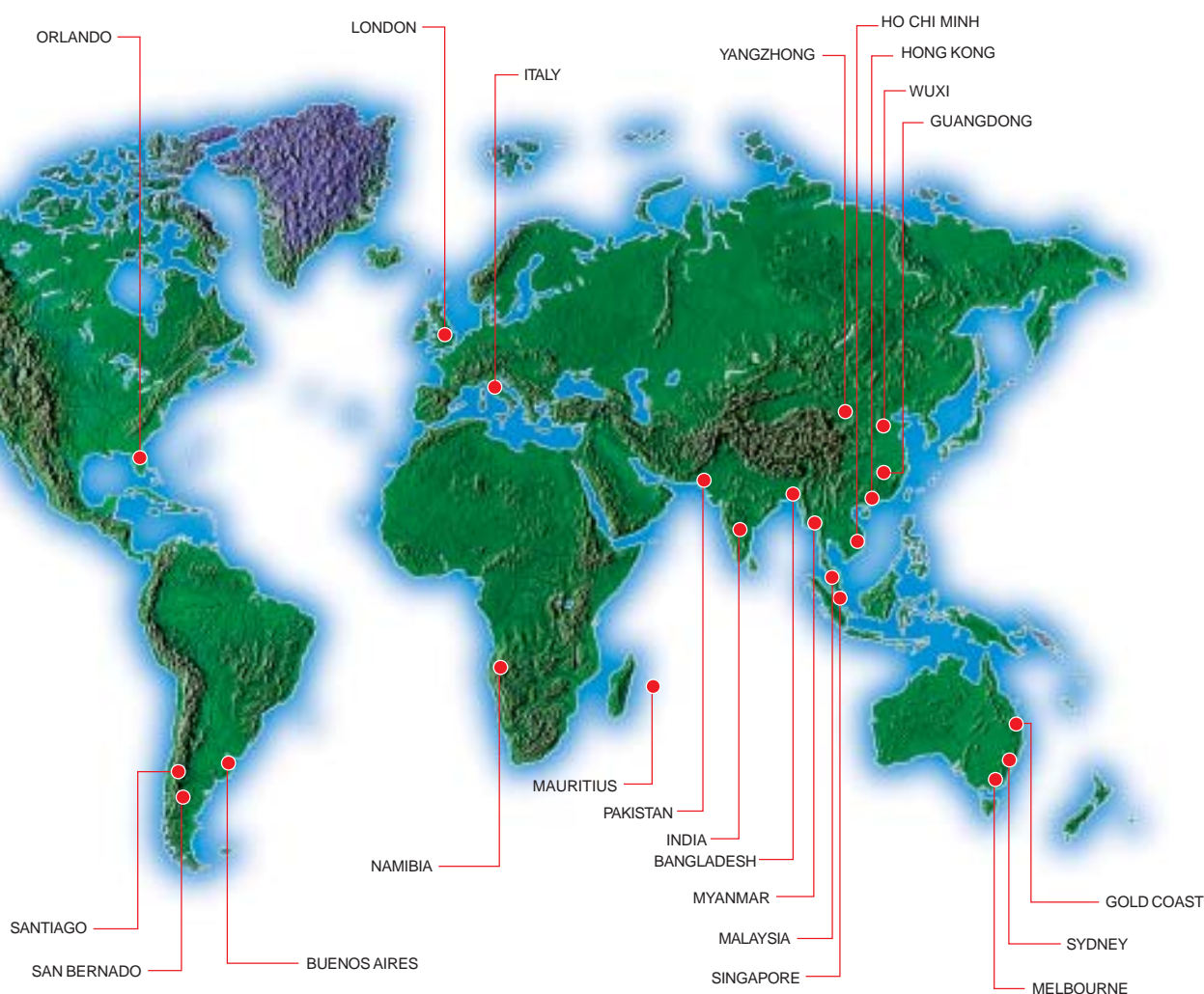
Our culture of producing quality and innovative products and services will continue to be our foundation for growth. We will continue to allocate our resources in a synergistic manner to eliminate duplication, to benchmark our processes against the highest international standards and to embrace the state-of-the-art technology to stay ahead. Dedicated investment in research and development, and developing innovative approaches will be the key to our sustainable growth in businesses. We will move forward with an awareness that we can continue to shape and assure our future only by practising the art of constant reengineering and invention, and producing higher quality products through investment in research and development.

