KIM HIN JOO
(MALAYSIA) BERHAD
197801000642 (37655-U)











A FAMILY THAT GROWS TOGETHER

Annual Report 2021

CONTENTS







CORPORATE OVERVIEW

02 Who We Are
06 Our Milestones
07 Corporate Information
08 Board of Directors
09 Profile of Directors
16 Key Senior Management
17 Profile of Key Senior Management
22 Group Structure
23 Financial Highlights
25 Chairman's Statement
27 Management Discussion & Analysis
34 Sustainability Statement

CORPORATE GOVERNANCE

41 Corporate Governance Overview Statement
57 Additional Compliance Information
59 Audit Committee Report
63 Statement on Risk Management and Internal Control
66 Statement Of Directors' Responsibility in respect of the preparation of financial statements

FINANCIAL STATEMENTS

67 Financial Statements

STAKEHOLDER INFORMATION

128 Analysis of Shareholdings
129 Notice of 41st Annual General Meeting
Proxy Form





WHO WE ARE

VISION

We are experts in the creation, retail, marketing and distribution of products & services that enable families to flourish.

MISSION

"A Family that grows together"

We create value for our community of customers, employees, partners and owners by growing together through a positive family culture.

We see everyone we work and serve as family; seeking to Honour, Nurture & Unite our community for the mutual benefit of all.







OVERVIEW

Kim Hin Joo (Malaysia) Berhad ("KHJ") is one of Malaysia's largest premium baby, children and maternity product vendors. Spearheaded by our founder Pang Kim Hin, KHJ ventured into the franchise retail business of baby, children and maternity products in 1986.

Under the leadership of Mr. Pang, the Company reached another milestone when it was listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 8 July 2019, cementing the Company as the leading retailer of maternity, baby, children's clothing, and toys in Malaysia.

A brief timeline of our growth is set out as follows:

From 1987 to 2007

We established ourselves into a company with a strong retail client base.

From 2008 to 2013

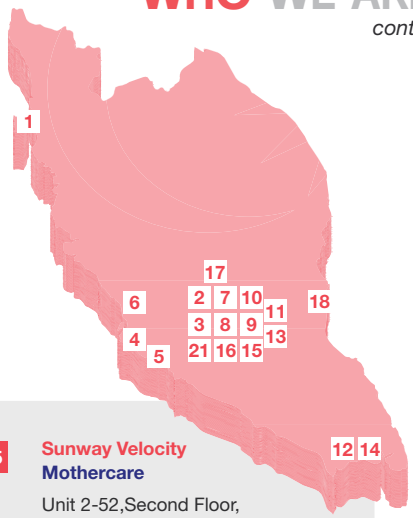
We embarked on a robust growth trajectory and successfully established our distribution business.

From 2014 to 2020

We grew our business by expanding our retail business outside of Klang Valley and utilising e-Commerce platforms. To further our growth, we ventured into the toys market in 2020.

As at 31 December 2021, we have a total of 21 Mothercare retail outlets in Malaysia together with 14 ELC store-in-store ("ELC SIS") outlets and 4 The Entertainer Outlets offering approximately 347 brands with more than 43,000 Stock Keeping Units ("SKU") and more than 530 distribution points across our network.

WHO WE ARE
cont'd



1 Gurney Plaza
Mothercare

170-03-06/06A , 3rd Floor,
Plaza Gurney, Persiaran Gurney
10250 Penang

2 1 Utama Shopping Centre
Mothercare

Lot S135, 2nd Floor,
1 Utama Shopping Centre
No. 1 Lebuh Bandar Utama,
Bandar Utama
47800 Petaling Jaya, Selangor

3 The Curve
Mothercare | ELC

Lot 173, 178 & 179, 1st Floor,
The Curve
No. 6 Jalan PJU 7/3,
Mutiara Damansara,
47810 Petaling Jaya, Selangor

4 Alamanda Shopping Centre
Mothercare

G77-79, Ground Floor,
Alamanda Shopping Centre
Jalan Alamanda, Precinct 1
62000 Putrajaya, WP

5 IOI City Mall
Mothercare | ELC

No. L1-045 & L1-046, Level 1,
IOI City Mall, IOI Resort
62502 Putrajaya, WP

6 Setia City Mall
Mothercare | ELC

L1-50 & 51, Level 1, Setia City Mall
No. 7 Persiaran Setia Dagang,
Bandar Setia Alam, Seksyen U13
40170 Shah Alam, Selangor

7 Mid Valley Megamall
Mothercare | ELC

Lot F-027, 1st Floor,
Mid Valley Megamall
Lingkaran Syed Putra
59200 Kuala Lumpur, WP

8 Bangsar Shopping Centre
Mothercare | ELC

Lot S2, 2nd Floor,
Bangsar Shopping Centre
285 Jalan Maarof, Bukit Bandaraya
59000 Kuala Lumpur, WP

9 Suria KLCC
Mothercare | ELC

Lot LC204-207, 2nd Floor,
Suria KLCC
Kuala Lumpur City Centre,
50088 Kuala Lumpur, WP

10 Pavilion KL
Mothercare

Lot 5.43, Level 5,
Pavilion Kuala Lumpur
168, Jalan Bukit Bintang
55100 Kuala Lumpur, Wilayah
Persekutuan

11 Atria Shopping Gallery
Mothercare | ELC

S29, Second Floor,
Atria Shopping Gallery
Jalan SS22/23, Damansara Jaya
47400 Petaling Jaya, Selangor

12 AEON Mall Tebrau City
Mothercare | ELC

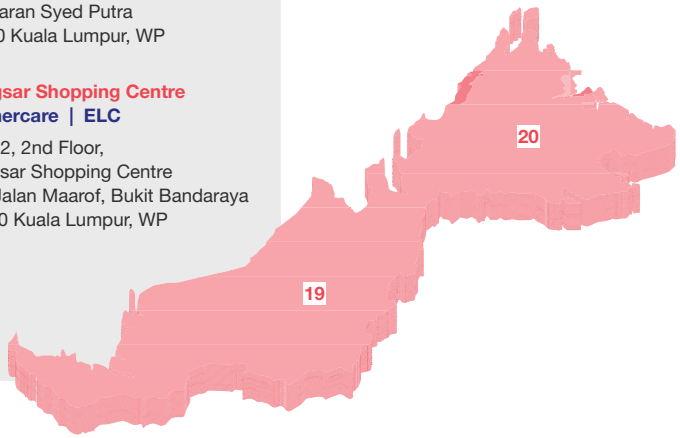
Lot S135, 2nd Floor
AEON Mall Tebrau City
No. 1 Jalan Desa Tebrau
81100, Johor Bahru, Johor

13 Melawati Mall
Mothercare

Unit L2-38, Level 2, Melawati Mall
355 Jln Bandar Melawati
Pusat Bandar Melawati
53100 Kuala Lumpur, WP

14 Mid Valley Southkey
Mothercare | ELC

LG-060, The Mall Mid Valley Southkey
No 1, Persiaran Southkey 1
80150 Johor Baharu



15 Sunway Velocity
Mothercare

Unit 2-52,Second Floor,
Sunway Velocity
Jalan Cheras, Maluri
55100 Kuala Lumpur, WP

