

# Connecting the Nation

Annual Report **2013**

# Contents

Corporate Profile	1
Vision & Mission	2
Notice of Annual General Meeting	4
Statement Accompanying Notice of Annual General Meeting	7
Corporate Information	8
Financial Calendar	9
Performance at a Glance	10
Chairman's Message	12
Group Managing Director's Statement	18
Operations Review	24
Board of Directors	40
Directors' Profile	42
Management Team	50
Corporate Social Responsibility	52
MMC 2013 Corporate Highlights	60
Statement on Corporate Governance	64
Statement on Risk Management and Internal Control	74
Audit Committee Report	80
Additional Compliance Information	83
Financial Statements	84
List of Properties	257
Shareholding Statistics	260
Thirty Largest Shareholders	262
Administrative Details	264
Proxy Form	

## **38<sup>th</sup>** Annual General Meeting of MMC

Mahkota II, Hotel Istana, 73, Jalan Raja Chulan, 50200 Kuala Lumpur, Malaysia on Thursday, 8 May 2014 at 11.00 am



## Corporate Profile

MMC Corporation Berhad (MMC) is a leading utilities and infrastructure group with diversified businesses under three divisions, namely energy & utilities, ports & logistics and engineering & construction.

Under the energy & utilities division, MMC has a controlling stake in Malakoff Corporation Berhad (Malaysia's largest independent power producer), is the single largest shareholder of Gas Malaysia Berhad (sole supplier of reticulated natural gas in Peninsular Malaysia) and wholly owns Aliran Ihsan Resources Berhad (a water treatment plant operator).

MMC's key businesses in its ports & logistics division include the operations of Port of Tanjung Pelepas Sdn Bhd (Malaysia's largest container terminal) and Johor Port Berhad (Malaysia's leading multi-purpose port). MMC also has an associate stake in Red

Sea Gateway Terminal Company Limited which operates a container terminal at Jeddah Islamic Port, Kingdom of Saudi Arabia.

MMC's engineering & construction division has further established itself in the sector following its leading role as the Project Delivery Partner and underground works package contractor for the 51km Klang Valley Mass Rapid Transit (KVMRT) project (Sungai Buloh - Kajang line). This is in addition to MMC's unprecedented track record of implementing a railway engineering breakthrough in the construction of Bukit Berapit twin-bore tunnel, Southeast Asia's longest rail tunnel as part of the 329km Ipoh - Padang Besar Electrified Double Track Project as well as the innovative Stormwater Management and Road Tunnel (SMART) motorway, the first-of-its-kind dual purpose tunnel in the world.



# Vision

To be a premier  
utilities &  
infrastructure  
group

# Mission

Excellence in our  
core business  
segments

Strategic Objectives

- Maximise shareholder value
- Service excellence to stakeholders
- Lead in value innovation
- Be the preferred employer





# Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Thirty-Eighth Annual General Meeting (AGM) of members of MMC Corporation Berhad will be held at the Mahkota II, Hotel Istana, 73, Jalan Raja Chulan, 50200 Kuala Lumpur, Malaysia on Thursday, 8 May 2014 at 11.00 a.m. for the purpose of considering and, if thought fit, passing the following resolutions:

## ORDINARY BUSINESS

1. “THAT the Audited Financial Statements of the Company for the financial year ended 31 December 2013 and the Directors’ Report and Auditors’ Report thereon be and are hereby received.” **Please refer to Note A**
2. “THAT the final single-tier dividend of 3.0 sen per share for the financial year ended 31 December 2013 be and is hereby approved and declared payable on 27 June 2014 to the members of the Company registered at the close of business on 2 June 2014.” **Resolution 1**
3. “THAT Encik Ooi Teik Huat, who retires in accordance with Article 78 of the Company’s Articles of Association, be and is hereby re-elected a Director of the Company.” **Resolution 2**
4. “THAT Dato’ Sri Che Khalib Mohamad Noh, who retires in accordance with Article 85 of the Company’s Articles of Association, be and is hereby re-elected a Director of the Company.” **Resolution 3**
5. “THAT Tan Sri Dato’ Wira Syed Abdul Jabbar Syed Hassan, a Director whose office shall become vacant at the conclusion of this AGM pursuant to Section 129(2) of the Companies Act 1965, be and is hereby re-appointed as a Director of the Company pursuant to Section 129(6), to hold office until the conclusion of the next AGM.” **Resolution 4**
6. “THAT Dato’ Abdullah Mohd Yusof, a Director whose office shall become vacant at the conclusion of this AGM pursuant to Section 129(2) of the Companies Act 1965, be and is hereby re-appointed as a Director of the Company pursuant to Section 129(6), to hold office until the conclusion of the next AGM.” **Resolution 5**
7. “THAT Tan Sri Dato’ Ir. (Dr.) Wan Abdul Rahman Haji Wan Yaacob, a Director whose office shall become vacant at the conclusion of this AGM pursuant to Section 129(2) of the Companies Act 1965, be and is hereby re-appointed as a Director of the Company pursuant to Section 129(6), to hold office until the conclusion of the next AGM.” **Resolution 6**
8. “THAT PricewaterhouseCoopers, who are eligible and have given their consent for re-appointment, be and are hereby re-appointed Auditors of the Company until the conclusion of the next AGM, AND THAT the remuneration to be paid to them be fixed by the Board.” **Resolution 7**

## Notice of Annual General Meeting

### **NOTICE OF BOOK CLOSURE AND NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT:**

NOTICE IS ALSO HEREBY GIVEN THAT shareholders who are registered in the Register of Members and Record of Depositors at the close of business on 2 June 2014 shall be entitled to the final dividend which will be paid on 27 June 2014.

A depositor shall qualify for dividend entitlement only in respect of:

- a) Shares transferred into the Depositor's securities account before 4.00 p.m. on 2 June 2014 in respect of ordinary transfers; and
- b) Shares bought on Bursa Malaysia Securities Berhad (Bursa Malaysia Securities) on a cum entitlement basis according to the Rules of Bursa Malaysia Securities.

### **BY ORDER OF THE BOARD**

**Ahmad Aznan Mohd Nawawi**  
**Sazlin Ayesha Abdul Samat**  
Company Secretaries

Kuala Lumpur  
16 April 2014

## Notice of Annual General Meeting

### NOTES:

#### Proxy

1. The proxy form, to be valid, must be deposited at the Company's Share Registrar, Symphony Share Registrars Sdn Bhd, Level 6, Symphony House, Block D13, Pusat Dagangan Dana 1, Jalan PJU 1A/46, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than 48 hours before the time appointed for the meeting or any adjournment thereof.
2. A member of the Company entitled to attend and vote at this meeting is entitled to appoint a proxy or proxies or attorney or other duly authorised representative to attend and vote in his stead. A member of the Company may appoint up to two (2) proxies to attend the same meeting. Where the member of the Company appoints two (2) proxies, the appointment shall be invalid unless the member specifies the proportion of his shareholding to be represented by each proxy.
3. In case of a corporation, the proxy form should be under its common seal or under the hand of an officer or attorney duly authorised on its behalf. A proxy need not be a member of the Company and a member may appoint any person to be his proxy. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.
4. In the case of joint holders, the signature of any one of them will suffice.
5. Where a member is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
6. Unless voting instructions are indicated in the spaces provided in the proxy form, the proxy may vote as he/she thinks fit.
7. Registration of members/proxies attending the meeting will commence at 9.00 a.m. on the day of the meeting and shall remain open until the conclusion of the AGM or such a time as may be determined by the Chairman of the meeting. Members/proxies are required to produce identification documents for registration.
8. **Only members whose names appear on the Record of Depositors as at 2 May 2014 shall be entitled to attend the said AGM or appoint a proxy(ies) to attend and/or vote on their behalf.**

### NOTE A

This Agenda item is meant for discussion only as under the provisions of Section 169(1) of the Companies Act, 1965 and the Company's Articles of Association, the audited accounts do not require the formal approval of shareholders and hence, the matter will not be put forward for voting.