Construction Innovation and Excellence

The Group has established itself as a leading player in the construction industry, particularly through innovatively designed and quality construction works carried out in the shortest possible time. We believe in harnessing the latest tools and technologies to create products and to build structures speedily and efficiently to the highest quality standards which meet today's needs and serve the needs of the country well into the future.

Constructing the RM603 million Putrajaya Convention Centre (PCC) on turnkey basis within 22 months requires intensive planning, coordination and execution. Sophisticated state-of-the-art equipment require integration to function in a seamless fashion. All these mean new construction methods for speed, new skills for systems integration and so forth. A world class landmark, the

Our footprints in the world



Past projects in...



India



Australia



Vietnam

PCC will be a symbol of IJM's ability to harness its multi disciplinary skills and capabilities to produce world class buildings. Each new turnkey project is a test of our skills to innovate, use new technology and products and deliver a quality end product with ever shortening construction periods.

We have established ourselves as an international player in the construction and construction-related industries. We have set foot in many countries. We were among the first Malaysian contractors to venture into overseas markets such as Argentina, Australia, Bangladesh, Chile, China, Florida (USA), Hong Kong, India, Mauritius, Namibia, Pakistan and Singapore, among others. We secured the first BOT water treatment plant concession in Vietnam when few investors were looking there. In each of these markets, new skills are required to adapt to local conditions, operate effectively and deliver on the promises expeditiously.

Innovative Products

The Group is also on the constant lookout to develop new products for use in the construction business.

The latest feather in IJM's cap is a joint venture undertaken by its wholly-owned subsidiary, IJM Building Systems Sdn Bhd, to commercialise the production of the first lightweight oil palm fibre reinforced cement composite panels, invented and patented in Malaysia. These panels are to be used as non-load bearing partition components in housing construction, or such other business.

The product was accredited by the Malaysian Book of Records Award as the first product to utilise raw fibres from oil palm trunks for lightweight cement blocks for usage in high-rise buildings. The fibres have very high tensile strength compared to other natural fibres and have great potential



Production of lightweight cement blocks using raw fibres from oil palm trunks:
Accreditation by the Malaysian Book of Records

usage. The use of these natural fibres derived from oil palm trunks and fruit bunches, while providing an economic use for a by-product, also helps the environment as it is no longer necessary to burn them.

Research and Development

The Group continues to place high importance on research and development (R&D) in its Plantations Division as it strives to maintain the edge well into the future. Significant investments have been made in R&D and training as proven by the official opening of its Quality, Training and Research Centre (QTRC) in May 2002.

The main R & D activities are oil palm breeding and seed production. For this purpose, and along with



IJM DxP seedlings

trials on oil palm variety improvement and agronomy, the Division now produces its own quality hybrid seeds to meet the demands of its expansion. In 2002, QTRC produced more than 500,000 DxP hybrid seeds for our Sugut Project. This marks an important milestone in our R & D efforts.

Research into the use of biological controls to reduce the use of pesticides, converting mill wastes into natural fertilisers are also being carried out.

In addition, 5 training courses were conducted at the Centre. The research and training activities at QTRC in the coming years are expected to contribute further towards improving productivity of the Division.

IJM believes that the human resource is the most important asset. The Group's success has been achieved through the solid contribution by the pool of committed, competent and dedicated employees who continuously strive to excel in their work performance. To sustain the quality of this invaluable asset, the Group has allocated a significant portion of resources to continuously enhance the skills of staff with the relevant competencies and know-how to support its long-term growth.