16 Empire Shopping Gallery
Mothercare

Lot LG-13A & 15
Empire Shopping Gallery
Jalan SS16/1,
47500 Subang Jaya
Selangor

17 Sunway Pyramid
Mothercare | ELC | TE

Lot LG 1-105 & 106,
Lower Ground 1 Floor
Sunway Pyrmaid
No 3, Jalan PJS11/15
Sunway City, 47500
Petaling Jaya, Selangor

18 East Coast Mall
Mothercare | ELC | TE

L1-03 (B), Level 1
East Coast Mall
Jalan Putra Square 6
Putra Square, 25200
Kuantan Pahang

19 Vivacity Megamall
Mothercare | ELC

L1-015 & L1-016
Level 1, Vivacity Megamall
Jalan Wan Alwi,
93350 Kuching, Sarawak

20 Suria Sabah Mall
Mothercare | ELC | TE

Unit 3-4 & 3-10
3rd Floor, Suria Sabah Mall
Jalan Tun Fuad Stephens
88000 Kota Kinabalu, Sabah

21 Tropicana Gardens Mall
Mothercare | ELC | TE

Lot G-23 & 23A, Ground Floor,
Tropicana Gardens Mall No, 2A,
Persiaran Surian, Tropicana Indah,
47810 Petaling Jaya, Selangor

WHO WE ARE
cont'd

Our Business

In 1986, Mr. Pang Kim Hin entered into the first exclusive development agreement with Mothercare UK. Our first Mothercare outlet was subsequently established in KL Plaza in April 1987, marking the start of our retail business with a selected range of baby, children, and maternity products.

Through the success of our KL Plaza outlet, we began to familiarise ourselves with retail outlet operations that eventually allowed us to further the relationship with the franchisor.

Under Mr. Pang's leadership, the Company leveraged on the higher availability of retail space due to the increase in shopping malls between 1994 and 2006 in the Klang Valley to open another eight Mothercare outlets. From the success of this move, the Company extended its reach outside the Klang Valley in 2007 with the opening of the first Mothercare outlet outside the Klang Valley in Gurney Plaza, Penang. Since then, the Company has expanded to East Malaysia and the southern region of Peninsular Malaysia with Mothercare outlets in Sabah, Sarawak, and Johor in 2014, 2015 and 2016 respectively.

We then expanded into the distribution business in 2008 to complement the retail business. Through our subsidiaries, Global Product Solutions Sdn Bhd and Global Retail Network Sdn Bhd, we carry a wider range of products and brands, and our market reach has broadened across Malaysia.

In 2010, we entered into a development agreement with Early Learning Centre ("ELC"), a brand of educational and developmental toys designed for babies and children up to the age of 6 years, originating from the United Kingdom. All our ELC outlets are operated as a store-in-store within our Mothercare outlets.

Over the years, we have expanded our brand and product offerings to include a wide range of Clothing, Home & Travel, and Toy products. This is done through our close collaboration with Mothercare UK, ELC UK, The Entertainer UK and established relationships with brand owners and manufacturers.

In 2019, we finalised and signed the development agreement with The Entertainer UK, granting us the exclusive rights to open and operate the toy outlet in Malaysia. We subsequently opened our first The Entertainer outlet located in Sunway Pyramid in June 2020.

Despite the challenges of the COVID-19 pandemic, we continued to drive our expansion plans to increase our retail network in the country and strengthen our e-Commerce capabilities, while also prudently maintaining a healthy financial position.

We opened Malaysia's first Mothercare Experience Store located at Tropicana Gardens Mall, Petaling Jaya in 2021. This new megastore has 15,000 sq. ft of space for a comfortable shopping experience while catering to new parents with a new experiential concept promising a visual and tactile experience to enable shoppers make better purchasing decisions. With online shopping growing among our customers, the Company also launched The Entertainer website.

The Company capped 2021 by winning the Best Company for IR in the Micro-cap category in the Malaysian Investor Relations Association ("MIRA") IR Award 2021.

Our
Products and Services



- Baby & children's clothing and accessories
- Maternity clothing



- Feeding
- Maternity care essentials and baby care essentials
- Toiletries, bathing and changing products
- Bedding, home safety and nursery furniture
- Strollers, car seats and baby carriers



- Baby and children's toys



- Stroller test track
- Babywearing zone
- Dream nursery corner



- Sparkle clean - baby gear cleaning services
- Nursery advisors

Our
Competitive Strengths



Exclusive Rights to Strong Heritage Brand

Trusted quality products for parents, babies, toddlers and young children



Established Track Record

Experienced in the retail and distribution of baby, children and maternity products



Large Portfolio

Baby and children products built on strong established relationships with our franchisors and other branded product suppliers



Dynamic Experienced Management Team

Expertise in retail, distribution, marketing and finance

OUR MILESTONES

1978
- Incorporation of Kim Hin Joo (Malaysia) Sdn Bhd

1986
- First Mothercare development agreement signed

1987
- First Mothercare outlet at KL Plaza

1997
- Second Mothercare development agreement signed

2007
- Expanded our presence outside of the Klang Valley
- Opening of Mothercare outlet in Plaza Gurney

2008
- Established distribution business, Global Product
- First sales secured from Tesco Stores (M) Sdn Bhd

2010
- Early Learning Centre development agreement signed

2011
- Third Mothercare development agreement signed
- Distribution business crossed over 100 distribution points
- Expanded Suria KLCC outlet to 9,554 sq ft and first flagship store

2014
- Expanded our presence to East Malaysia
- Opening of Mothercare outlet and ELC SIS in Suria Sabah Mall

2016
- Mothercare online store launched

2018
- Reached 16 Mothercare outlets and 11 ELC SIS
- Distribution business crossed over 500 distribution points throughout Malaysia and overseas
- Expanded Suria KLCC outlet to 12,949 sq ft as the largest store
- Converted to a public company and adopted the present name of Kim Hin Joo (Malaysia) Berhad

2019
- Successfully listed on the ACE Market of Bursa Securities
- Reached a total of 19 Mothercare outlets and 12 ELC SIS
- Opening of Mothercare Johor flagship outlet in Mid Valley Southkey Johor Bahru

2020
- Opening of the first The Entertainer outlet in Sunway Pyramid Shopping Mall in June 2020

2021
- Launched Mothercare and The Entertainer Shopee flagship store
- Launched The Entertainer website powered by Shopify
- Opening of the 3rd The Entertainer store in Suria Sabah Mall
- Won Best Company for IR – Micro cap category by MIRA
- Listed Snapkis into Lotus's and Tommee Tippee into AA Pharmacy
- Won Best Baby Steriliser through Tommee Tippee – theAsianparent Awards 2021
- Opening of the first mega Mothercare Experience Store and the 4th The Entertainer store measuring 15,000 sq ft in Tropicana Gardens Mall



CORPORATE INFORMATION



BOARD OF DIRECTORS

Pang Kim Hin | Non-Independent Non-Executive Chairman
Pang Fu Wei | Managing Director
Goh Poh Teng | Executive Director
Chew Soo Lin | Senior Independent Non-Executive Director
Yen Se-Hua Stewart | Independent Non-Executive Director
Kor Yann Ning | Independent Non-Executive Director
Hew Moh Yung | Independent Non-Executive Director

