

自立合作社  
**KOJADI**  
KOPERASI JAYADIRI MALAYSIA BERHAD

**36**<sup>th</sup> Annual General Meeting  
of Delegates  
第三十六届年度代表大会



**KOJADI** 梦想连线 创新自立  
connects your **DREAM**

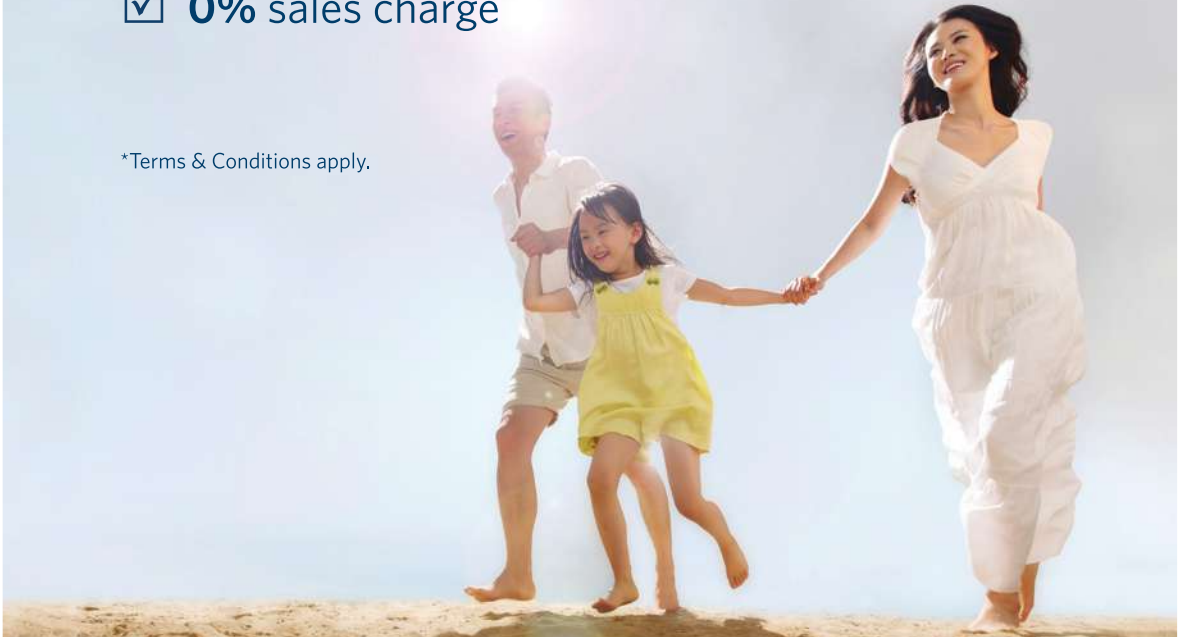
**ANNUAL REPORT '17**  
LAPORAN TAHUNAN . 年度报告书

# Affin Hwang PRS

## Private Retirement Scheme

- ✓ Up to **RM3,000** tax relief\*
- ✓ **RM1,000** Youth Incentive up for grabs\*
- ✓ **0%** sales charge

\*Terms & Conditions apply.



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Warning Statement: The reference of "Funds" in the content herein is referring Affin Hwang PRS Growth Fund, Affin Hwang PRS Moderate Fund, Affin Hwang PRS Conservative Fund, Affin Hwang Aiman PRS Shariah Growth Fund, and Affin Hwang Aiman PRS Shariah Moderate Fund. The reference of "Disclosure Document" in the content herein is referring to the Replacement Disclosure Document dated 1 March 2017. A Product Highlights Sheet is available for Affin Hwang PRS Growth Fund, Affin Hwang PRS Moderate Fund, Affin Hwang PRS Conservative Fund, Affin Hwang Aiman PRS Shariah Growth Fund, and Affin Hwang Aiman PRS Shariah Moderate Fund, and investors have the right to request for a copy of it. Investors are advised to read and understand the contents of the PHS, and Disclosure Document containing information about Funds before investing. The Disclosure Document has been registered as well as the PHSs have been lodged with the Securities Commission Malaysia, who takes no responsibility for its contents. A copy of the Disclosure Document and the PHS can be obtained at Affin Hwang Asset Management's sales office. Units will only be issued upon receipt of an application form referred to in and accompanying the Disclosure Document, and the Product Highlights Sheet. There are fees and charges involved when investing in the funds. Investors are advised to consider the fees and charges carefully before investing. The price of units and distribution payable, if any, may go down as well as up and past performance of the fund should not be taken as indicative of its future performance. If you plan to purchase units of the funds via loan financing, you are advised to read and understand the contents of the "Unit Trust Loan Financing Disclosure Statement" before deciding to borrow to purchase units.

**Out think. Out perform.**



Affin Hwang Asset Management Berhad (429786-T)

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**自立合作社**  
**2017 年度董事部报告**

**KOPERASI JAYADIRI MALAYSIA BERHAD**  
**2017 ANNUAL REPORT OF THE BOARD**

启动创新思考和创新作法让成立至今已 37 年的自立合作社，在网路、智能及工业 4.0 新时代中，依然挺立，并为社员创造更大的利益。

We must think and act innovatively and creatively so as to ensure the sustainability of this 37-year old co-operative society in this age of internet, artificial intelligence and 4.0 Industrial Revolution, and to create more value to our members.

谨代表自立合作社董事部同仁，向各位提呈自立合作社集团及本社截至 2017 年 12 月 31 日财务年度的报告和财务表。

On behalf of the Board of Koperasi Jayadiri Malaysia Berhad (KOJADI), it is my great pleasure to present to you the Annual Report and Financial Statements of the Koperasi and the Group for the financial year ended 31 December 2017.