Construction men at work

Training

As a matter of policy, the management continues to encourage the employees to improve their competencies and skills through the attendance of formal developmental activities such as training, professional seminars, etc. In the year 2002, the Group expended RM401,683 in various in-house and external competencies enhancement programmes. These programmes cover on-the-job skills, information technology, safety and health management, and soft skills such as management, accounts and finance, supervisory development, presentation skills and report writing. Risk management seminars and talks were also organised for the Board of Directors and all levels of

management. A total of 30,418 man hours of training was provided by the Group in 2002.

In addition to the Group's efforts to nurture several young graduates from various academic backgrounds in the field of safety and health, one batch of 15 employees from the construction division were identified and sent to attend the Safety and Health Officer certification course for the first time. This is a conscious effort of the Group to build a pool of competent and qualified Safety and Health Officers to meet the statutory requirements of the OSHA, 1994.

The Group recognizes the importance of developing, managing and retaining talents through a rewarding career with meritorious recognitions. Induction courses on the core beliefs and values of the Group are organised for new employees to ensure their successful integration and assimilation into the Group. Young graduates are placed at the workplace under a mentoring system that begins from the day they join the company. This provides a focused development of employees with appropriate coaching and guidance that enables the early identification of potential talents for a planned nurturing process. Identified performers are then put through an accelerated career progression for the recognition of their abilities.



IJM's exhibitors with GMD Krishnan Tan at the KLSE Investors' Week 2002

Staff Welfare

Staff welfare is not forgotten whilst the Group endeavours to create more wealth for its shareholders. The Group has in place the IJM Retirement Scheme that aims to provide safety nets as an assurance to retired employees and employees who succumb to unfortunate ill health or accident.

The Group also provides insurance schemes and coverage, such as critical illness, hospitalisation and surgery, and 24-hours worldwide personal accident coverage. The Group, through its Kelab Sukan IJM, operates the IJM Welfare Fund, which renders financial assistance to employees who are affected by unfortunate circumstances and events.



Sepak Takraw players in action at the 4th IJM Regional Games

Sports and Social Activities

In the year 2002, events and programs were planned to create better social interaction among our people. Sports activities and competitions were organized throughout the year to enhance team spirit. This is our commitment to develop bonding and to instill a greater sense of belonging among our people.

Biennially, the various divisions of the Group come together to participate in the Group's Regional Games. This year the event was hosted by our associate company Industrial Concrete Products Berhad at the Petronas Training Centre in Bangi, involving over 280 of the Group's employees from the Central, Northern, Southern and Eastern regions. There were keenly contested matches amongst the ten sports events held, demonstrating the employees' highly competitive nature whilst the vociferous supporters were evidence of the abundance of strong team spirit. The overall winner this year was the Central Region.

The employees enjoyed participating in the various marathons and walking competitions. On an individual basis, the company is proud to have an employee, Gunavathi a/p Kandaya, who has carved a name for herself as an athlete at the national level in various athletic events. The events include relays, runs, walkathons and marathons.

At the Plantations Division, it was not only about planting oil palms. Our energetic team there added another feather to their caps by their promotion of a second team sports - Rugby (*the first being football*). The IJM Cobra team took part in the 2nd Cobra 10's East Malaysia Tournament and the Inaugural Labuan 10's Tournament where our team emerged as champions, defeating the oppositions from Sabah, Sarawak, Brunei and Indonesia.



IJM's 19th Annual Dinner & Dance at Sheraton Hotel, Subang Jaya

The Company's 19th Annual Dinner and Dance was held at Sheraton Hotel, Subang Jaya. It was well attended by about 850 employees and their spouses. Several get-togethers were also organized to celebrate the various festivities that are unique to our multi-racial society. As usual, all levels of employees from the different races participated in these functions whole-heartedly.