AUDIT COMMITTEE

Chew Soo Lin *(Chairman)*
Yen Se-Hua Stewart
Kor Yann Ning
Hew Moh Yung

REMUNERATION COMMITTEE

Yen Se-Hua Stewart (*Chairman)*
Pang Kim Hin
(Resigned on 25 November 2021)
Chew Soo Lin
Kor Yann Ning
Hew Moh Yung

NOMINATION COMMITTEE

Chew Soo Lin *(Chairman*)
Pang Kim Hin
(Resigned on 25 November 2021)
Yen Se-Hua Stewart
Kor Yann Ning
Hew Moh Yung

RISK MANAGEMENT COMMITTEE

Hew Moh Yung *(Chairman)*
Pang Fu Wei
Goh Poh Teng
Chew Soo Lin
Yen Se-Hua Stewart
Kor Yann Ning

COMPANY SECRETARIES

Tai Yit Chan
(MAICSA No. 7009143)
SSM Practicing Certificate No
202008001023)

Tan Ai Ning
(MAICSA No. 7015852)
SSM Practicing Certificate No
202008000067)

REGISTERED OFFICE/PRINCIPAL PLACE OF BUSINESS

Wisma Pang Cheng Yean
Lot 5205C, Jalan Perindustrian
Balakong Jaya 1/3
Kawasan Perindustrian
Balakong Jaya
43300 Seri Kembangan
Selangor Darul Ehsan

Tel : +603-8940 6638
Fax : +603-8940 6637
Website : www.khj-my.com
Email : investor.relations@khj-my.com

AUDITORS

Deloitte PLT
(LLP0010145-LCA) (AF0080)
Level 16, Menara LGB
No. 1, Jalan Wan Kadir
Taman Tun Dr Ismail
60000 Kuala Lumpur

Tel : +603-7610 8888
Fax : +603-7726 8986

PRINCIPAL BANKERS

AmBank (M) Berhad
[196901000166 (8515-D)]
Hong Leong Bank Berhad
[193401000023 (97141-X)]
OCBC Bank (Malaysia) Berhad
[199401009721 (295400-W)]
Malayan Banking Berhad
[196001000142 (3813-K)]

SPONSOR

UOB Kay Hian Securities (M)
Sdn Bhd
Suite 19.03, 19th Floor
Menara Keck Seng
203 Jalan Bukit Bintang
55100 Kuala Lumpur

Tel : +603-2147 1888
Fax : +603-2147 1950

SHARE REGISTRAR

Boardroom Share Registrars
Sdn Bhd
11th Floor, Menara Symphony
No. 5,
Jalan Professor Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan

Tel : +603 7890 4700
Fax : +603 7890 4670

STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia
Securities Berhad

Listing Date : 8 July 2019
Stock Name : KHJB
Stock Code : 0210

BOARD OF DIRECTORS



From left to right

Chew Soo Lin, Kor Yann Ning, Pang Fu Wei, Pang Kim Hin, Goh Poh Teng, Hew Moh Yung, Yen Se-Hua Stewart

PROFILE OF DIRECTORS

PANG KIM HIN

Non-Independent Non-Executive Chairman
Singaporean | aged 72 | Male

Date of Appointment as Director:
15 September 1986 *(Re-designated as Non-Independent Non-Executive Chairman on 3 October 2018)*

Length of Service as Director since Appointment:
35 years

Board Committee(s) Membership:
Member of Remuneration Committee | Member of Nomination Committee
[Resigned as a member of the Remuneration Committee and Nomination Committee on 25 November 2021]

Academic/Professional Qualification(s):
Bachelor of Engineering – Mechanical from McGill University, Canada

Present Directorship(s) in other Public Companies and Listed Companies:
Mr Pang Kim Hin does not hold any directorship in other public companies and listed corporations.

Family Relationship with any Director and/or Major Shareholder of the Company:
Mr Pang Kim Hin is the father of Mr Pang Fu Wei, who is our Managing Director. Mr Pang Kim Hin is a major shareholder of KHJ and also a director and major shareholder of Kim Hin International Pte Ltd ("KHI"), a major shareholder of KHJ.

Working Experience:
Mr Pang Kim Hin has over 41 years of experience and has been exposed to a wide range of industries. He started his career as an engineer with Guthrie Engineering (S) Pte Ltd in Singapore. In 1981, he left Guthrie Engineering (S) Pte Ltd and joined Kim Hin Joo Pte Ltd, his family-owned business involved primarily in general investment in stocks and shares. He was responsible for managing and overseeing the daily operations of the company. He was subsequently appointed as director of Kim Hin Joo Pte Ltd in May 1987, where he still serves as a board member.

In March 1985, he founded Mothercare (S) Pte Ltd ("Mothercare SG") and brought the Mothercare brand into Singapore. Through Mothercare SG, he opened the first Mothercare outlet in The Centrepoint Singapore in 1985 and was responsible for overseeing the overall operations of Mothercare SG. In 2015, his son Mr Pang Fu Wei took over his role in Mothercare SG.

In September 1986, he was appointed as a Director of our Company with the intention of bringing the Mothercare franchise into Malaysia. Subsequently, in April 1987, he opened the first Mothercare outlet in KL Plaza, Kuala Lumpur, and was responsible for spearheading and overseeing the overall operations and strategic business direction of our Group. He has, over the years, played a major role in expanding our network of retail outlets and the range of brands and products offered. In April 2015, his daughter, Ms Pang Shu Ming, joined our Group and took over his primary responsibilities in Malaysia. Since then, Mr Pang Kim Hin's responsibilities in our Group have shifted towards a non-executive role. Subsequently, on 1 July 2020, Mr Pang Fu Wei took over the role of Managing Director of the Company.

In March 1992, he took over the entire business of Mother and Child Ltd, which was the franchise holder of the Mothercare franchise business in Hong Kong and has since been responsible for the company's business operations.

In 2003, he founded Global Outsource Solutions Pte Ltd ("Global Outsourced"), with the intention of venturing into the distribution business of baby, children, and maternity products in Singapore to complement the existing retail business of Mothercare. Subsequently, he introduced the distribution business to Malaysia in 2008 through Global Product Solutions Sdn Bhd ("GPSSB"), as well as Hong Kong in 2017 through Trade Solutions Ltd.

Mr Pang Kim Hin previously served as a board member of co-operatives and statutory boards in Singapore, namely the National Trades Union Congress and Co-operative Commonwealth for Transport Ltd in Singapore, and the Public Utilities Board, a Singaporean statutory board of the Ministry of Environment and Water Resources. He also served as a non-executive board member of Comfort Group Limited, a company that was listed on the Singapore Exchange Limited from July 1993 until its delisting and subsequent merger with DelGro Corporation Limited in April 2003.

Time Committed:
Mr Pang Kim Hin attended 5 out of 5 Board of Directors' Meetings held during the FYE2021.

PROFILE OF DIRECTORS
cont'd

PANG FU WEI

Managing Director
Singaporean | aged 33 | Male

Date of Appointment as Director:
27 February 2020

Length of Service as Director since Appointment:
2 years

Board Committee(s) Membership:
Member of Risk Management Committee

Academic/Professional Qualification(s):
Bachelor's Degree in Science, Neuroscience & Behavioural Biology, Chinese Language & Culture from Emory University, Atlanta, Georgia, United States of America

Present Directorship(s) in other Public Companies and Listed Companies:
Mr Pang Fu Wei does not hold any directorship in other public companies and listed corporations but holds directorships in several private limited companies.