#### Resolutions 4, 5 and 6 – Re-appointment of Directors

The proposed Ordinary Resolutions 4, 5 and 6 under Agenda 5, 6 and 7 are to seek shareholders' approval for the re-appointment of Directors who are of the age of 70 and above. These resolutions must be passed by a majority of not less than three-fourth of such Members of the Company as being present and entitled to vote in person or where proxies are allowed, by proxy at the AGM of the Company. If passed, it will enable the Directors to hold office until the next AGM of the Company.

Malaysian Code on Corporate Governance 2012 recommends that shareholders' approval be sought in the event that the Company intends to retain an independent director who has served in that capacity for more than nine years.

In relation thereto, the Board, through the Nomination & Remuneration Committee, has assessed the independence of Dato' Abdullah Mohd Yusof, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine years.

The Board recommends that Dato' Abdullah Mohd Yusof continues to act as an Independent Non-Executive Director of the Company for the following reasons:

- a) He fulfils the criteria as an Independent Director as defined in the Main Market Listing Requirements of Bursa Malaysia Securities, and therefore is able to bring independent and objective judgment to the Board;
- b) His vast experience in the utilities and infrastructure industry and legal background enables him to provide the Board with a diverse set of experience, expertise, skills and competence;
- c) He understands the Company's business operations which allows him to participate actively and contribute during deliberations or discussions at the Committee and Board meetings;
- d) He devotes sufficient time and effort and attends all the Committee and Board meetings for informed and balanced decision-making; and
- e) He exercises due care as an Independent Non-Executive Director of the Company and carries out his professional and fiduciary duties in the interest of the Company and shareholders.

# Statement Accompanying Notice of Annual General Meeting

Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

Details of director standing for re-election at the Annual General Meeting pursuant to Article 85 of the Company's Articles of Association

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Name	Dato' Sri Che Khalib Mohamad Noh
Age	49
Nationality	Malaysian
Position on the Board	Executive Director
Date first appointed to the Board	1 July 2013
Membership of Board Committee	Executive Committee
Working experience	As enumerated in the Profile of Directors on page 44 of this annual report
Occupation	Group Managing Director
Any other directorships in public companies	Johor Port Berhad MMC Engineering Group Berhad Malakoff Corporation Berhad Aliran Ihsan Resources Berhad Gas Malaysia Berhad Zelan Berhad Pos Malaysia Berhad Bank Muamalat Malaysia Berhad
Securities holdings in the Company	Nil
Any family relationship with directors and/or major shareholders of the Company	Nil

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# Corporate Information

## BOARD OF DIRECTORS

Tan Sri Dato' Wira Syed Abdul Jabbar Syed Hassan  
Dato' Sri Che Khalib Mohamad Noh  
Tan Sri Dato' Ir. (Dr.) Wan Abdul Rahman Haji Wan Yaacob  
Datuk Mohd Sidik Shaik Osman  
Dato' Abdullah Mohd Yusof  
Encik Ooi Teik Huat  
Encik Abdul Hamid Sh Mohamed

## COMPANY SECRETARIES

Ahmad Aznan Mohd Nawawi  
Sazlin Ayesha Abdul Samat

## REGISTERED OFFICE

Ground Floor, Wisma Budiman  
Persiaran Raja Chulan  
50200 Kuala Lumpur  
Malaysia  
Tel (603) 2071 1000  
Fax (603) 2026 2378  
Email cosec@mmc.com.my

## AUDITORS

PricewaterhouseCoopers  
Chartered Accountants

## SHARE REGISTRAR

Symphony Share Registrars Sdn. Bhd.  
Level 6, Symphony House  
Block D13, Pusat Dagangan Dana 1  
Jalan PJU 1A/46  
47301 Petaling Jaya  
Selangor Darul Ehsan  
Malaysia  
Tel (603) 7841 8000  
Fax (603) 7841 8008

## DIVIDEND SERVICE PROVIDER

Bursa Malaysia Depository Sdn. Bhd.  
2nd Floor, Exchange Square  
Bukit Kewangan  
50200 Kuala Lumpur  
Malaysia  
Tel (603) 2034 7751  
Fax (603) 2026 3712

## PRINCIPAL BANKER

Malayan Banking Berhad

## STOCK EXCHANGE LISTING

Main Market  
Bursa Malaysia Securities Berhad

# Financial Calendar

**8** May 2014

Annual  
General  
Meeting

**2** June 2014

Entitlement to  
2013 final  
dividend

**27** June 2014

Payment of  
2013 final  
dividend

Financial year ending 31 December 2014  
Announcement of results\*:

**28** May 2014

1<sup>st</sup>  
quarter

**27** August 2014

2<sup>nd</sup>  
quarter

**26** November 2014

3<sup>rd</sup>  
quarter

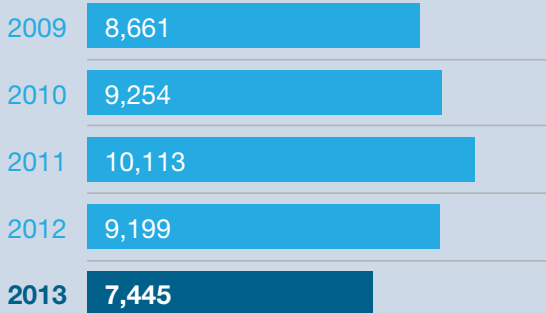
\* These dates are subject to change

**26** February 2015

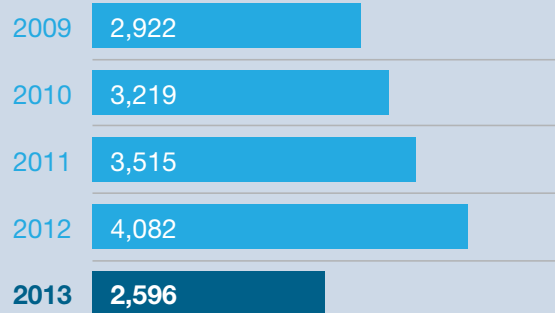
4<sup>th</sup>  
quarter

# Performance at a Glance

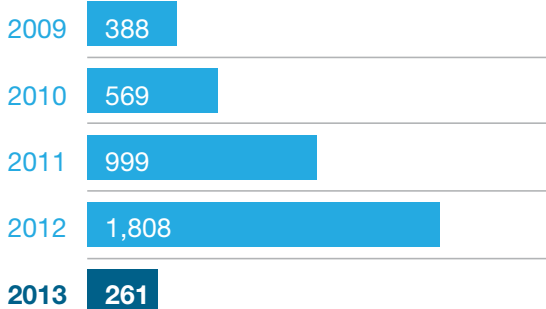
## Revenue (RM million)