在上个财务年，本社继续按照计划中的议程，推展业务多样化和向合作社金融服务领域转型的工作。尽管整体经济情况颇具挑战性，本社继续取得良好的业绩，维持社务的成长和盈利能力。本社在政府提供 RM100,000,000 贷款下成功推行的华裔中小企业贷款计划获得社员令人鼓舞的响应，全部贷款已批准及发放给合格社员。2017 年，本社获得政府提供第三笔 RM50,000,000 贷款，继续推行此中小企业贷款计划。

During the last financial year, the Koperasi continued its planned agenda in diversifying its activities and the proposed transformation to the co-operative financial sector. Despite the generally challenging economic conditions, the Koperasi continued to perform well by maintaining its business growth and profitability. The Koperasi's SME Loan Scheme For Chinese Community was successfully launched with encouraging response from our members with the RM100 million soft loan provided by the government fully approved and disbursed to qualified applicants. In 2017, the Koperasi received another RM50 million soft loan to continue the implementation of the SME Loan Scheme.

与此同时，本社也积极致力于实践要成为合作社金融服务提供者的转型目标。

## 1. 经济评论

根据《2017/18 经济报告书》，大马经济 2018 年依旧稳健，实际国内生产总值将在内需支撑下，按年扩张 5% 至 5.5%。

2017 年全球经济强稳，2018 年虽主要先进经济体的政策充满不确定性，保护主义和地缘政治紧张局势日益加剧，但工业生产，投资和贸易活动持续加速。尽管面对种种挑战，预计 2018 年全球经济将继续扩张。

大马经济成长将由内需推动，并以私人消费为主，公共支出的增加保持适中水平。估计 2018 年内需可成长 5.5%。大部分投资集中在制造业与服务业，政府将继续促进国内投资与推动中小企业的成长，以期提高竞争力、鼓励更多投资，特别是知识为基础的行业，以及增值产品和服务业。

Meanwhile, the Koperasi is actively working to achieve its transformation to become a co-operative financial service provider.

## 1. ECONOMIC REVIEW

According to the Economic Report 2017/2018, Malaysia's economy will remain resilient with an annual real gross domestic product (GDP) growth of 5% to 5.5% driven by domestic demand.

Global economy remained strong in 2017 and industrial production, investments and trade continue to pick up in 2018 despite the policy uncertainty of major developed economies, increasing protectionism and tensions in geopolitics. In spite of these challenges, the global economy is expected to continue to expand.

Malaysia's economic growth will be driven by domestic demand, mainly supported by private consumption while public expenditure will remain moderate. It is estimated that the domestic demand will expand at 5.5% in 2018. Most investments will focus in the manufacturing and service sectors. On the other hand, the government will continue to promote domestic investment and the growth of Small and Medium Enterprises (SMEs), especially knowledge-based businesses and value-added products and services.

政府公共工程的推动，预期将持续带动私人投资，市场资金流动需求预期将会提升。而历经油价与国内外经济局势激荡之后，马币终于回稳。因逢大选年，2018 年国家经济走势在选后可望逐渐明朗。

## 2. 财务摘要

截至 2017 年 12 月 31 日财务年，本社收入提高 13.43%，从 2016 年的 RM14,386,920 增至 RM16,319,330。收入增加的主要贡献者是贷款应收账款项利息收入共计 RM8,042,146、于执照金融机构存款利息收入计 RM3,090,747、股息收入共 RM3,965,989，以及租金收入计 RM900,000。贷款应收账款项利息提高，是由于本社以政府提供优厚贷款推行中小企业贷款计划后，本社贷款组合大幅度增加所致。本社税后盈利从截至 2016 年 12 月 31 日财务年的 RM5,162,743 增至 2017 年的 RM5,870,730。

The implementation of public projects is expected to continue spur private investment and increase demand for market liquidity. The ringgit is gaining strength following the decline in oil prices and external economic turbulence. As this is an election year, the outlook of the nation's economy will be clearer after the election.

## 2. FINANCIAL HIGHLIGHTS

For the financial year ended 31 December 2017, the Koperasi chalked up a 13.43% increase in revenue to RM16,319,330 in 2017 from RM14,386,920 in the previous year. The main contributors to the increased revenue were interest income totaling RM8,042,146 from loan receivables; interest income totaling RM3,090,747 from deposits with licensed financial institutions; dividend income totaling RM3,965,989, and rental income of RM900,000. The higher interest income from loan receivables was due to the substantial increase in the Koperasi loan portfolio following the implementation of the SME Loan Scheme funded soft loans from the government. The Koperasi's profit after tax moderated to RM5,870,730 in 2017 from RM5,162,743 registered in the financial year ended 31 December 2016 as a result of increased expenses related to the Koperasi's on-going transformation exercise.

截至 2017 年底，本社集团资产总额提高 20%，从 2016 年的 RM266,619,805 增至 2017 年的 RM320,572,434。资产总额的大幅度增加主要是由于本社在 2016 年及 2017 年推行总值 RM150,000,000 的中小企业贷款计划所致。在检讨年内，应收总贷款从 2016 年的 RM104,299,127 增至 RM120,062,552。社员基金则从 2016 年的 RM125,524,822 增至 2017 年底的 RM129,029,937；社员股本从 2016 年的 RM62,429,827 增至 2017 年的 RM62,967,979；每股净有形资产从 2016 年的 RM2.55 增至 2017 年的 RM2.58。

截至 2017 年 12 月 31 日，本社社员共计 60,220 名，而 2016 年底则是 60,487 名。

### 3. 股息

董事部欣然建议对截至 2017 年 12 月 31 日财务年派发 4.5% 免税股息予合格社员，总计 RM2,794,813。以上股息有待本社即将举行的年度代表大会及必要时有关当局批准。

At the end of 2017, the Group's total assets significantly increased by 20% to RM320,572,434 in 2017 from RM266,619,805 in 2016. The marked increase in total assets was mainly attributable to the continued implementation of the RM150 million Small and Medium Enterprises Loan Scheme (SME Loan Scheme) in 2017. Total loan receivable increased to RM120,062,552 in the year under review from RM104,299,127 in 2016. Total members' funds, rose to RM129,029,937 in 2017 from RM125,524,822 in 2016. Members' share capital increased to RM62,967,979 at end of 2017 from RM62,429,827 in 2016. The net tangible asset (NTA) per share increased to RM2.58 in 2017 from RM2.55 at the end of 2016.