Family Relationship with any Director and/or Major Shareholder of the Company:
Mr Pang Fu Wei is the son of Mr Pang Kim Hin and also a director of KHI, a major shareholder of KHJ.

Working Experience:
Mr Pang Fu Wei was appointed as the Managing Director of our Group on 1 July 2020.

He has 9 years' working experience in the areas of business development, marketing, retail and distribution segments from his involvement in Mothercare SG, where he is still attached.

He started his career in Mothercare SG in 2013 as a Business Development Manager and took on the responsibility as the Store Manager in their flagship retail outlet. During his tenure there, he implemented their e-Commerce strategy and also a retail diagnostics framework to drive business decisions for Mothercare SG.

In 2015, he was promoted to Executive Director and took on the responsibility of the Head of Merchandising and Marketing where he has successfully expanded the flagship store from 6,500 sq ft to 10,000 sq ft. He had also successfully secured new brands for their distribution business and also implemented the Emarsys system, a marketing CRM and automation system that supports Mothercare SG in sales management, delivering actionable insights and sales strategy.

In 2017, he was named as the Managing Director for Mothercare SG where he heads the retail and distribution business in Singapore. He also spearheaded Retail 2.0, a project that includes digitisation of their business, process redesign and brand repositioning for Mothercare SG.

Time Committed:
Mr Pang Fu Wei attended 5 out of 5 Board of Directors' Meetings held during the FYE2021.

PROFILE OF DIRECTORS
cont'd

GOH POH TENG

Executive Director
Malaysian | aged 61 | Female

Date of Appointment as Director:
26 June 2014 *(Re-designated as Executive Director on 3 October 2018)*

Length of Service as Director since Appointment:
8 years

Board Committee(s) Membership:
Member of Risk Management Committee

Academic/Professional Qualification(s):
Bachelor of Economics from the University of Malaya, Malaysia

Present Directorship(s) in other Public Companies and Listed Companies:
Ms Goh does not hold any directorship in other public companies and listed corporations.

Family Relationship with any Director and/or Major Shareholder of the Company:
None

Working Experience:
Ms Goh began her career in October 1984 as a Management Trainee for Kimisawa Department Store. During her tenure as a Management Trainee, she gained experience in operating different sections of a department store. She was subsequently promoted to Supervisor in April 1985, where she was responsible for overseeing and managing the sales of stationeries.

In February 1987, she left Kimisawa Department Store and joined our Group as an Assistant Store Manager, where she assisted Mr Pang Kim Hin in setting-up our first Mothercare outlet in KL Plaza. She was also responsible for managing the day-to-day retail outlet operations, comprising, amongst others, inventory management, sale and promotional activities, as well as conducting product and services training to new staff.

As our network of retail outlets grew, she took on more responsibilities and was promoted to Retail Manager in January 1997. She was responsible for overseeing the overall operations of all our Mothercare outlets, including financial, inventory management, human resource and merchandising. She was also tasked to set up new Mothercare outlets for our Group.

She was promoted to General Manager in January 2012 and was subsequently appointed as our Director in June 2014. She is currently responsible for managing the overall day-to-day operations of our retail business. Together with our Managing Director, she is involved in driving the strategic business direction of our retail and distribution businesses.

Time Committed:
Ms Goh attended 5 out of 5 Board of Directors' Meetings held during the FYE2021.

PROFILE OF DIRECTORS
cont'd

CHEW SOO LIN

Senior Independent Non-Executive Director
Singaporean | aged 74 | Male

Date of Appointment as Director:
3 October 2018

Length of Service as Director since Appointment:
3 years

Board Committee(s) Membership:
Chairman of Audit Committee | Chairman of Nomination Committee | Member of Remuneration Committee | Member of Risk Management Committee

Academic/Professional Qualification(s):
Institute of Chartered Accountants in England and Wales

Present Directorship(s) in other Public Companies and Listed Companies:
Mr Chew is currently the Executive Chairman of Khong Guan Limited. He is also acting as an Independent Director for Asia-Pacific Strategic Investments Limited, Duty Free International Limited and MTQ Corporation Limited all of which are companies listed on the Singapore Exchange Limited.

Family Relationship with any Director and/or Major Shareholder of the Company:
None

Working Experience:
Mr Chew began his career in 1966 working in various audit firms in England. In 1971 he qualified as an UK Chartered Accountant and became a member of the Institute of Chartered Accountants in England and Wales until 1996.

In 1972, he joined Arthur Andersen & Co in Singapore as an Audit Senior, where he was primarily responsible for carrying out audit work for a portfolio of companies. He was subsequently promoted to Audit Manager in 1976.

In 1978, he joined the Khong Guan group of companies and gained experience working for and subsequently managing some biscuit factories and trading companies of the group in Southeast Asia and China. In September 1998, he was appointed an Executive Director of Khong Guan Limited and was subsequently re-designated as the Executive Chairman of Khong Guan Limited in August 2007.

Time committed:
Mr Chew attended 5 out of 5 Board of Directors' Meetings held during the FYE2021.

PROFILE OF DIRECTORS
cont'd

YEN SE-HUA STEWART

Independent Non-Executive Director
Singaporean | aged 72 | Male

Date of Appointment as Director:
3 October 2018

Length of Service as Director since Appointment:
3 years

Board Committee(s) Membership:
Chairman of Remuneration Committee | Member of Nomination Committee | Member of Audit Committee | Member of Risk Management Committee

Academic/Professional Qualification(s):
Bachelor's Degree in Engineering from McMaster University, Canada

Present Directorship(s) in other Public Companies and Listed Companies:
Mr Yen does not hold any directorship in other public companies and listed corporations.

Family Relationship with any Director and/or Major Shareholder of the Company:
None

Working Experience:
Mr Yen began his career in January 1973 as a Systems Engineer with the Ministry of Defence, Singapore. In June 1977, he was posted to the Singapore Embassy in Washington, D.C., United States of America, as Second Secretary (Logistics), where he was tasked to manage defence procurement.

In July 1979, he left the Ministry of Defence, Singapore, and joined Unicorn International Pte Ltd ("Unicorn International") as a Sales Manager in the Agency Sales Department, where he was primarily responsible for the sale of defence systems to the Singapore Armed Forces. In July 1980, he left Unicorn International and joined Duce International Pte Ltd as a Regional Manager, where he was primarily responsible for marketing amusement park rides in the Asia Pacific Region.

In December 1982, he left Duce international Pte Ltd and joined CDC-Construction & Development Pte Ltd (later known as Sembawang Engineers & Constructors Pte Ltd) as an Assistant General Manager, where he was responsible for design-and-build of defence infrastructures in Singapore. In August 1988, he left CDC-Construction & Development Pte Ltd and re-joined Unicorn International as General Manager, where he was responsible for defence agency sales and international marketing of Singapore-made equipment.

He left Unicorn International in October 1999 and founded SECOM (Singapore) Pte Ltd ("SECOM") in April 1992, serving as its Chief Executive Officer where he was responsible for the day-to-day operations of the company. He was subsequently re-designated as the Executive Chairman of SECOM in 2017 and is presently a board member.

Time Committed:
Mr Yen attended 5 out of 5 Board of Directors' Meetings held during the FYE2021.