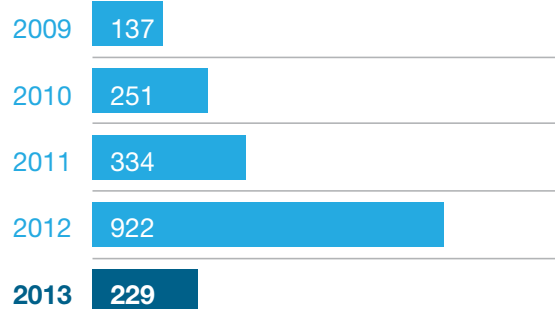
## EBITDA (RM million)



## Profit before zakat and taxation (RM million)

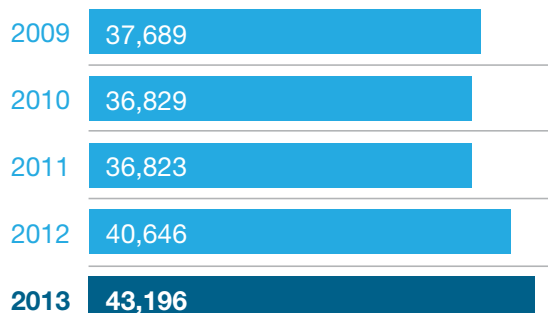


## Net profit attributable to owners of the parent (RM million)

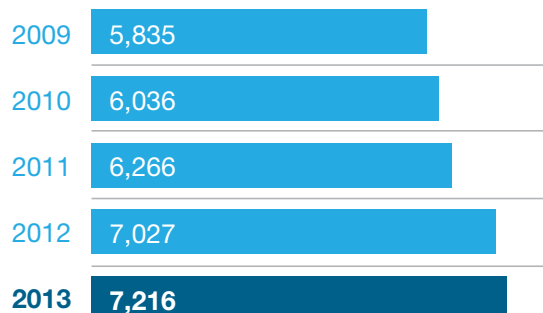


## Performance at a Glance

### Total assets (RM million)



### Shareholders' funds (RM million)



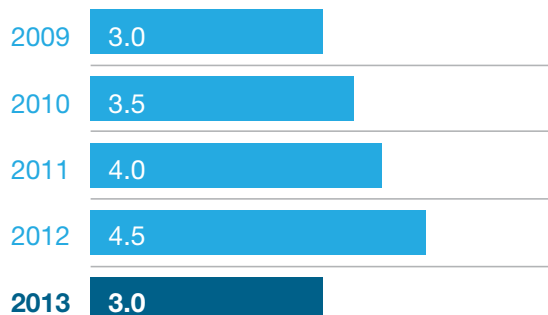
### Net assets per share (sen)



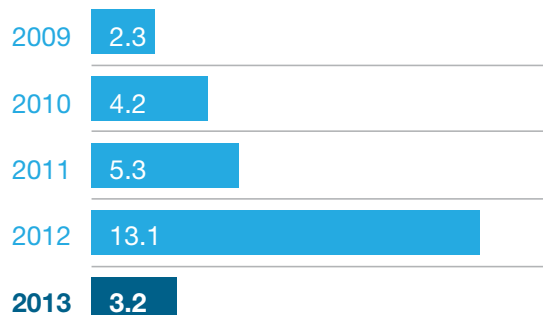
### Earnings per share (sen)



### Dividend per share (sen)



### Return on equity (%)



Note: the 2009 to 2012 financials have been restated following prior year adjustments arising from the adoption of MFRS 11 and MFRS 119



**TAN SRI DATO' WIRA SYED ABDUL  
JABBAR SYED HASSAN**

Chairman

# Chairman's Message

## Dear Shareholders,

It has been another very interesting year for MMC Corporation Berhad (MMC), as we continue to build on our foundation to stay true to the one objective that has been driving the Group since our beginnings: that of driving greater shareholder value. This has seen MMC evolve over the last more than 100 years, our core businesses shifting and being re-aligned to best capitalise on the rapidly changing business landscape with the needs of a rapidly developing nation.

For this annual report, we have chosen the theme *Connecting the Nation* because we believe it encapsulates perfectly a commonality that binds our diversified core businesses. Our Engineering & Construction business will connect Malaysians in a literal sense, facilitating travel domestically via the Klang Valley Mass Rapid Transit (KVMRT) Sungai Buloh-Kajang Line (SBK Line) and Northern Electrified Double Track Project (EDTP). Our ports and Senai Airport connect Malaysia to the supply of commodities

and other essential goods from and to the rest of the world as well as facilitating travel needs. Whilst our Energy & Utilities businesses enable Malaysians to connect to the supply of electricity, gas and water, and enjoy the conveniences that they can afford. In the process, we provided employment opportunities to 8,200 Malaysians in various capacities, both general and specialised.

2013 has been a year when the Group further invest to strengthen its capabilities whilst at the same time continue focusing on value creation from the existing businesses and infrastructure projects. It is my pleasure on behalf of the Board of Directors to present the Annual Report for MMC Group for the year ended 31 December 2013.

## Chairman's Message

### FINANCIAL PERFORMANCE

The Group achieved revenue of RM7,445.4 million compared with RM9,199.2 million in 2012 mainly due to deconsolidation of Gas Malaysia Berhad's (Gas Malaysia) revenue following its listing on Bursa Malaysia in June 2012 and lower revenue contribution from Malakoff Corporation Berhad (Malakoff) as a result of lower plant availability due to major maintenance works at Tanjung Bin power plant. Consequentially, our profit before zakat and taxation (PBZT) was posted lower at RM260.7 million compared with RM1,808.3 million in 2012. Moreover, the higher profit in 2012 was primarily due to the exceptional gain of RM1,011.5 million arising from Gas Malaysia's June 2012 listing.

For Energy & Utilities segment, revenue was registered at RM4,835.4 million compared with RM6,637.8 million in 2012. The segment posted lower PBZT at RM167.0 million compared with RM815.6 million in 2012. The lower revenue and PBZT were mainly due to lower contribution from Gas Malaysia, post June 2012 listing and lower contribution from Malakoff due to major maintenance works at Tanjung Bin power plant.

Our Ports & Logistics segment achieved a 2.4% increase in revenue from RM1,477.1 million in 2012 to

RM1,512.5 million in 2013, mainly attributable to improved throughput rates. Despite the increase in revenue, PBZT declined from RM285.6 million to RM265.2 million mainly due to repair and maintenance works at both ports.