The Koperasi's membership as at 31 December 2017 totaled 60,220 as compared with 60,487 in 2016.

### 3. DIVIDEND

The Board is pleased to recommend the payment of a 4.5% tax exempt dividend approximately totaling RM2,794,813 in respect of the financial year ended 31 December 2017. The above dividend is subject to the approval by delegates at the Koperasi's forthcoming Annual General Meeting, and the relevant authorities, if necessary.

本社已全面落实电子股息支付系统。因此，如社员未向本社提供把银行户头号码以便电子股息支付，或已提供银行户头号码但因任何原因而无法进行电子支付股息的社员，上述股息将转为社员缴足股份（不足 RM1 者舍弃之）。

#### 4. 投资

##### 4.1 挂牌和无挂牌投资

截至 2017 年底，本社的投资组合包含挂牌和无挂牌股票、私人债务证券、以及由外部资产管理公司持有的现金等，总值 RM73,878,676；而 2016 年底的投资总值 RM57,635,896。本社的投资符合 1993 年合作社法令和 2010 年合作社准则（投资），并且获得马来西亚合作社委员会批准。本社部分的投资组合由本社自行管理，其余的投资基金则由外部资产管理公司按照各别的投资管理合约条款管理。

The Koperasi has fully implemented the e-dividend payment system in line with the directive of Bank Negara Malaysia. Hence, the above dividends will be converted and capitalized into fully paid-up shares (fraction of the ringgit to be rounded down) to the share accounts of members who have not furnished their bank account numbers to the Koperasi for e-dividend, or members who have provided their bank account to the Koperasi but the dividend cannot be effected electronically due to whatsoever reasons.

#### 4. INVESTMENTS

##### 4.1 Quoted and Unquoted Investment

The Koperasi's investment portfolio comprising quoted and unquoted shares, private debt securities, and cash held by external asset management companies was valued at RM73,878,676 at the end of 2017 as compared to RM57,635,896 at the end of 2016. These investments are in compliance with the Co-operative Societies Act, 1993 and the Co-operative Societies Guidelines (Investment) 2010 and approved by the Commission of Co-operative Societies of Malaysia. The Koperasi manages a portion of its investment portfolio by itself. The remaining portion of the Koperasi's investment funds continues to be managed by external asset management companies in accordance with the terms of the respective investment management agreements.

#### **4.2 投资物业**

2017 年本社继续从本社于吉打州居林购置的产业获取每月 RM75,000 的租金。本社共投资 RM15,000,000 购置此项产业（包含永久拥有权的土地和建筑物）。

#### **4.3 可赎回优先股的投资**

在 2015 年，本社认购物业发展公司—联达发展私人有限公司 15,000,000 单位累计可赎回优先股（每股面值 RM1.00）。此投资提供每年 8% 保证股息回酬，并以公司及个人担保及出让该公司发展的商业单位为抵押。截至 2017 年 12 月 31 日，本社从此项投资获得共计 RM2,400,000 的担保股息。

在检讨中财务年内，本社也认购物业发展公司— Temasek Regal Capital Sdn. Bhd. 25,000,000 单位累计可赎回优先股（每股面值 RM1.00）。此投资提供每年 8% 保证股息回酬，并以公司担保及出让该公司发展的商业单位为抵押。截至 2017 年 12 月 31 日，本社从此项投资获得共计 RM1,000,000 的担保股息。

#### **4.2 Investment Property**

The Koperasi continues to receive a monthly rental of RM75,000 in 2017 from a logistics company which has leased the Society's industrial property located in Kulim, Kedah. The Koperasi had invested RM15 million in the said property which comprises freehold land and building.

#### **4.3 Cumulative Redeemable Preference Shares (CRPs)**

In the year 2015, the Koperasi subscribed to a total of 15,000,000 units of Cumulative Redeemable Preference Shares (CRPs) of RM1.00 each with a guaranteed dividend of 8% in Lien Dak Development Sdn Bhd, a property developer. The investment is secured by a corporate and personal guarantee and the assignment of commercial units developed by the Company. As at 31 December 2017, the Koperasi has received guaranteed dividend amounting to RM2.4 million from this investment.

During the year under review, the Koperasi subscribed to a total of 25,000,000 units of Cumulative Redeemable Preference Shares (CRPs) of RM1.00 each with a guaranteed dividend of 8% in Temasek Regal Capital Sdn. Bhd., a property developer. The investment is secured by a corporate and personal guarantee and the assignment of commercial units developed by the Company. As at 31 December 2017, the Koperasi has received guaranteed dividend amounting to RM1 million from this investment.