PROFILE OF DIRECTORS
cont'd

KOR YANN NING

Independent Non-Executive Director
Malaysian | aged 38 | Female

Date of Appointment as Director:
3 October 2018

Length of Service as Director since Appointment:
3 years

Board Committee(s) Membership:
Member of Remuneration Committee | Member of Nomination Committee | Member of Audit Committee | Member of Risk Management Committee

Academic/Professional Qualification(s):
Bachelor of Commerce majoring in Accounting and Commercial Law from University of Sydney, Australia | Member of Malaysia Institute of Accountants and Certified Practicing Accountants Australia

Present Directorship(s) in other Public Companies and Listed Companies:
Ms Kor is currently an independent Non-Executive Director of UMS Holdings Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad.

Family Relationship with any Director and/or Major Shareholder of the Company:
None

Working Experience:
Ms Kor began her career in October 2005 with GJ Fong & Co, an accounting and law firm based in Sydney, Australia. In July 2010, she left GJ Fong & Co and joined Fusion Partners Pty Ltd in Malaysia to set up its outsourced accounting function in Malaysia and to head a new service line specialising in taxation and audit.

Subsequently, in May 2012, she left Fusion Partners Pty Ltd and joined OSK Investment Bank Berhad as a Vice President and Financial Product Controller for the bank's finance department. She was primarily responsible for overseeing the bank's treasury forex activities. After the merger of OSK Investment Bank Berhad and RHB Investment Bank Berhad, she was redesignated as Senior Manager in April 2013 and was tasked to oversee derivatives and structured products and capital market activities.

In December 2015, she left RHB Investment Bank Berhad and joined S & F Construction Sdn Bhd as a Financial Controller of the firm. She was responsible for the overall finance, risk management and analysis, IT transformation, human resource, and audit operations of the company. In November 2019, she was appointed as a Chief Financial Officer of Leweko Resources Berhad (presently known as S&F Capital Berhad), a company listed on the Main Market of Bursa Securities. She left S & F Construction Sdn Bhd on 31 December 2019.

Time Committed:
Ms Kor attended 5 out of 5 Board of Directors' Meetings held during the FYE2021.

PROFILE OF DIRECTORS
cont'd

HEW MOH YUNG

Independent Non-Executive Director
Singaporean | aged 66 | Male

Date of Appointment as Director:
26 August 2019

Length of Service as Director since Appointment:
2 years

Board Committee(s) Membership:
Chairman of Risk Management Committee | Member of Remuneration Committee | Member of Nomination Committee | Member of Audit Committee

Academic/Professional Qualification(s):
Bachelor's degree from the National University of Singapore, majoring in Economics and Political Science

Present Directorship(s) in other Public Companies and Listed Companies:
Mr Hew is a Director of Khong Guan Ltd, listed in Singapore, and holds directorships in several other private limited companies.

Family Relationship with any Director and/or Major Shareholder of the Company:
None

Working Experience:
Mr Hew has over 39 years of work and board member experience with multinational companies in sales, marketing, and general management roles based in Singapore, Taiwan, Malaysia, Vietnam, and Hong Kong.

He worked in Singapore in the East Asiatic Company, Cold Storage, and Asia Pacific Breweries Ltd and left in 1992 for Taiwan to take on the role of General Manager/Director for consumer products of The East Asiatic Co (Taiwan) Limited, serving until 1997 when he was transferred to EAC Malaysia Sdn Bhd, as Head of Consumer Products Division as its Director.

In 2002, Mr Hew joined DKSH Vietnam Ltd as General Director and headed the country management team of DKSH Vietnam Ltd and its Representative Office. He was relocated to Hong Kong as Regional Vice President of FMCG Greater China in 2005, and Head of Country Management Team of DKSH Hong Kong Ltd. He was also a director of DKSH China Holdings Ltd, Director for e-Sweets Shanghai and Hong Kong, and Chairman of Chiao Tai Logistics (Taiwan) Corporation.

Since 2018, he is the chairman of Eu Yan Sang (Hong Kong) Ltd.

Time Committed:
Mr Hew attended 5 out of 5 Board of Directors' Meeting held during the FYE2021.

ADDITIONAL INFORMATION ON THE DIRECTORS

The details of the Directors' interest in the securities of the Company are set out on page 128 of this Annual Report.

Save as disclosed above, none of the Directors have:-

- any family relationship with any Director and/or major shareholder of the Company;
- any conflict of interests with the Company; and
- any conviction for offences other than traffic offences (if any) within the past 5 years nor any public sanction or penalty imposed by any relevant regulatory bodies during the financial year.

KEY SENIOR MANAGEMENT



From left to right

Fran Lua, Chang Yeen, Asmadi Saiman, Chia Wei Wei, Stephanie Chew, Chang Kim Win

PROFILE OF KEY SENIOR MANAGEMENT

CHANG KIM WIN

Chief Financial Officer
Malaysian | aged 51 | Female

Date First Appointed to the Key Senior Management Position:
15 October 2020

Academic/Professional Qualification(s):
Association of Chartered Certified Accountants | Malaysian Institute of Accountants

Working Experience:
Ms Chang began her career in the year 1994 in an auditing and accounting firm for four (4) years. She has experience in auditing and is also involved in Financial Due Diligence and fraud case investigation. She then joined a multinational company in retail business in 1998 for four (4) years as Accounting Manager where she reported to the Senior Finance Manager and Regional Finance Director in Singapore.

In December 2002, she joined a public listed company involved in jewellery as Finance Manager who reported to the Managing Director. She was responsible for pro-active support to the Managing Director, Board of Directors, and management team, and subsequently, in April 2005, she was with an IT company as Senior Finance Manager and reported to the Regional Financial Controller in the Singapore office.

She then moved to a Global Business Solutions organisation in October 2009 as Financial Controller and reported to the Head of Shared Services in Malaysia and Chief Information Officer from Regional Office, Singapore in September 2010, she was with a company which specializes in vehicle financing for a year as Senior Finance Manager reporting to the General Manager-Finance & President and was also the Head of Accounts and Tax team.

In January 2012, she joined the group of companies involved in Islamic pawnbroking, retail, and hotel business as Senior Financial Controller and reported to the Group Managing Director. She was also involved in operations management which plans, organizes, and oversees the organisation's processes to balance revenues and costs and achieved the highest possible operating profits.

On 15 October 2020, Ms Chang joined our Group as the Chief Financial Officer where she oversees the Group's overall financial and operations, budgeting, forecasts, quarterly results, corporate exercises and ensure matters are in compliance with the relevant regulatory authorities.

PROFILE OF KEY SENIOR MANAGEMENT
cont'd

FRAN LUA

Head of Brand & E-Commerce
Malaysian | aged 39 | Female

Date First Appointed to the Key Senior Management Position:
01 September 2018

Academic/Professional Qualification(s):
Diploma Part 2 in Business Administration from The Association of Business Executives

Working Experience:
Ms Lua began her career as a purchasing assistant at Li-Foong Brass Industries (M) Sdn Bhd in January 2002 where she assisted in the procurement of raw materials for the company's manufacturing activity. In 2003, she left Li-Foong Brass Industries (M) Sdn Bhd and joined Maxicom Enterprise as a Retail Executive where she was responsible for retail sales of telecommunication products.