For Engineering & Construction segment, revenue was registered at RM1,061.6 million compared with RM1,053.0 million in 2012. PBZT increased significantly from the previous year from RM67.9 million to RM144.6 million mainly due to higher percentage of completion for the Klang Valley Mass Rapid Transit (KVMRT) Sungai Buloh – Kajang Line (SBK Line) during the financial year.

### DIVIDEND

In light of the Group's financial performance, the Board of Directors is recommending a dividend payment of 3.0 sen per share for the financial year ended 31 December 2013.

### SUCCESSFUL PROJECT DELIVERIES

MMC is driven by our core values as depicted by the acronym INTEC, which stands for Integrity, Innovation,



## Chairman's Message

Teamwork, Excellence and Commitment. Upholding the highest levels of integrity and excellence, the Group has ensured that all projects it is currently undertaking are progressing well according to the committed timelines. This was seen most particularly in the unfolding of our long-term projects, the KVMRT SBK Line and the EDTP.

Together with our joint venture partner, we have ensured good progress in both projects which are on track to meeting their delivery deadlines. In the KVMRT SBK Line, not only are we the contractor for the underground stretch, but we were also appointed as the Government's Project Delivery Partner (PDP), hence have overall responsibility for the success of the entire undertaking. Many eyes are on this massive infrastructure development as it represents the biggest infrastructure project in the country. We feel proud of our achievements here not only because we are keeping well within the project schedule but also because we are ensuring the most competitive project costs via open tenders through which we have been able to engage the most cost-efficient partners and sub-contractors.

As long as we continue to maintain the level of excellence we have attained to date, we are certain that we will successfully complete the EDTP Spine Line from Ipoh to Padang Besar by June 2014 as well as secondary Spur Line from Bukit Mertajam to Butterworth by November 2014 and the KVMRT SBK Line by July 2017. These successful deliveries of projects will further strengthen our credentials and put us on a good stead to secure more large-scale infrastructure projects in the future.

### CREATING VALUE FOR SHAREHOLDERS

In the Energy & Utilities as well as Ports & Logistics sectors, we continue to build on our existing assets to increase our capabilities and capacity so as to grow our businesses and create more value for the Group, as well as our shareholders.

As the country continues to develop, its energy needs will necessarily increase, and our utilities

companies, Malakoff and Gas Malaysia are well positioned to contribute towards the required supply. Malakoff intends to almost double its capacity from the current 5,710 MW to 10,000 MW by 2020, and has during the year ventured into renewable energy with 50% equity acquisition of the 420 MW Macarthur Wind Farm in Australia which is the largest wind farm in the Southern Hemisphere. Gas Malaysia on the other hand is well positioned to seek new areas of growth by offering innovative energy-efficient solutions such as through Combined Heat and Power systems to its customers.

Both our ports in Johor meanwhile, are enjoying the spin-off benefits of the rapid pace of development in Iskandar Malaysia. MMC Group is currently investing and are committed to further increase their capacities in order to meet growing demand.

The transformation of Iskandar Malaysia into the country's next industrial and economic hot spot also spells good news for assets located in the area. MMC owns close to 4,500 acres of prime land in two parcels within Iskandar Malaysia. With the influx of reputable companies, both local and from overseas, development potentials of these landbanks are set to rise further and will provide attractive opportunities for MMC to unlock the value of its investments.

Value-creation at MMC does not rest only on enhancing our physical capacity, but also in leveraging on potential synergies within the Group, and creating win-win relationships with our partners. One of the inherent advantages of having a diversified business is lowered risk. Equally, there is huge potential for collaboration among the stable of companies in areas such as logistics and the construction of various facilities.

### SUSTAINABILITY THROUGH CORPORATE SOCIAL RESPONSIBILITY

Our corporate social responsibility (CSR) commitment is at the core of our daily operations and guides our future progress. We benefit from these efforts in a number of ways.

## Chairman's Message

Under the Education & Community Development pillar, the Group integrates with the local communities and understand their needs. Through the payment of corporate zakat (tithes), selected underprivileged persons as well as Islamic learning institutions were handed with some cash contribution to ease their economic difficulties. The Group also undertaken several community enrichment programmes such as the Adopted School Education Fund by Malakoff and free tuition classes provided by Johor Port to school children in the Pasir Gudang district.

Within the workplace, our commitment to Human Capital Development is translated into building a sound leadership pipeline. New initiatives were implemented in 2013 namely the MMC Management Trainee Programme and MMC Scholarship programme. A total of 10 outstanding students were given financial sponsorship to complete their tertiary education in the fields relevant to the Group's businesses. Apart from these, employees are provided with avenues to enhance their career progression through job rotation and inter-company transfer within the Group.

Environmental preservation remains a big pillar of the Group's CSR commitment. PTP continued with its programme of cleaning the beach of Tanjung Piai in collaboration with relevant government and state agencies. Planting of 500 mangroves saplings was the highlight of the programme. This mangrove replanting effort is crucial to enrich biodiversity and to reduce carbon footprints. Malakoff Coral Rehabilitation Project which took place in Pulau Mentinggi, Johor was organised in close partnership with the Ministry of Natural Resources and Environment, the Department of Marine Parks Malaysia as well as the Department of Environment Malaysia. Malakoff staff took part in the programme where they placed coral nurseries in the sea to help rehabilitate coral reefs in the area.

More information on our initiatives can be found in the Corporate Social Responsibility section of this Annual Report.

### THE WAY FORWARD

MMC is making positive headway in each of our core businesses, and we aim to accelerate our progress thus enable the Group to contribute even more meaningfully to our stakeholders. As we enhance our technological resources and capabilities, we will be better positioned to take on ventures of greater complexity within Malaysia while placing us on a better footing to explore opportunities in the region and further afield.

Although the operating environment will continue to be challenging in 2014 and beyond, we are confident of being able to continue growing given our strong fundamentals and expertise within our core business areas.

### ACKNOWLEDGEMENTS

On behalf of the Board of Directors, I would like to take this opportunity to thank our business partners and financial supporters for their collaboration, cooperation and support which have been critical to the Group's growth. Equally, I would like to extend our appreciation to all our shareholders for their belief in the true potential of this Group.



## Chairman's Message

MMC Group has much to be thankful for the confidence of the Federal and State Governments towards us. Therefore, it is now imperative upon us to ensure successful delivery of the national infrastructure projects.

Most importantly, I would like to acknowledge the people who truly make the Company, namely our Board of Directors, Management and employees. Thank you to all my colleagues on the Board of MMC as well as Directors of our operating companies for your dedication to the Group. On behalf of the Board of Directors, meanwhile, I would like to acknowledge the invaluable contributions of our former Group Managing Director (GMD), Datuk Hj Hasni Harun, while welcoming our new GMD, Dato' Sri Che Khalib bin Mohamad Noh to this diversified infrastructure Group.

To all other members of our Management as well as our employees, I would like to express my heartfelt appreciation for your commitment to our shared goals. The business landscape will only get more competitive with time, but with our strong fundamentals, we collectively will have what it takes to continue *Connecting the Nation*.