## 5. 社会发展

### 5.1 贷学金

在检讨中财务年内，学生对海外高等教育融资需求增加。2017年发放的贷学金数额从2016年的RM3,417,500增至RM7,127,451。自本社1981年创立以来，截至2017年底，共计约RM255,098,493，惠及社员-学生共11,772人。截至2017年12月31日，尚未偿还贷款共RM31,581,071，上个财务年共计RM32,362,219。

为了提高学生对本社贷学金的需求，本社已创新包装各项贷学金计划，包括放宽贷款条件和提高贷款额。

### 5.2 1个马华青年微型贷款计划

1个马华青年微型贷款计划的主要目的是为自创的企业和需要小额贷款应急的社员提供财务援助，进而扩大大社的贷款覆盖范围。在此计划下，被批准的申请者可获得RM5,000至RM50,000的贷款扩展业务；贷款年利率为4%，最高摊还期为5年。在检讨中财务年内，尚未

## 5. KOPERASI'S DEVELOPMENTS

### 5.1 Education Loans

During the year under review, the Koperasi's education loan activities increase in demand for financing for higher education in overseas. Total education loans disbursed during the year amounted to RM7,127,451 as compared to RM3,417,500 recorded in 2016. The aggregate education loans provided by the Koperasi since its inception in year 1981 until the end of 2017 amounted to about RM255,098,493 benefiting a total of 11,772 member-students. Outstanding loans to students, after bad and doubtful debts provisions, fell to RM31,581,071 in 2017 from RM32,362,219 at 31 December 2016.

In an effort to enhance the demand for education loans, the Koperasi has repackaged its education loan schemes, including the easing of terms and conditions and the increase of loan margins to qualified applicants.

### 5.2 1MCA Micro Credit Scheme for Youth

The main objective of the 1MCA Micro Credit Scheme for Youth is to expand the Koperasi's loan coverage by assisting needy members to tide over short term financial burden by providing financial assistance for self-sustaining business ventures and members who need a small loan during critical times. Under the scheme, successful applicants may receive loan ranging from RM5,000 to RM50,000 for business expansion at an

摊还的贷款共 RM7,459,078；而上个财务年的金额为 RM8,417,471。

### **5.3 杂货店转型 (TUKAR) / 修车厂现代化 (ATOM) 计划**

本社是全国获得政府委托和指定推行 TUKAR 和 ATOM 计划的首家华裔合作社，以提供贷款给合格的参与者。TUKAR 的宗旨是将传统零售商和杂货店现代化，以提高他们的竞争力，应付超市和霸市对传统零售业带来的日益重大的威胁。修车厂现代化计划 (ATOM) 的宗旨也是要将国内目前缺少组织的传统修车厂行业现代化。

在 2014 年，本社获得马来西亚合作社委员会提供 RM5,000,000 周转基金，继续落实 TUKAR 和 ATOM 计划。

在检讨中财务年底，本社在杂货店转型和修车厂现代化计划下，共批准 3 项杂货店转型计划贷款申请，发放金额分别是 RM210,000 和 2 项修车厂现代化计划申请，发放金额 RM170,000。在 2017 年底，尚

average interest rate of 4% per annum with the maximum repayment period of five years. During the year under review, the loan receivable under the scheme amounted to RM7,459,078 as compared with RM8,417,471 previously.

### **5.3 Small Retailer Transformation (TUKAR) / Automotive Workshop Modernisation (ATOM) Programme**

The Koperasi is the first Chinese-based cooperative society in the nation to be entrusted and designated to provide loans to eligible participants of TUKAR and ATOM from the Chinese community. TUKAR is aimed at transforming traditional retailers and grocery shops to enhance their competitiveness in the face of the increasing threat brought by supermarkets and hypermarkets. The objective of the ATOM is to transform the automotive service and repair sector that is currently less organized.

In 2014, the Koperasi received a RM5 million revolving fund from the Malaysia Co-operative Societies Commission (SKM) to continue the implementation of TUKAR and ATOM programme.

For the year under review, the Koperasi approved 3 loans to eligible applicants amounting to RM210,000 to TUKAR participants and 2 loans amounting to RM170,000 for ATOM participants respectively. Loan receivable under the TUKAR and ATOM programme at the end of the 2017 financial year totaled RM5,767,033 compared with

未偿还的贷款共计 RM5,767,033；而上个财务年是 RM6,123,261。

#### **5.4 自立合作社中小企业贷款计划**

2015 年，本社与马来西亚财政部签订贷款合约，由财政部向本社提供 RM50,000,000 贷款，以推行《自立合作社华裔中小企业贷款计划》。此限期 12 年的贷款包含 9 年宽限期及从第 10 年开始的 3 年摊还期。贷款目的是扶持华裔中小企业创造商机，进而提升国家的国内生产总值，协助国家迈向经济转型计划下的高收入经济体的愿景。在本社的华裔中小企业贷款计划下，合格申请者可获得 RM50,000 至 RM500,000 的贷款，年利率为 4% 平率。

本社中小企业贷款计划成功推出，全部 RM50,000,000 贷款批准及发放给合格申请者。于 2016 年及 2017 年，政府以同样的条件为本社提供第二笔 RM50,000,000 和第三笔 RM50,000,000 贷款，继续推行中小企业贷款计划。此项贷款计划自 2015 年 6 月推行后，获得社员踊跃响应。截至 2017 年底，本社共批准申请者 588

RM6,123,261 previously.

#### **5.4 KOJADI Small and Medium Enterprises Scheme (SME Loan Scheme)**

In 2015, the Koperasi entered into a loan agreement with the Ministry of Finance for a RM50 million loan to the Koperasi to implement the KOJADI SME Loan Scheme for the Chinese community. The loan has a tenure of 12 years comprising a 9-year grace period and a 3-year repayment period from the 10th year onwards. The facility is aimed at assisting Chinese SME operators to create opportunities enhance the nation's Gross Domestic Product and to move the nation towards the vision as a high income economy in line with the goals of the Economic Transformation Programme. Eligible applicants under the scheme may obtain financing from RM50,000 to a maximum margin of RM500,000 at a flat interest rate of 4% per annum.