She left Maxicom Enterprise in July 2004 and joined Cosway (M) Sdn Bhd as a Marketing Assistant where she assisted in product development and conducting customer surveys for the company. In September 2004, she left Cosway (M) Sdn Bhd and joined CTOS-emr Sdn Bhd as a Customer Service Officer where she was responsible for managing key account customers and conducting training programmes for users of the company's systems. In September 2005, she left CTOS-emr Sdn Bhd and joined YH Photo Supply as a retail supervisor, where she was responsible for the sales and operations, recruitment, cash flow, and inventory management for one of their retail outlets.

In March 2007, she left YH Photo Supply and joined Leonard Drake (M) Sdn Bhd as a Customer Service Executive, where she was responsible for assisting in the customer service management for the company's salons including upkeeping, conducting training, and resolving customer complaints. In April 2008, she left Leonard Drake (M) Sdn Bhd and joined John Master (M) Sdn Bhd as a Brand Executive in the company's cosmetics division where she was responsible for managing the consignment counters in department stores, inventory management, as well as coordinating promotional and marketing events for the company.

In July 2009, she left John Master (M) Sdn Bhd and joined Baby Kiko Sdn Bhd as a Brand Executive, where she was responsible for product development, management, and promotion of the company's baby and toddler clothing. She was subsequently promoted to Assistant Brand Manager in August 2010 and to Brand Manager in August 2012. Her responsibilities were further extended to include inventory management, budgeting, promotion, and marketing of the brand to local and overseas markets. She was also tasked to establish and manage the company's new and existing stores and consignment counters, as well as the company's online retail store.

In September 2016, she left Baby Kiko Sdn Bhd and joined us as our Head of Retail. She oversees the operational management and planning of our Mothercare outlets, which includes setting up new retail outlets, budgeting and stock management, customer service, and preparation of retail training modules. She also manages our Mothercare online store. She was promoted to our Head of Retail and Marketing in September 2018, and her responsibilities were extended to include management and coordination of marketing and promotional functions for our retail business.

In January 2020, she was appointed as the Head of Brand and E-Commerce, where she oversees operational management of our brands and e-commerce.

PROFILE OF KEY SENIOR MANAGEMENT
cont'd

CHANG YEEN

Head of Distribution
Malaysian | aged 42 | Female

Date First Appointed to the Key Senior Management Position:
11 November 2019

Academic/Professional Qualification(s):
Degree in Business with Information Technology from Staffordshire University | United Kingdom and Certified Product Marketing Manager from the Association of International Product Marketing and Management

Working Experience:

Ms Chang began her career in 3M Malaysia Sdn Bhd as an Account Specialist in the stationery and office supplies division in July 2005 and later as retail chain bookstore champion in January 2006. She handled sales with distributors and dealers in the Klang Valley, Northern Malaysia, and East Coast Malaysia, as well as retail chain bookstores, winning the Top Salesperson Award for the Year 2006 and a Sigma Green Belt.

In May 2008, she joined Johnson-Johnson Vision Care as the team lead of Senior Customer Development Manager, responsible for sales development and marketing activities. Her achievements during her tenure in Johnson & Johnson Vision Care made her the President Award Winner in 2009 for Malaysia and a recipient of the Encore Gold Award.

She subsequently joined Lam Soon Edible Oils Sdn Bhd in November 2010 as a Brand Manager. In January 2013, she took on the responsibility of a Product Manager, managing the marketing for a few household brands which saw sales of her portfolio increase by 10% to 30% annually. She was also awarded the Best Presenter of Knowledge Management in 2014. In recognition of her achievements, she was sponsored by Lam Soon Edible Oils Sdn Bhd for the Certified Product Marketing Manager Course in 2013.

In 2014, DKSH Malaysia Sdn Bhd's healthcare services department welcomed her as a Key Account Manager of sales to Guardian, Watsons, Caring, Cosway, and Aeon Wellness, responsible for marketing and merchandising campaigns and ensuring all activities are in line with DKSH Malaysia Sdn Bhd's standards, policies, and strategies.

A year later, she moved to Merck, Sharp & Dohme Sdn Bhd as a Chain Account Manager of the pharmacy channel, managing the sale of all their prescription drugs and products to Multicare, Alpro, Health Lane, Cosway, and Mediconstant chain pharmacies. She was also tasked with planning and managing key patient programmes as well as championing and coordinating pharmacist programmes with selected chain pharmacies across Malaysia.

In 2016, Ms. Chang joined Astra Baby Sdn Bhd as a National Sales Manager, where she helped grow the sales of their products by 20% to 70% in 2018, launched new digital initiatives for the company that led to the establishment of a new B2C sales channel and set up a standard operating procedure for the sales team.

In 2019, she left Astra Baby Sdn Bhd and joined our Group as our Head of Distribution, where she oversees the overall operations and drives the strategic business direction of our distribution business.

PROFILE OF KEY SENIOR MANAGEMENT
cont'd

CHIA WEI WEI

Head of Retail Merchandising
Malaysian | aged 42 | Female

Date First Appointed to the Key Senior Management Position:
01 April 2015

Academic/Professional Qualification(s):
Bachelor of Arts Degree in Commerce from Liverpool John Moores University, United Kingdom

Working Experience:
Ms Chia began her career in May 2004 in FJ Benjamin Fashion (M) Sdn Bhd as a Merchandising Assistant for the Guess Kids brand and was promoted to Merchandising Officer in March 2007, where she was primarily responsible for preparing sales reports, categorising and segmentation of the products, and the monitoring of inventory levels for children's clothing and footwear. In January 2008, she was promoted to Sales Support Executive and was mainly responsible for consolidating and analysing sales reports as well as providing system training to the merchandising assistants for all brands.

In August 2009, she left FJ Benjamin Fashion (M) Sdn Bhd and joined our Group as a Buyer. Her responsibilities as a Buyer revolved around purchasing activities, merchandise category planning, inventory, and supply management. She was also tasked to analyse and manage the sales reports, brand and inventory forecasting, product pricing, and budgeting. As our business expanded, her responsibilities were also extended to include managing and overseeing the overall operations of our retail purchasing/procurement department. She was also tasked to drive the sales in our Mothercare outlets through marketing and promotional activities.

She was promoted to Head of Retail Merchandising in April 2015 and is responsible for overseeing and managing the overall retail merchandising activities for our Mothercare outlets.

ASMADI SAIMAN

Warehouse Manager
Malaysian | aged 46 | Male

Date First Appointed to the Key Senior Management Position:
21 October 2020

Academic/Professional Qualification(s):
Executive Diploma in Integrated Logistic and Supply Chain Operation, Malaysia University of Technology

Working Experience:
Encik Asmadi started his career in 1995 as Industrial Clerk (Non-Executive), Premier Milk (M) Sdn Bhd and was promoted to Warehousing and Distribution Supervisor (Non-Executive) in 2004. In April 2013, he joined F & N Dairies (M) Sdn Bhd as Warehousing and Distribution Supervisor (Non-Executive) and subsequently promoted to Executive, Secondary Supply Chain in 2014.

In August 2015, he joined Guardian Health and Beauty Sdn. Bhd, Sepang, Selangor as Assistant Manager, Distribution Centre. He then joined Cotton-On Group, Puchong as DC Operation Brand Manager in May 2016.

He left Cotton-On Group and joined our Group on 21 October 2020, and he is responsible for planning and supervising daily warehouse operations and distribution of products to outlets and distribution points.