**TAN SRI DATO' WIRA SYED ABDUL  
JABBAR SYED HASSAN**

Chairman



# Group Managing Director's Statement

In so far as challenges are exciting, this has been a very exciting year globally, domestically as well as for us here at MMC Corporation Berhad (MMC). The US set the tone for a year of upheavals by announcing a tapering of the Federal Reserve's quantitative easing (QE) programme in May 2013, which it followed through with in December by actually reducing its bond purchases. The Eurozone, meanwhile, managed to pick itself up from a quagmire of sovereign debts to begin the long and arduous track towards economic recovery.

## Group Managing Director's Statement



### **DATO' SRI CHE KHALIB MOHAMAD NOH**

Group Managing Director

Emerging markets were affected by the outflow of capital resulting from the QE tapering, as well as from continued dampened trade which reduced export income. In addition to these external headwinds, Malaysia experienced capital market and investment volatilities due to the General Elections in May which impacted growth in the first half of the year. By the second half, however, ongoing initiatives under the Economic Transformation Programme (ETP) helped to get the financial and economic machinery back on track.

For us at MMC, rapid development in Iskandar Malaysia along with various National Key Economic Areas under the ETP continue to provide a solid foundation for sustained growth, supporting each of our key core businesses, namely Energy & Utilities, Ports & Logistics, and Engineering & Construction.

## Group Managing Director's Statement

### TURNING POINT

MMC is truly a force to be reckoned with, given the tremendous potential it holds based on its portfolio of fundamentally sound assets. It is already the leader or the biggest player in most of the businesses it operates, and I believe the Group is set for even greater things to come. Although much of MMC's growth to date has been derived from strategic acquisitions and investments, we have reached a point at which we have the scale to continue growing organically. Our focus, therefore, will be to consolidate our strengths and leverage on our existing assets, both tangible and non-tangible to increase our market share in the three core segments we are in, thus add value to the Group's businesses.

Within the Energy & Utilities division, Malakoff, our 51% owned subsidiary, is the largest independent power producer in the country accounting for close to 25% of electricity power generation in Peninsular Malaysia. Having already established a significant presence in the domestic landscape, Malakoff has taken its expertise overseas with electricity-generating and water desalination operations in Saudi Arabia, Algeria and Bahrain. During the year, it also acquired 50% equity in the 420 MW Macarthur Wind Farm in Australia, the largest wind farm in the Southern Hemisphere.

Malakoff plans to increase its total capacity locally and overseas to 10,000 MW by 2020 from 5,710 MW currently, and is currently building another 1,000 MW to its 2,100 MW plant in Tanjung Bin, Johor. This extension is expected to be completed and operational by 2016. In addition, Malakoff's Independent Water Producer (IWP) project in Oman worth US\$300 million will be operational by September, 2014. The IWP is developed under a build, own and operate basis for 20 years contract.

Following its successful public listing in 2012, the share price of Gas Malaysia, the country's sole provider of reticulated natural gas, has performed well on Bursa Malaysia in 2013. For almost three years until 2013, the country had faced a shortage of gas supply. However, the situation has been rectified, aided in no small measure by the commissioning of

the liquefied natural gas (LNG) regasification plant in Melaka. Therefore, Gas Malaysia is expecting to handle additional volume, which means a stable and steady contribution of profits for the Group. Strategically, Gas Malaysia is well positioned to increase volume supplied, expand its geographical outreach as well as move up the value chain by venturing into downstream activities.

Through its wholly-owned subsidiary Aliran Ihsan Resources Berhad (AIRB) which has more than 20 years' track record in operation and maintenance of water treatment plants, MMC is confident of leveraging on this expertise to tap the wide business opportunities within the water and sewerage industry in the country.

Within the Ports & Logistics division, MMC accounts for more than 40% of Malaysia's total container traffic through PTP and Johor Port. These operations, together with Senai Airport, are strategically located within what we believe is the country's next economic growth engine, Iskandar Malaysia. As more businesses set up operations there, traffic at our ports and airport will necessarily increase. Demand pressures are already being felt. Positive spin-off from Iskandar Malaysia are also being reflected in increased passenger traffic at Senai Airport, which grew 44% from 2012. Encouraged by demand for flights between Johor and destinations in Indonesia, low cost airlines Malindo Air and AirAsia are increasing their international services between these two destinations, contributing to more vibrant activities in the airport.

Johor Port is currently undertaking various initiatives to increase its capacity further as it recorded 4.5% year-on-year volume growth to handle a total of 34.4 million Freight Weight Tonnes (FWT). PTP on the other hand is set to increase its capacity to 10.5 million Twenty-foot Equivalent Units (TEUs) from current 8.5 million TEUs with the completion of its two new berths in May 2014.

It has been a very positive year at our Engineering & Construction division, too, where together with our JV partner we are undertaking the biggest

## Group Managing Director's Statement



infrastructure project ever in the country, as well as enhancing domestic rail travel in the northern reaches of Peninsular Malaysia. Progress in both projects has been very commendable. The massive Klang Valley MRT Sungai Buloh-Kajang Line project is now 36% completed, while the Electrified Double Track Project (EDTP) from Ipoh to Padang Besar in Perlis is 97% completed with expected delivery in November 2014 (as at 31 December 2013). In both, we are not just on track to meet our deadlines but are actually ahead of schedule in certain phases of the extensive construction work.

The vibrant economic activities in Iskandar Malaysia is also spurring us on to adopt a more aggressive approach towards unlocking the value of our landbank. During the year, we signed a deal with Hershey's USA, America's biggest chocolate maker, which currently is constructing a state-of-the-art confectionary plant in our industrial land at Senai Airport City. The plant will be Hershey's single largest investment in Asia, and will serve as a catalyst in attracting even more reputable names to this industrial enclave. Already we are receiving a large number of enquiries from pharmaceuticals and companies offering maintenance, repair and overhaul (MRO) services to the aviation sector.

### DEVELOPING OUR PEOPLE

Upon joining MMC I have been struck by how very fortunate we are to have such a capable and dynamic team; one that is game to take on new challenges to enter into new territory. Over the years, our people have acquired impressive credentials and experience, which we would like to harness. We believe in enhancing the knowledge and skills of our winning team and further developing high performers in order to build a steady pipeline of leaders.

During the year, we embarked on two new programmes to 'seed' this leadership pipeline. We launched a scholarship programme offering outstanding Sijil Pelajaran Malaysia (SPM) students the opportunity to pursue their tertiary education and we introduced an 18-month management trainee programme. Under the latter, selected fresh graduates are placed within the Group, providing them with exposures to various departments and functions to obtain deeper understanding of our core businesses.

At the same time, employees of the Group are continuously given the opportunities for both internal and external trainings as well as provided with opportunities for job rotation across companies within the Group. We believe this broadens their perspective and creates greater channels for career advancement, which serves to retain talent.