Following the successful implementation of the KOJADI SME Loan Scheme with the RM50 million soft loan fully approved and disbursed to qualified applicants, the government provided a second tranche of RM50 million and third tranche of RM50 million soft loan on similar terms to the Koperasi in 2017 to continue the implementation of the scheme which had received overwhelming response from members since the scheme was launched in June 2015. As at end of December 2017, a

位，批准贷款总计 RM107,150,000。获批准的申请者来自全国各地包括沙巴和砂拉越的制造业及服务业的中小企业者。

鉴于本社对自立合作社华裔中小企业贷款计划的妥善管理，马来西亚财政部于 2018 年财政预算案宣布提供第四笔 RM50,000,000 贷款予本社，以继续推行本社的中小企业贷款计划。本社已致函财政部，跟进发放此笔贷款予本社。

有了政府提供的融资，本社不仅能扩大贷款组合和盈利能力，更重要是帮助本社发挥具体作用，履行本社作为合作社的社会责任，对社会和国家的经济和社会发展作出贡献。

### **5.5 成立子公司**

在检讨中财务年内，以下独资子公司未有任何运作：

- 自立管理服务私人有限公司
- 自立资产管理私人有限公司
- 自立电子钱包私人有限公司

total of 588 applications were approved with an aggregate loan amount of RM107,150,000. Applicants approved comprised SME in both manufacturing and service sectors and from every parts of the country, including Sabah and Sarawak.

In recognition of the Koperasi's sound management of the SME Loan Scheme, the Ministry of Finance Malaysia announced a fourth tranche of RM50 million loan in the 2018 budget to KOJADI to continue implementing the SME Loan Scheme. The Koperasi has applied to the Ministry of Finance to release the latest loan for the Koperasi.

With the financing provided by the government, the Koperasi will not only be able to enlarge its loan portfolio and profitability but more importantly is for the Koperasi to play a concrete role in discharging its co-operative social responsibility by contributing to the economic and social development of the community and nation.

### **5.5 Formation of subsidiary companies**

During the financial year under review, the Koperasi has yet to commence any operation of the subsidiaries:

- KOJADI Management Services Sdn. Bhd.
- KOJADI Assets Management Sdn. Bhd.
- KOJADI eWallet Sdn. Bhd.

董事部将在适当时候，开始以上子公司的运作。

### **5.6 自立合作社物业贷款及个人贷款计划**

自本社 2016 年年度社员代表大会通过推行自立合作社物业贷款计划与个人贷款计划后，有关当局已批准上述计划，以迎合社员的需求和扩大本社的贷款组合及贷款产品系列。

在检讨中财务年内，本社已发放 RM2,000,000 的物业贷款。

### **5.7 合作社银行转型建议**

本社 2015 年年度代表大会通过本社转型为国内少数合作社银行的提案后，本社在委聘的咨询、马来西亚合作社委员会及其他现成合作社银行的协助下，展开积极的筹备工作。本社已于 2016 年 4 月，向马来西亚合作社委员会提呈业务计划。本社的转型计划是一项耗时的过程，本社需要处理合作社金融业务的许多方面，例如运作系统、资讯和通讯技术及人力需求等等。本社在适当时，向社员报告转型计划的最新发展。

Efforts are being made to commence the operation of the above subsidiaries as and when the Board of Directors deems appropriate.

### **5.6 KOJADI Property Loan and Personal Loan Schemes**

Following the approval by the 2016 Annual General Meeting, the Koperasi has applied to the relevant authorities to officially launch a property loan scheme and a personal loan scheme to cater to the needs of its members and to expand its loan product range.

During the year under review, the Society approved a loan up to RM2 million for the property loan.

### **5.7 Proposed Transformation to Co-op Bank**

Since the proposed transformation of the Koperasi to one of the handful co-operative banks in the country was approved by delegates at the 2015 Annual General Meeting, the Koperasi had been working vigorously to achieve the objective with the assistance of an appointed consultant and the Malaysia Co-operative Societies Commission (SKM). The Koperasi officially submitted a business plan to the SKM in April 2016. The transformation is a time consuming process as many areas need to be addressed by the Koperasi, such as operating systems, ICT infrastructure, and talent requirement. The Koperasi will update members on the progress of the exercise from time to time.

## 6. 股份偿还基金

在检讨中的财务年内，本社共批准 924 份股份偿还申请，批准款额共计 RM1,694,161。本社设立此基金的宗旨是让年老及有迫切经济需要的社员赎回在本社的股金。

董事会建议为截至 2017 年 12 月 31 日财务年从净盈利中拨出 RM2,000,000 以及从法定储备金中拨出 RM600,000 供社员退股用途。

## 7. 社员抚恤金计划

在检讨中的财务年内，本社共收到并批准 63 份社员抚恤金计划申请，抚恤金额共计 RM12,600。此计划是在本社的社员福利基金下创立，目的是为合格的已故社员家属提供一次性的抚恤金。

本社社员抚恤金计划在 2010 年成立以来，截至 2017 年底共批准 582 项申请，发放 RM220,402.40 给合格已故社员的受益人。在此项计划下，合

## 6. SHARE REDEMPTION FUND

During the year under review, the Koperasi approved a total of 924 applications for the Share Redemption Fund (SRF) involving an approved redeemable amount of RM1,694,161. The purpose of the SRF is to enable members to redeem their shares on grounds of old age and urgent financial needs.

For the financial year ended 31 December 2017, the Directors have proposed to allocate a sum of RM2,000,000 from the current year's net profit and RM600,000 from the Statutory Reserve Fund for share redemption purposes.

## 7. MEMBERS' BENEVOLENCE SCHEME

During the current financial year a total of 63 applications for benevolence benefit amounting to RM12,600 were received and approved under the KOJADI Members' Benevolence Scheme. Formed under the KOJADI Members Welfare Fund, the Scheme aims to provide "one-time" benevolence to the beneficiaries of an eligible deceased member.

Since the implementation of KOJADI Members' Benevolence Scheme (KMBS) in 2010, the Koperasi had approved 582 applications totaling RM220,402.40 to the beneficiaries of eligible deceased member as at end of 2017. Under the

格已故社员的家属/受益人将获得 RM200 的抚恤金。

Scheme, a sum of RM200 will be paid to the next-of-kin/ beneficiary of a qualified deceased member.