PROFILE OF KEY SENIOR MANAGEMENT
cont'd

STEPHANIE CHEW

Head of Marketing
Malaysian | aged 37 | Female

Date First Appointed to the Key Senior Management Position:
06 September 2021

Academic/Professional Qualification(s):
Bachelor's Degree in Mass Communications (Hons.) from Taylor's University

Working Experience:
Ms Stephanie began her career as a brand and marketing executive at Litt Tak Sdn Bhd in April 2007 where she is responsible for all marketing advertising and promotion execution for Bandai, Sanrio, Takara Tomy toys. In September 2009, she left the company and joined Camps and Apparels Corporation as Marketing Executive where she was responsible for marketing plans and liaison with franchisees, suppliers, and associations involved.

In April 2011, she joined The Estee Lauder Companies as a Marketing Executive where she is responsible for managing all above-the-line & line marketing. She was promoted to Assistant Marketing Manager in July 2013 where she was responsible for all retail marketing plans, execution, and budget monitoring for Estee Lauder. She was also given an additional role in Customer Relationship Management for the brand.

In April 2016, she was subsequently promoted to Assistant Product and Marketing Manager where she leads the 360-marketing launch plan for makeup and fragrance categories. She is also responsible for the top-down strategy of the brand from product forecasting to pricing strategy and spearheading creative marketing activities. In July 2017, she was promoted to Product Marketing Manager and is responsible for the overall brand and product marketing for Estee Lauder makeup and fragrance categories.

In February 2018, she left The Estee Lauder Companies and joined The Lion Group as Marketing Manager where she was responsible for managing the overall retail marketing and social media strategy, advertising and promotion plans, loyalty program, budgeting, and visual merchandising for the beauty division of the group. In 2020, she joined Esplanade Avenue Sdn Bhd as Marketing Manager and spearhead the overall marketing and creative team. She is also responsible for the social media, e-commerce marketing strategy, budgeting, purchasing, and A&P of multiple premium skincare brands.

In September 2021, she joined our group as Head of Marketing where she oversees the overall marketing strategy and activities for our Mothercare stores.

ADDITIONAL INFORMATION ON THE KEY SENIOR MANAGEMENT

Directorship in Public Companies and Listed Corporations:
None of the Key Senior Management have any directorships in public companies and/or listed corporations.

Family Relationship with any Director and/or Major Shareholder:
None of the Key Senior Management have family relationship with any Directors and/or major shareholders of the Company.

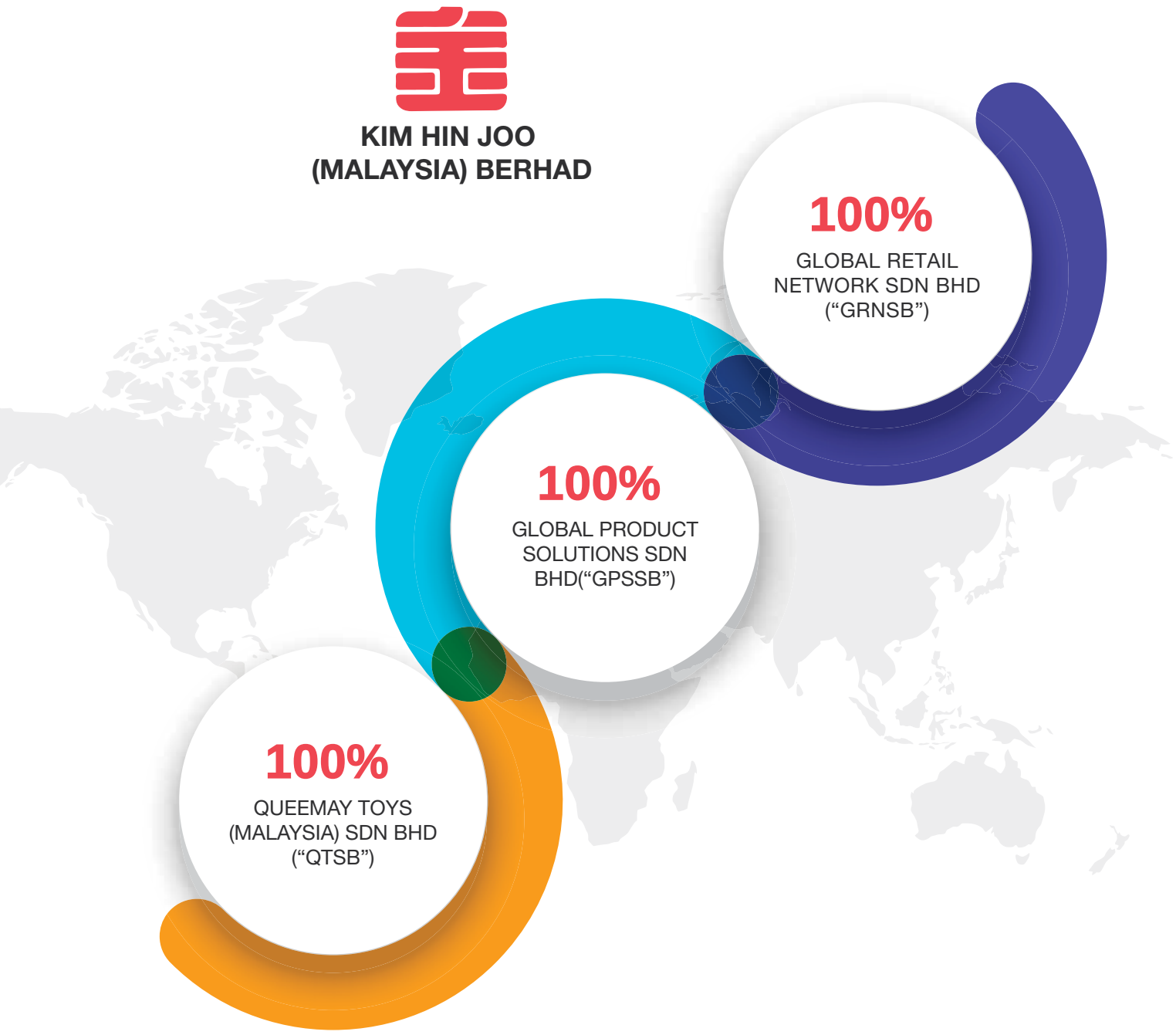
Conflicts of Interest:
The Key Senior Management do not have any conflicts of interest with the Company.

List of Convictions for Offences within the past 5 years and Particulars of any Public Sanctions or Penalty imposed by the Relevant Regulatory Bodies during the financial year, if any

- None of the Key Senior Management have any convictions for offences other than traffic offences (if any) within the past 5 years.
- None of the Key Senior Management were penalised or sanctioned by any regulatory bodies during the financial year.