## Group Managing Director's Statement

### OUTLOOK

I believe the year 2014 will be as interesting as 2013, if not more so. Recovery of the global economy, though gradual, will improve trade, and although money markets in emerging nations will still be affected by capital outflow, countries with strong fundamentals such as Malaysia will maintain healthy growth overall. For MMC in particular, all the signs point to our businesses maintaining their upward trajectories due to the combination of demand for our services as well as initiatives being carried out internally to increase our capabilities and capacity.

MMC is already positioned at the forefront in supporting the country's leaping progress. The energy, utilities, ports and infrastructure businesses that we operate all serve as impetus to further economic growth of the nation as a whole. As the country continues to develop, our energy needs will necessarily increase, and MMC is ever ready to play a significant role in helping to meet this demand.

We are also very excited about the impending completion of the electrified double track between Ipoh

and Padang Besar in June and the Spur Line in November, which will add to our growing list of successful deliveries on projects of national significance. We also look forward to the Government giving the approval to proceed with the KVMRT Line 2, as we are definitely excited to carry through the implementation of an integrated public transportation system in Kuala Lumpur. With the experience we have acquired from Sungai Buloh-Kajang Line, as well as the equipments we have procured, and the team of subcontractors, consultants and engineers we have put together, we feel the MMC-Gamuda JV has all the requisite credentials to take on this venture and complete it to the Government's satisfaction.

We have every confidence that enhanced trade and cross-border business activity will keep volumes up at our ports and airport. We expect the two new berths at PTP, which will be ready by May 2014, to be fully utilised within 12-18 months, and we are already planning for even more additional capacity. Similarly, we are committed to building capacity at Johor Port and Senai Airport to be better equipped for greater traffic.



## Group Managing Director's Statement

As for our landbank, given the rate at which Iskandar Malaysia is developing and heightened interest in the area, we look forward to securing more corporations both local and of global repute in the near future.

### ACKNOWLEDGEMENTS

The economy over the last few years has been challenging for all corporations, yet MMC has been able to maintain its head well above water throughout. This could only happen because of our very sound foundation that has been built over years of capable management and leadership. For this I would like to thank all past CEOs and Managing Directors for moulding the Group into a robust organisation with a world-class portfolio of assets which we can easily grow to move on to the next level. In particular, I would like to acknowledge my predecessor, Datuk Hj Hasni Harun, for keeping the Group on an even keel during his tenure, despite the challenging external environment. I would also like to thank our Board of Directors, both for their vote of confidence in bringing me on board and for their steady and wise counsel in guiding MMC at all times.

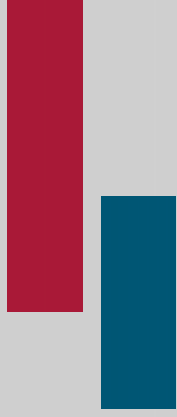
As a large organisation, MMC has a significant number of partners, investors and associates, in addition to customers and our valued shareholders. To all these stakeholders, thank you for your belief in MMC and your invaluable support. I would also like to express my appreciation to the Government for trusting us with the rare opportunity to take on mega projects of national significance and thus grow our experience and expertise.

Finally, I would like to say a heartfelt thank you to 8,200 employees of MMC Group for their commitment to the Group, without which we would not be where we are today. All said and done, MMC is only as good as our people, and given where we are today, at the top of all our businesses, we are indeed very fortunate to have within MMC Group very dedicated and capable people, who truly are our most valuable assets.

**DATO' SRI CHE KHALIB MOHAMAD NOH**

Group Managing Director





# Operations Review







# Energy & Utilities



## MALAKOFF CORPORATION BERHAD

Malakoff Corporation Berhad (Malakoff) registered revenue of RM4,717.4 million as compared to RM5,587.6 million achieved in 2012 mainly due to a lower availability factor recorded by the Tanjung Bin Power Plant (Tanjung Bin) as well as lower average coal prices in 2013.

Plant Name/Location	Tanjung Bin, Johor	Segari, Lumut, Perak	Prai, Pulau Pinang	GB3, Lumut, Perak
Gross Capacity (MW)	2,100	1,303	350	640
Concession Period (remaining years)	17	14	10	9
Electricity Generated (GWh)	11,772	8,040	1,990	1,964
Average Capacity Factor %	63.99 %	70.44 %	64.90 %	35.04 %
Availability %	67.78 %	91.57 %	82.22 %	90.95 %

## Energy & Utilities



## Energy & Utilities

Malakoff's Profit After Tax and Minority Interest (PATMI) for 2013 was affected by the full-year impact of operational issues at Tanjung Bin resulting in a decline to RM171.6 million from RM469.3 million recorded in the previous year. Malakoff's other power plants continued to perform well, particularly the gas-fired power plants in Lumut, Perak and Prai, Pulau Pinang while its local and overseas associates also delivered healthy profits.

A boilers improvement programme has been activated at Tanjung Bin to resolve critical issues that led to forced outages at the plant. The turnaround plan, which was recently completed in March 2014, will restore Tanjung Bin's operational capacity back to 2,100 MW. Concurrently, construction works at the new 1,000 MW coal-fired Tanjung Bin Energy Power Plant are ongoing. Several significant milestones were recorded in 2013, and as at year-end, the plant had achieved 52% overall completion.

Malakoff ventured into the renewable energy business when it acquired the entire share capital of Meridian Wind Macarthur Pty. Ltd. (now Meridian Holdings) for around A\$130 million (RM382.2 million). Following the acquisition, Malakoff has a 50% stake in the Macarthur Wind Farm, which is the largest wind farm in the Southern Hemisphere with a generation capacity of 420 MW.

Moving forward, Malakoff is well-positioned to pursue further investments in both greenfield and brownfield projects in order to strengthen its leading position as an independent multinational power and water producer.

### GAS MALAYSIA BERHAD

In 2013, Gas Malaysia Berhad (Gas Malaysia) registered a 9.0% increase in revenue from RM2,125.3 million in 2012 to RM2,317.2 million. This was mainly contributed by higher volume of gas sales of 138.5 million British thermal unit (MMBtu) compared to 127.6 million MMBtu in 2012, driven by an increase in natural gas consumption among industrial customers. Higher tolling fees of RM16.6 million from

the transportation of natural gas to Petronas' Natural Gas Vehicle (NGV) stations and Gas District Cooling (GDC) plants also contributed to the higher revenue.

Gas Malaysia's improvement in revenue has resulted in correspondingly higher profit after zakat and tax (PAZT) which increased by 5.3% to close the year at RM171.4 million.

Stemming from a high level of service reliability, Gas Malaysia has been able to grow its total customer base by 7.5% to 37,509 in 2013. During the year, it acquired 43 new industrial customers, adding to a total industrial customer base of 740 companies, while the number of commercial customers for natural gas or liquefied petroleum gas (LPG) increased from 1,737 to 1,834. Gas Malaysia's residential customer base, meanwhile, grew by 2,485 households to reach 34,935 households, representing an increase of 7.7%.