## 8. 参与各项活动简报

## 8. REPORT ON ACTIVITIES

### 8.1 表扬

本社一致妥善的业绩，继续得到表扬；被马来西亚合作社委员会列入 2017 年全国 100 家最佳合作社名榜第 33 位（2016 年名列 20 位）。本社也获列入 2017 年联邦直辖区 40 家最佳合作社名榜第 17 位。

### 8.1 Recognitions

The Koperasi's consistent and sound performance continued to be recognized as it was ranked 33rd among the Top 100 Best Co-operative Societies in Malaysia in 2017 by the SKM. The Koperasi was placed 20th in the Top 100 list in 2016. The Koperasi was also ranked 17th among the Top 40 Best Co-operative Societies in Wilayah Persekutuan.

在检讨中的财务年内，本社董事与内部稽查委员会委员及职员参与了由马来西亚全国合作社总会 (ANGKASA)，马来西亚合作社学院 (MKM) 及马来西亚合作社委员会 (SKM) 等机构所举办及安排的一系列会议、课程、研讨会和活动如下：

During the year under review, members of the Board, Internal Audit Committee and the staff participated in the following meetings, courses, seminars, and activities organized and arranged by Angkatan Koperasi Kebangsaan Malaysia Berhad (ANGKASA), Maktab Koperasi Malaysia (MKM) and Suruhanjaya Koperasi Malaysia (SKM), and etc:

- (a) 由马来西亚合作社委员会举行的 2017 年联邦直辖区全国合作社日；
- (b) 2017 年全国 100 家最佳合作社颁奖礼；

- (a) Hari Koperasi Negara 2017 peringkat Wilayah Persekutuan, SKM;
- (b) Majlis Penyampaian Profil 100 Koperasi Terbaik Di Malaysia 2017;

- (c) 与马来西亚合作社委员会讨论成立合作社银行会议;
- (d) ICA 全球峰会;
- (e) 十大经济方略研讨会
- (c) Meetings with Suruhanjaya Koperasi Malaysia for Coop bank development;
- (d) International Cooperative Alliance - Global Conference and General Assembly;
- (e) 10 Economic Strategic Direction Conference (ESD)

## 9. 展望

因应大环境改变，自立合作社自从倡议与时俱进、积极转型以来，这些年不断开发新业务、推出新服务，非常欣慰至今已经获得显着成果。

本社除将持续扮演首要贷学金提供者角色，并扩大以中小企业贷款为主的商业贷款组合之外，未来也将推出更多新贷款产品。

2016 年，我们提出「梦想连线，创新自立」主张，一方面强化自立合作社全心全意陪伴华社成长的信念，帮助学子、创业者、企业经营者实现梦想，另一方面则自我鞭策，启动创新思考和创新作法，让成立至今已 37 年的自立合作社，在网路、智能及工业 4.0 新时代中，依然挺立，并为社员创造

## 9. PROSPECTS

Since KOJADI began its business transformation to keep abreast with the changing times, it has in recent years develop new business activities and services and the efforts have brought significant results to the co-operative society.

While KOJADI continues to play its role as a premier education loan provider, it is expanding its business loan portfolio spearheaded by SME loans. It has planned to launch other new loan products in the future.

In 2016, we celebrated our 35th Anniversary with the tagline “KOJADI Connects Your Dream” to demonstrate our total determination and conviction to empower KOJADI and be a partner of growth with the community and assist aspiring students, entrepreneurs and business owners to realize their dreams. It is also a reminder for us to think and act innovatively and creatively so as to ensure the sustainability of this 37-year old co-operative society in this age of



更大的利益。

成立自立合作社银行，是本社下一个重大目标，这项任务固然艰巨，但一旦落实将为中小企业带来长远的影响，尤其协助华商提升竞争力，无论是农业、修车业、杂货业、制造业、电子商务业、服务业等领域均将受惠，成为华社经济发展强而有力的最大后盾。

此一重责大任，务须本社全体社员同心协力方可完成，包括引进专业管理人才和建置完善资讯系统，并盼社员共同投入募资，众志成城。

除此以外，本社亦将持续与更多合作夥伴配合，推展新贷款产品，增加收益。

自立合作社受政府信任委托，运用1亿5千万令吉贷款推行华裔中小企业贷款计划；并一再荣获大马合作社委员会评选为

internet, artificial intelligence and 4.0 Industrial Revolution, and to create more value to our members.

The transformation to a co-operative bank is our next major goal. It is a daunting task for us to achieve. Nevertheless, we believe that the successful transformation will bring significant effects and benefits to the business community in the country, especially Chinese-owned SMEs in terms of enhancement of this competitiveness in the various sectors such as agriculture, automotive service industry, retail, manufacturing, e-commerce and services. This will provide a strong backup for the economic development of the community.

This is important task can only be achieved with the concerted efforts and support by all KOJADI members. In addition, we need to recruit professionals and to set up sound information and communication technology infrastructure. In this aspect, we hope members can actively contribute towards the society's investment in this transformation project.

In addition, we will continue to work together with our business partners and introduce new loan products to enlarge our earning base.

The aggregate RM150 million soft loan provided by the government to KOJADI to fund the KOJADI Small and Medium Enterprises Loan Scheme reflects the trust and confidence placed in KOJADI .