Loyalty Awards

Given the conducive and caring working environment, it is no surprise that the Group has a high number of loyal employees, thus providing the Group with continuity, as demonstrated in the table below:

Years of service	Number of staff
5 years and below	711
5 years to 10 years	330
10 years to 15 years	182
15 years to 20 years	48
Above 20 years	97
	1,368

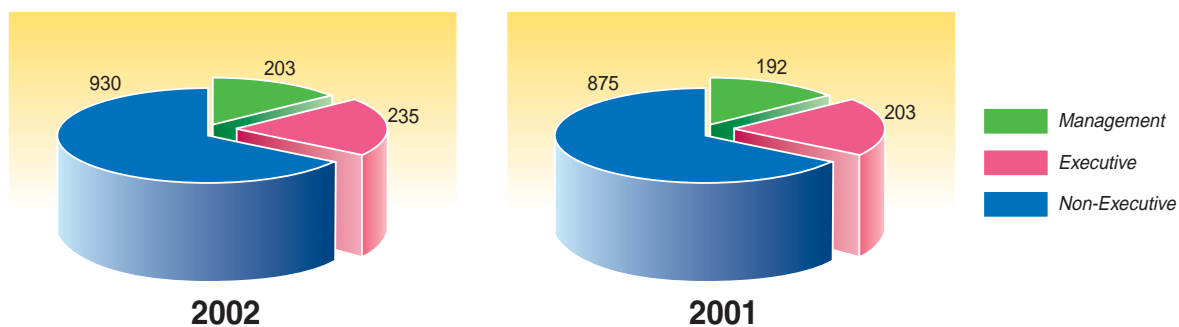
In recognition of the loyal services and contributions of its employees, IJM awards Loyalty awards to all employees who reaches their 20th year anniversary with the Group. In 2002, 10 employees reached this milestone and were rewarded at the Group's Annual Dinner and Dance.



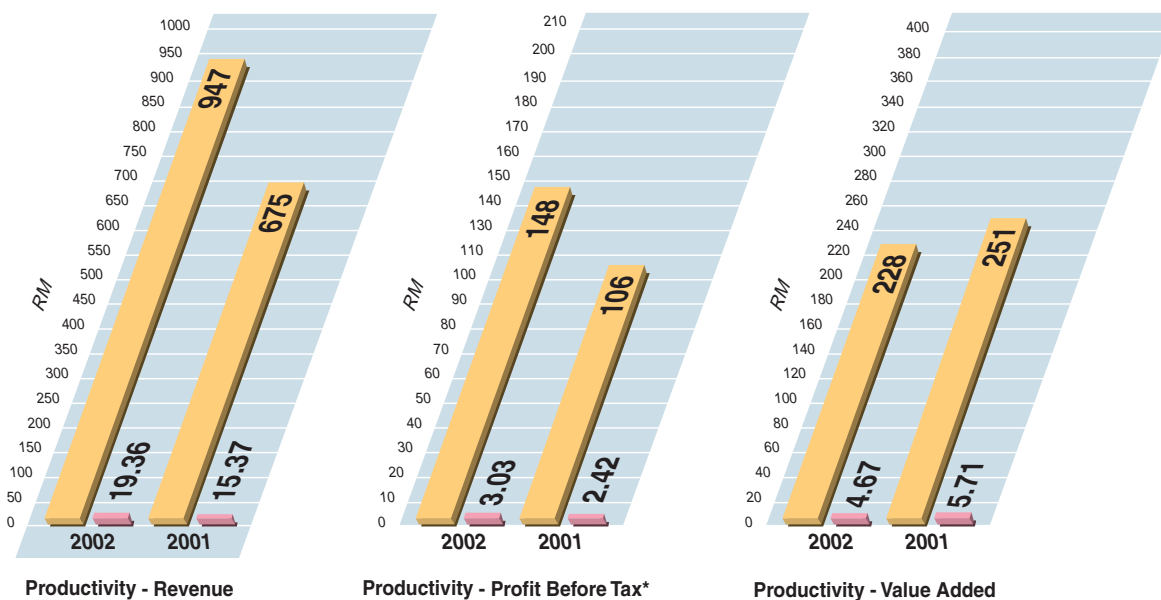
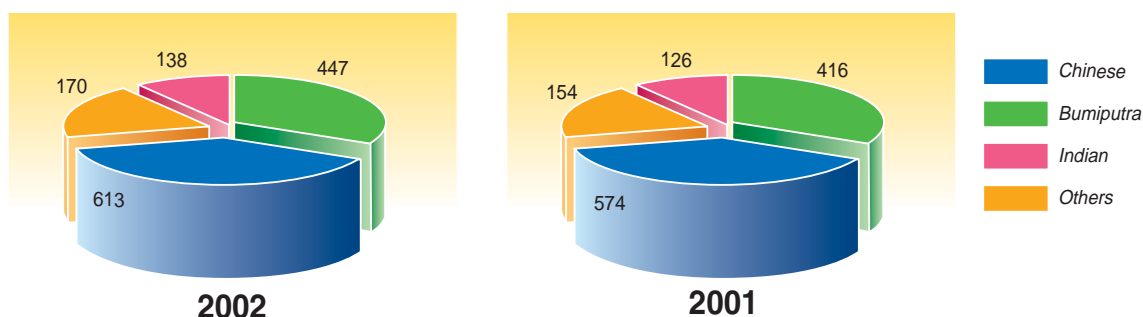
Recipients of the 20-year service Awards posing with GMD Krishnan Tan