The company expanded its pipeline network by approximately 100km, bringing the total length of pipelines constructed, operated and maintained to approximately 2,000km. This included extensions to Mak Mandin in Pulau Pinang, Padang Terap in Kedah and Chuping in Perlis in the north; to Sendayan Tech Valley near Seremban in the south; and to Kertih, Terengganu in the east.

While extending its services, Gas Malaysia has managed to improve its service reliability. In 2013, it reduced the number of interruptions per customer by five times while significantly improving its System Average Interruption Duration Index (SAIDI) from 0.7430 minutes of interruption per customer to 0.1459. Furthermore, in the event of such disruption, on average, the company had been able to respond within 29 minutes, far surpassing the standard response time of 90 minutes.

Towards business expansion, Gas Malaysia entered into a joint venture (JV) agreement with Energy Advance Co. Ltd, a subsidiary of Tokyo Gas Co. Ltd, to undertake the business of providing electricity and steam through Combined Heat and Power (CHP) systems to industrial customers in Malaysia. The JV

## Energy & Utilities

company will engage in the development and operation of natural gas-based energy efficient projects, essentially providing electricity and heat to meet the requirements of industrial users. It will design, engineer, install, own, operate and maintain facilities such as CHP systems, boilers and furnaces. Energy Advance Co. Ltd has proven expertise in the provision of energy-efficient solutions to industrial and commercial users in Tokyo.

MMC is optimistic that Gas Malaysia will continue to enjoy strong growth driven by higher demand for natural gas given the stronger pace of domestic manufacturing activities.

### ALIRAN IHSAN RESOURCES BERHAD

Aliran Ihsan Resources Berhad (AIRB) posted revenue of RM78.9 million for the year ended 31 December 2013, marking a 20% drop from RM99.5 million achieved in the previous year, mainly due to the absence of management fees from Strategi Tegas

Sdn Bhd following the cessation of its water treatment concession in Johor. Lower revenue was also attributable to a lower average selling price of treated water in Johor as well as the absence of construction revenue due to the completion of the Semangar water treatment plant in November 2012. Despite its lower revenue, AIRB recorded a PATMI of RM5.1 million against a loss of RM2.5 million in 2012. This was made possible by the reduction in water treatment plant (WTP) operational costs as the plants achieved higher operational efficiencies.

AIRB is currently undertaking rehabilitation works on its 14 WTPs to ensure a successful handover of these plants by June 2014 to Syarikat Air Johor Holdings Sdn Bhd.

Pressing demand for more supply of treated water as well as the development of more sewerage treatment plants in the country augur well for AIRB, as it is well-positioned to tap into these opportunities and lend its expertise in future water-related projects.



## Energy & Utilities





# Ports & Logistics



## PELABUHAN TANJUNG PELEPAS SDN BHD

Port of Tanjung Pelepas (PTP) recorded a revenue of RM906.5 million in 2013, slightly higher than the RM889.4 million achieved in 2012. With additional contribution from the investment tax allowance received from the development of two new berths, PTP recorded an increase in PATMI at RM145.7 million against RM87.3 million in 2012. During the year, PTP handled 7.6 million twenty-foot container equivalent units (TEUs), representing a market share of 38.5% of Malaysia's total container traffic.

PTP continues to be vigorous in its efforts to build and enhance its infrastructure and equipment. Once its two new berths are completed, PTP's total number of berths will increase to 14. To be commissioned in May 2014, the two new berths will be fully equipped with eight new quay cranes and 26 new electrified rubber tyred gantries (E-RTGs). This will increase PTP's annual handling capacity by 2 million TEUs to 10.5 million TEUs, whilst at the same time meeting the berthing and operational requirements of new age mega-container vessels.

## Ports & Logistics

In July 2013, PTP witnessed the maiden call of McKinney Moller-Maersk, the world's largest container vessel. The Maersk Line's Triple-E vessel can accommodate 18,000 containers and holds the world's record deadweight for container vessels at 165,000 tonnes. It is also the most energy-efficient and environmentally improved vessel. The arrival of this vessel signifies the continuing confidence of Maersk Line in the operational capabilities of PTP, which is its main hub in the region.

We are similarly confident that ongoing initiatives to improve unit operating costs and productivity, such as the purchase of the new E-RTGs, will yield positive results for the port. Moving forward, recent developments such as the upcoming alliance between the world's three biggest shipping lines (Maersk Line, Mediterranean Shipping Company and CMA CGM), called the P3 Alliance, will benefit PTP in terms of connectivity, customer base and container volumes. The alliance is expected to commence operations towards the end of 2014.

### JOHOR PORT BERHAD

During the year, Johor Port Berhad (Johor Port) recorded revenue of RM587.6 million, a positive difference of 2.4% from its 2012 revenue of RM574.1 million. The increase was attributed to higher contributions from the dry bulk and container segments as the port handled a higher percentage of hinterland cargo and iron ore cargo. Revenue was also enhanced by contributions from Johor Port's subsidiary, JP Logistics Sdn Bhd (JPL), which recorded an improvement in all segments particularly in its Warehouse and Distribution division. JPL handled a higher volume of London Metal Exchange cargo as well as increased bunkering and project logistics business activities during the year.

Johor Port's PAZT similarly recorded a slight improvement to reach RM130.3 million as compared to the preceding year's RM128.2 million. Conventional cargo throughput (comprising dry bulk, liquid bulk and break bulk cargoes) rose to 17.0 million freight weight tonnes (FWT) in 2013 from 16.4 million FWT in 2012. While the port's container terminal recorded a decrease

of 5.5% in container throughput from 801,058 TEUs in 2012 to 757,023 TEUs in 2013, the focus has been shifted to handle more import and export-based containers which normally command higher revenues. Consequently, Johor Port was able to record a 2.1% and 8.3% growth in export and import revenues respectively. The main contributors to the port's operations in 2013 were bulk and break bulk which constituted 49% of the total revenue, followed by container which constituted 35% of total revenue.

In the same year, Johor Port successfully achieved the ISO standard for Quality Management System (QMS) and Information Security Management System (ISMS) in line with its objective of reducing costs and improving efficiencies.

Moving forward, Johor Port will proceed with its capacity building efforts with the purchase of new equipment in 2014 and 2015. It will also continue to collaborate with other port users in areas such as logistics support including warehousing, maintenance and repairs to further minimise costs. With Petronas' Refinery and Petrochemicals Integrated Development (RAPID) project gaining momentum in Pengerang, Johor Port will position itself to be the port of choice for the handling of construction materials as well as increasing the activities of its Offshore Inspection, Maintenance and Repair centre.

### RED SEA GATEWAY TERMINAL

Red Sea Gateway Terminal (RSGT) in the Kingdom of Saudi Arabia (Saudi), our 20% associate company registered a throughput of approximately 1.38 million TEUs in 2013, representing an estimated 30.3% market share of containers handled at Jeddah Islamic Port, Saudi.

RSGT has been able to maintain high operational productivity in 2013 through continuous enforcement of its operational processes and active engagement with its customers.