2017年百强合作社之一，这些都是对自立合作社的肯定与鼓励，董事部同仁不以此自满，定当自我惕厉，迎向新挑战。

## 10. 致谢

我谨代表董事部感谢全体社员、大会代表、各区联委会成员向来对董事部的坚定信任和鼎力支持。本社也衷心感谢珍贵的企业伙伴、银行界、融资机构、咨询顾问及全体与本社有关的利益相关者。同时本社也由衷感激有关当局，特别是马来西亚合作社委员会、国内贸易、合作社及消费部、财政部和其他相关政府部门给予本社宝贵的指教与合作。董事部也万分感谢本社管理层及全体职员对本社忠于职守的奉献精神及对对本社成长所作的贡献。

Our performance as a co-operative society has also be duly recognized as KOJADI has been ranked by the Malaysia Co-operative Societies Commission as one of the top 100 co-operatives in the country in the year 2017. However, the KOJADI Board is not complacent and we are mindful to constantly excel and take on new challenges ahead.

## 10. APPRECIATION

On behalf of the Board, I sincerely thank our valued members, delegates, and members of the Liaison Committees for their unyielding confidence and support towards KOJADI. Our sincere appreciation also goes to all our valued business partners and associates, bankers, financiers, consultants and all stakeholders who are in one way or another connected to KOJADI. To all relevant authorities in particular, the Malaysia Co-operatives Societies Commission, Ministry of Domestic Trade, Co-operatives and Consumerism, the Ministry of Finance, and other relevant ministries, we thank them for their assistance, guidance and co-operation. We also wish to thank the Management and employees for their commitment and dedication that have contributed to KOJADI's sustained growth and performance.

最后，我感谢董事部同仁及马华公会过去一年来对我们的宝贵支持、贡献，协助我们得以履行我们的承诺。

**奉董事部之命**



拿督黄炳火  
主席

日期：2018年4月26日  
吉隆坡

Last but not least, thanks to my fellow members of the Board and the MCA for their invaluable support and teamwork throughout the year to ensure that we deliver our promises.

**By Order of the Board**



**(DATUK NG PENG HAY)**  
Chairman

Dated : 26 April 2018  
Kuala Lumpur

## 损益及其他全面收益表

截至2017年12月31日财务年

### STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017

		本集团 The Group		本社 The Koperasi	
		2017 RM	2016 RM	2017 RM	2016 RM
收入	Revenue	16,319,330	14,386,920	16,319,330	14,386,920
其他营业收入	Other operating income	498,648	856,520	498,648	856,520
		16,817,978	15,243,440	16,817,978	15,243,440
行政开销	Administrative expenses	(8,048,387)	(8,032,004)	(8,048,387)	(8,032,004)
其他营业开销	Other operating expenses	(3,806,237)	(2,103,978)	(3,790,228)	(2,103,978)
营业盈利	<b>Operating profit</b>	4,963,354	5,107,458	4,979,363	5,107,458
出售投资盈利	Gain on disposal of investments	891,367	55,285	891,367	55,285
税前盈利	<b>Profit before tax</b>	5,854,721	5,162,743	5,870,730	5,162,743
所得税开销	Income tax expense	-	-	-	-
税后盈利	<b>Profit after tax</b>	5,854,721	5,162,743	5,870,730	5,162,743
法定分配: 15% (2016:15%)	<b>Statutory appropriations:15% (2016:15%)</b>				
- 拨入法定储备金:	- Transfer to Statutory Reserve Fund:	(704,488)	(619,529)	(704,488)	(619,529)
- 捐款予合作社教育信托基金: 2% (2016:2%)	- Contribution to the Co-operative Education Trust Fund:2% (2016:2%)	(117,415)	(103,255)	(117,415)	(103,255)
- 捐款予合作社发展信托基金: 1% (2016:1%)	- Contribution to the Co-operative Development Trust Fund:1% (2016:1%)	(58,707)	(51,627)	(58,707)	(51,627)
法定分配后盈利	<b>Profit after statutory appropriations</b>	<b>4,974,111</b>	<b>4,388,332</b>	<b>4,990,120</b>	<b>4,388,332</b>

## 损益及其他全面收益表

截至2017年12月31日财务年（续）

### STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2017 (CONT'D)

		本集团 The Group		本社 The Koperasi	
		2017 RM	2016 RM	2017 RM	2016 RM
法定分配后盈利(续)	<b>Profit after statutory appropriations (cont'd)</b>	4,974,111	4,388,332	4,990,120	4,388,332
建议股息	Proposed Dividend	(2,794,813)	(2,301,897)	(2,794,813)	(2,301,897)
转拨至股份偿还基金	Transfer to Share Redemption Fund	(2,000,000)	(1,400,000)	(2,000,000)	(1,400,000)
分配后盈利	<b>Profit after appropriations</b>	179,298	686,435	195,307	686,435
非营业调整	Non Operating Adjustment				
- 往年股息过度拨备	- Over provision of dividend in prior year	48,087	21,177	48,087	21,177
非营业调整后盈利	<b>Profit after non operating adjustment</b>	227,385	707,612	243,394	707,612
其他全面收入/(开销)	Other Comprehensive Income/(Expense)	420,505	(1,410,975)	420,505	(1,410,975)
全面收入/(开销)总额	<b>Total Comprehensive Income/(Expense)</b>	<b>647,890</b>	<b>(703,363)</b>	<b>663,899</b>	<b>(703,363)</b>

此报表不符合马来西亚财务报告准则，但符合马来西亚合作社委员会根据1993年合作社法令所发出的准则及指示。

This statement is not in compliance with the Malaysian Financial Reporting Standards (MFRS). However, it complies with the SKM Guidelines and directives issued by the Malaysia Co-operative Societies Commission pursuant to the Co-operative Societies Act, 1993.