GROUP STRUCTURE

The Group Structure of KHJ for the financial year ended 31 December ("FYE") 2021 was as follows:

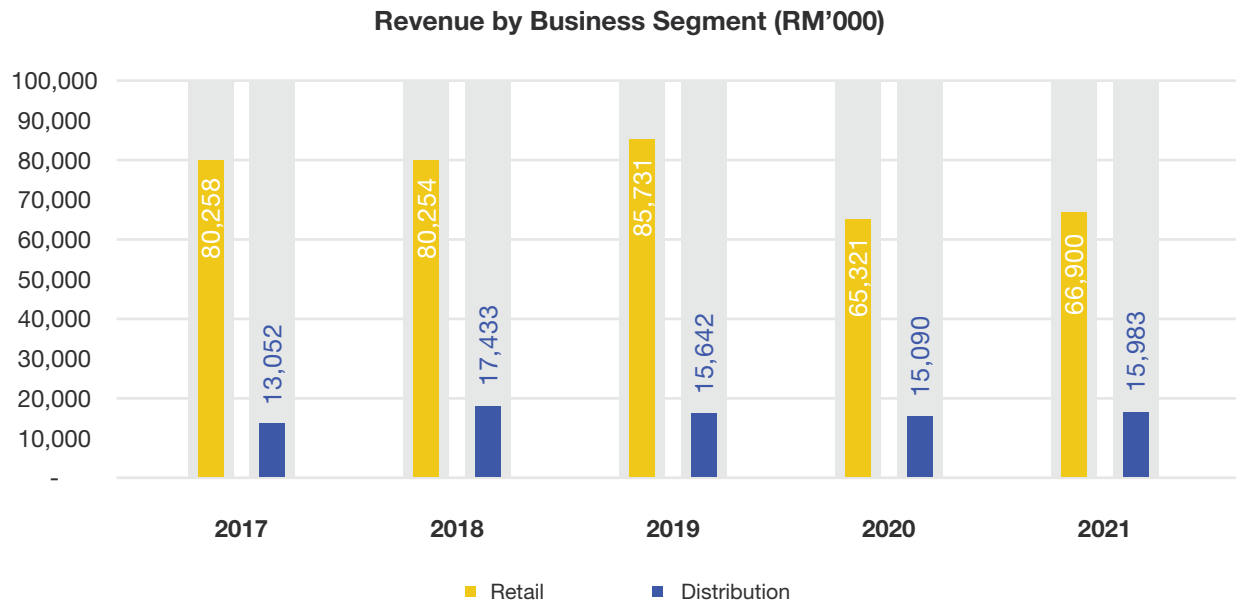


FINANCIAL HIGHLIGHTS

5 Years Financial Performance

	Financial Year Ended 31 December ("FYE")				
	2017	2018	2019	2020	2021
	RM'000	RM'000	RM'000	RM'000	RM'000
STATEMENT OF PROFIT OR LOSS					
Revenue	93,310	97,687	101,373	80,411	82,883
Gross Profit	48,891	51,187	51,949	39,466	39,119
Profit before taxation ("PBT")	16,261	15,451	13,449	7,413	6,764
Profit attributable to owners of the Company ("PAT")	11,561	11,112	9,420	5,348	4,593
STATEMENT OF FINANCIAL POSITION					
Total equity attributable to owners of the Company	62,119	38,747	75,962	77,509	78,302
Total assets	77,140	53,127	110,917	110,101	114,334
Cash and bank balances, fixed deposits with licensed banks	15,695	7,590	40,236	31,796	25,221
Borrowings	132	-	-	-	-
FINANCIAL RATIOS					
GP Margin (%)	52.40	52.40	51.24	49.08	47.20
* Basic earnings per share ("EPS") (sen)	3.04	2.92	2.48	1.41	1.21
* Dividends per share (sen)	2.11	9.07	1.50	1.00	1.00
* Net assets per share (sen)	16.35	10.20	19.99	20.40	20.61

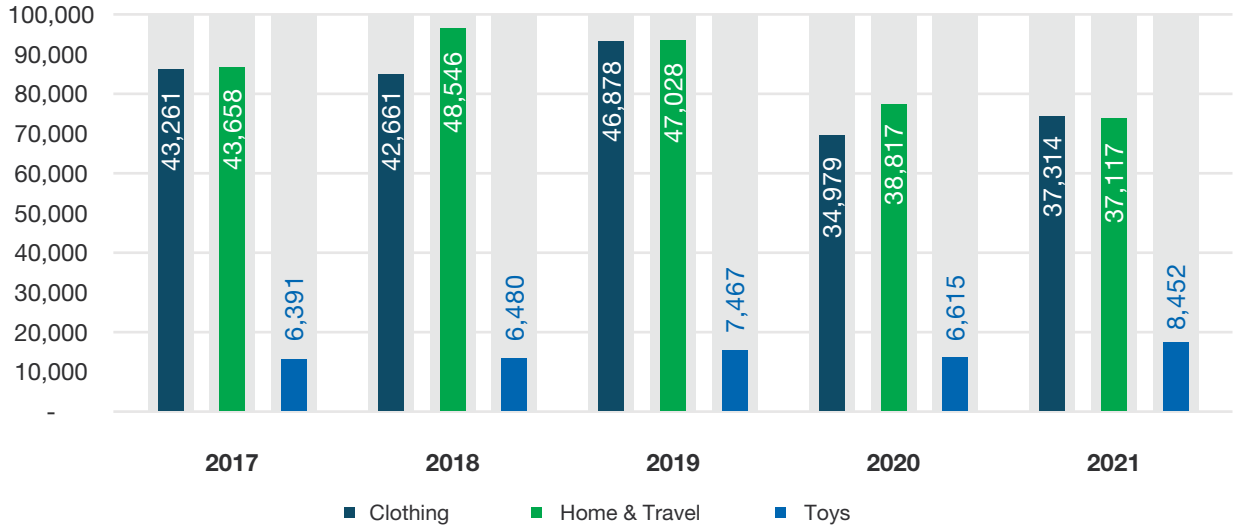
Note : * computed based on 380,000,000 shares in KHJ Group



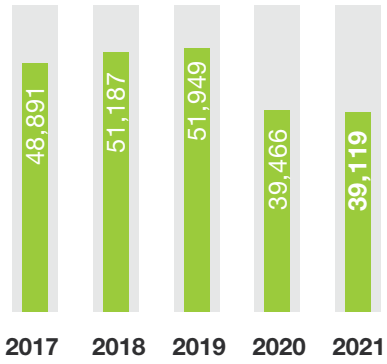
FINANCIAL HIGHLIGHTS

5 Years Financial Performance
cont'd

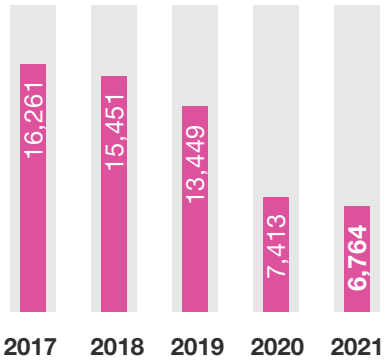
Revenue by Product Categories (RM'000)



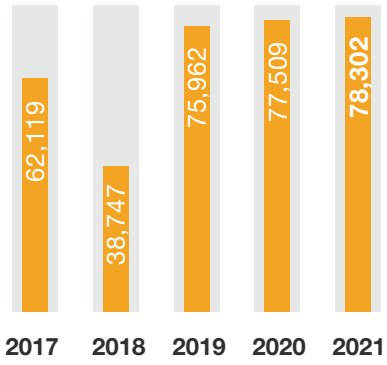
Gross Profit (RM'000)



Profit Before Taxation (PBT) (RM'000)



Net Assets (RM'000)



Net Assets per Share (SEN)