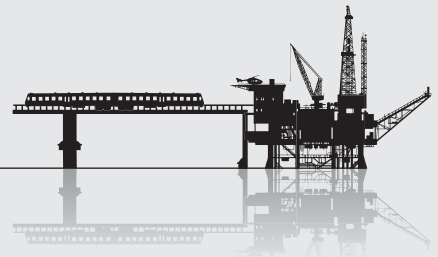
In 2013, it recorded a revenue of SAR352.5 million, an increase of approximately 15.4% from 2012 (SAR305.5 million). Profit rose 30.8% year-on-year from SAR56.8 million in 2012 to SAR74.3 million.

## Ports & Logistics





# Engineering & Construction



## KLANG VALLEY MASS RAPID TRANSIT PROJECT

Construction of the Klang Valley Mass Rapid Transit (KVMRT) Sungai Buloh-Kajang Line (SBK Line) is progressing according to schedule. Since the official signing of the underground works agreement for the SBK Line on 8 February 2013, progress of the Underground Works Package has reached 50% physical completion while the Elevated portion reached 25% physical completion as at end of 2013. On the overall scale, the KVMRT-SBK Line is now 36% completed.

MMC Gamuda KVMRT (T) Sdn Bhd, the company undertaking the Underground Works Package contract, recorded a significantly higher revenue of RM2,525.5 million in 2013 compared with RM637.6 million in 2012. As a result, its Profit After Tax (PAT) increased significantly by 68% from RM86.8 million in 2012 to RM145.8 million this year in line with the progress of the project. MMC Gamuda KVMRT (PDP) Sdn Bhd, the company responsible for the elevated portion of the project, also recorded a higher PAT in 2013 amounting to RM108.1 million against RM15.9 million in 2012 due to the aggressive roll-out of activities by all the work package contractors.

Work on the seven underground stations between Semantan North Portal and Maluri South Portal that form the 9.5km tunnel alignment, namely KL Sentral, Pasar Seni, Merdeka, Bukit Bintang, Pasar Rakyat, Cochrane and Maluri, is advancing on schedule. The focus to date has been on the diaphragm wall and secant bored pile

## Engineering & Construction

construction, excavation with multi-level strutting and station floor slab concreting. Ten tunnel boring machines (TBMs) have been procured of which six are Variable Density TBMs to tackle Kuala Lumpur's notoriously difficult karstic limestone and the balance four are Earth Pressure Balance TBMs for use in the 'easier' geological soil of the Kenny Hills formation. Presently, only five of the six Variable Density TBMs and two of the four Earth Pressure Balance TBMs are in operation in various stages of completion. The eighth TBM which is of a Variable Density kind will be launched in May 2014 from Pudu Launch Shaft.

As at end 2013, tunnelling work was proceeding well at the Cochrane Launch Shaft and the Semantan Portal, where two Variable Density TBMs and two Earth Pressure Balance TBMs are operating in 24-hour shifts. A significant milestone was reached in tunnel construction in the country on 9 January 2014 with the completion of a 1KM tunnel using the world's first Variable Density TBM which was deployed from the Cochrane Station to Pasar Rakyat Station. Earlier, another breakthrough took place at KL Sentral Station in December 2013 using the Earth Pressure Balance TBM. The tunnelling works are expected to be completed by mid-2015.

MMC-Gamuda JV together with all the work package contractors are working cohesively with all parties to ensure that the nation's single largest public infrastructure project meets its delivery deadline of June 2017.

### ELECTRIFIED DOUBLE TRACK PROJECT

The Electrified Double Track Project (EDTP) has achieved 98% overall completion with the civil and structural works substantially completed as at 31 December 2013. The 329km northern railway project from Ipoh to Padang Besar is a continuation and modernisation of Keretapi Tanah Melayu Berhad's (KTMB) electrified double tracking railway main line from Rawang to Ipoh.

System works comprising centralised traffic control, signalling, electrification and communication are well under way to meet the scheduled completion deadlines of June 2014 for the main section from Padang Besar in Perlis to Ipoh in Perak (Spine Line), and November 2014 for the Bukit Mertajam to Butterworth in Penang (Spur Line). As at December

2013, all 23 passenger stations and seven operation stations were in the final stages of completion.

The handover of the entire EDTP stretch will be carried out in ten packages. The first handover involving the Ipoh-Sungai Siput line took place in December 2013. The project is expected to create multiplier effect spin-offs to local services and industries that will greatly stimulate the economy, especially in the four northern states of Perak, Penang, Kedah and Perlis upon full operation of the EDTP.



### ZELAN BERHAD

Zelan Berhad (Zelan) registered total revenue of RM174.1 million in 2013, an increase of RM126.9 million or 269% from the revenue of RM47.2 million in 2012. The significant increase is mainly attributable to higher contribution from progress made in the construction of wharf structures for Berths 13 and 14 and back of wharf works at PTP, as well as construction works for the International Islamic University Malaysia (IIUM) in Gambang, Pahang. The company recorded a PATMI for the current financial period of RM24.5 million as compared to a net loss of RM32.6 million for the previous year. In the nine months period ended 31 December 2013, Zelan undertook a corporate exercise involving the issuance of rights shares with detachable warrants which was completed in January 2014 and the disposal of its available for sale financial assets, completed in February 2014. A substantial portion of the proceeds raised from the exercise has been utilised for repayment and full settlement of its bank borrowings, thus providing the opportunity of a fresh start for the company with a more robust balance sheet.

# Other Operations

## SENAI AIRPORT TERMINAL SERVICES SDN BHD

Senai Airport Terminal Services Sdn Bhd (SATS) recorded revenue of RM34.0 million in 2013, an increase of RM9.3 million or about 37.7% from its revenue in 2012. As a result, it managed to reduce its loss after tax by 29.4%, from RM51.5 million in 2012 to RM36.3 million in 2013.

SATS' passenger volume grew by 44.3% to 1.99 million passengers as compared to 1.38 million in 2012. The big jump in traffic was due mainly to new international routes introduced in 2013 by AirAsia and Malindo Air. Its cargo business volume also improved, by about 4%, to 3,444 tonnes recorded in 2013.

As part of the Senai Airport City development project, SATS has successfully secured Hershey Company, USA to build a new confectionery manufacturing plant worth RM816 million in Senai Airport City Free Zone Development which will be Hershey's single largest investment in Asia. The plant is expected to be fully operational come early 2016. Hershey plans to hire more than 400 local employees by end 2015 to staff a number of plant positions and management roles.

SATS is optimistic that its own concerted efforts to grow the airport, coupled with the spillover effects of intensifying economic activity within Iskandar Malaysia, will augur well for sustainable growth of the airport.



# Board of Directors



**From left:**

| Dato' Abdullah Mohd Yusof

| Datuk Mohd Sidik Shaik Osman

| Tan Sri Dato' Ir. (Dr.) Wan Abdul Rahman Haji Wan Yaacob

| Encik Ooi Teik Huat



| Tan Sri Dato' Wira Syed Abdul Jabbar Syed Hassan

| Encik Abdul Hamid Sh Mohamed  
| Dato' Sri Che Khalib Mohamad Noh