Employees and Productivity

EMPLOYEES BY CLASSIFICATION



EMPLOYEES BY ETHNIC COMPOSITION



■ Per Employee
 ■ Per RM Employment Costs

* Excluding exceptional gains/losses

Caring for the Community

IJM Group believes it exists not merely for the sole purpose of business. The Group takes on an active role as a socially responsible corporate citizen by consistently responding to the needs of various communities and organisations, through contributions made to charitable, educational, cultural, health and sports organisations.

In the year 2002, the recipients for contributions in cash and in kind included Majlis Kanser Nasional, Malaysian Humanitarian Foundation, Pusat Penjagaan Kanak-kanak Cacat Taman Megah, Rumah Ozanam, Persatuan Rumah Kebajikan Grace, National Kidney Foundation, Badan Warisan Malaysia, Shelter Christian Fellowship for Aid and Welfare Selangor, Yayasan Sultan Idris, Little Sisters of the Poor, The Penang Rotary Charity Foundation, Yayasan Kebajikan Anak-anak Yatim Kelantan, and The Penang Home for the Infirm and Aged, amongst others.



IJM doing its bit for the community

In its support towards the development of sports, the Group made contributions to Majlis Sukan Negara and the Olympic Council of Malaysia. It is also a charter member of Sports Excel which supports and nurtures young sports persons to achieve sports excellence in their respective sport. It also sponsored various sports events such as the COBRA 10's East Malaysian Tournament.



IJM employees answering University Hospital's call for blood donation

In an effort to spearhead rugby development in Sabah, the Group, through its subsidiary, IJM Plantations Sdn Bhd undertook a 3-year Junior Rugby Development Programme for selected secondary schools in Kota Kinabalu, Sandakan and Tawau in Sabah. Fijian coaches have been brought in to carry out more programs.

The employees of IJM also facilitated various community activities. These included blood

donation campaigns, visits to charitable homes and collection of recycled items such as used clothing, household equipment and toys for donation to several organisations.

IJM Scholarship Award

IJM continues to award scholarships to needy and deserving undergraduates who are pursuing local tertiary education. These awards provide a steady stream of bright young professionals with the relevant competencies and capabilities to sustain and reinvigorate the Group's long-term growth.

Loans and grants are also offered to existing staff to pursue further qualifications such as the executive MBA programs.



Past and present scholars with GMD Krishnan Tan