## 财务状况表

于2017年12月31日

### STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2017

		本集团 The Group		本社 The Koperasi	
		2017 RM	2016 RM	2017 RM	2016 RM
<b>资产</b>	<b>Assets</b>				
非流动资产	<b>Non-current assets</b>				
投资子公司	Investments in subsidiaries	-	-	6	6
厂房及设备	Plant and equipment	1,305,515	1,327,587	1,305,515	1,327,587
投资物业	Investment property	14,220,959	14,420,321	14,220,959	14,420,321
投资	Investments	73,878,676	57,635,896	73,878,676	57,635,896
应收贷款	Loan receivables	86,016,574	75,389,310	86,016,574	75,389,310
中央流动性基金纳款	Contribution to Central Liquidity Fund	624,299	598,479	624,299	598,479
		<b>176,046,023</b>	<b>149,371,593</b>	<b>176,046,029</b>	<b>149,371,599</b>
法定储备金	<b>Statutory reserve fund</b>				
存款于执照金融机构	Deposits with licensed financial institutions	11,719,505	11,466,241	11,719,505	11,466,241
流动资产	<b>Current assets</b>				
应收贷款	Loan receivables	29,157,740	25,864,225	29,157,740	25,864,225
其他应收账款	Other receivables	1,385,977	1,404,314	1,385,977	1,404,314
存款于执照金融机构	Deposits with licensed financial institutions	92,538,137	65,825,740	92,538,137	65,825,740
现金及银行结余	Cash and bank balances	9,725,052	12,687,692	9,725,046	12,687,686
		<b>132,806,906</b>	<b>105,781,971</b>	<b>132,806,900</b>	<b>105,781,965</b>
<b>资产总额</b>	<b>Total assets</b>	<b>320,572,434</b>	<b>266,619,805</b>	<b>320,572,434</b>	<b>266,619,805</b>

## 财务状况表

于2017年12月31日 (续)

### STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2017 (CONT'D)

		本集团 The Group		本社 The Koperasi	
		2017 RM	2016 RM	2017 RM	2016 RM
权益及负债	<b>Equity and Liabilities</b>				
本社社员应估权益	<b>Equity attributable to Members of the Koperasi</b>				
股本	Share capital	62,967,979	62,429,827	62,967,979	62,429,827
资本储备	Capital reserve	5,785,987	5,785,987	5,785,987	5,785,987
偿还股本	Share capital redeemed	40,303,185	38,609,024	40,303,185	38,609,024
未分配盈利	Unappropriated profit	3,980,662	3,753,277	3,996,671	3,753,277
股份偿还基金	Share redemption fund	2,421,088	1,400,000	2,421,088	1,400,000
红股偿还基金	Bonus share redemption fund	3,513,155	3,777,180	3,513,155	3,777,180
股息均等基金	Dividend equalisation fund	3,221,831	3,221,831	3,221,831	3,221,831
社员教育基金	Members' education fund	4,022,519	4,075,020	4,022,519	4,075,020
社员福利基金	Members' welfare fund	523,217	602,867	523,217	602,867
公允价值储备	Fair value reserve	2,290,314	1,869,809	2,290,314	1,869,809
<b>社员基金总额</b>	<b>Total members' funds</b>	<b>129,029,937</b>	<b>125,524,822</b>	<b>129,045,946</b>	<b>125,524,822</b>
法定储备金	Statutory reserve fund	11,719,505	11,466,241	11,719,505	11,466,241
发展补助	Development grants	21,810,214	22,291,552	21,810,214	22,291,552
非流动负债	<b>Non-current liability</b>				
政府机构贷款	Loan from government agency	150,000,000	100,000,000	150,000,000	100,000,000
流动负债	<b>Current liability</b>				
其他应付账款及应计费用	Other payables and accruals	8,012,778	7,337,190	7,996,769	7,337,190
<b>权益及负债总额</b>	<b>Total equity and liability</b>	<b>320,572,434</b>	<b>266,619,805</b>	<b>320,572,434</b>	<b>266,619,805</b>



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# AFFILION KEY SERVICES

## 1

### DIGITAL & INNOVATION

- Identify future opportunities and charting growth within this sector
- Digital strategy to drive growth opportunities; digital destination, digital vision, right path, cross functional (business and organization)
- Product and service innovation
- ICT strategy
- Digital Roadmap
- Validation and Adoption Strategy
- Apply Design Thinking methodology to help you to innovate new ideas in products, systems, processes, or policies development that are people centric and needs based

## 2

### DATA

- Data driven strategy to achieve competitive advantage and performance improvement
- Define needs for data analytics, interpretation of outcomes and translate into business ideas, resolutions, operation improvement and decision making.
- Data driven research for government policy or blue print formulation
- Customers' driven analytics

## 3

### INDEPENDENT & CO-LIVING

- Business model development incorporating our key strength in Corporate Finance & Advisory
- Market entry study
- In depth market research, trend analysis and forecast, customer centric plan and proposal
- Independent Living: Partnering Bridge Advisory
- Co-Living: An up and coming concept as a new asset class to developers

## 4

### CORPORATE ADVISORY

- Capital structuring
- Corporate development advisory
- Financial modelling, planning, valuation
- Project management
- Privatization and Public-Private partnership
- M&A, fund raising, business partnering
- Due diligence
- Creativity & Innovation
- Design Thinking

## 5

### OTHER SERVICES

- Business & Strategic Planning
- Market Entry & Feasibility Studies
- Marketing Strategy
- New Product Development
- Transformation

#### Operations

- Operation Consulting
- Project Management
- Strategic Sourcing & Supply

#### Organization Coaching

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LD LEGENDA Housing Developer License No - L2006KP9HD01852, Validity Period 14.01.2016 - 13.01.2020. Advertisement and Sales Permit No - P2319KP9HD01852, Validity Period 14.01.16 - 13.01.2020. Expected date of completion - December 2018. Land Tenure - Expiry date 31.12.2798. Selling price from RM187,100.00. Total units of SOHO - 569. Building Plan Approving Authority - Dewan Bandaraya Kuching Utara. Building Plan Approval No - DBKU1672015. Disclaimer: All information and illustrations contained herein are subject to change as required by the relevant authorities and/or the developer's architect and cannot form part of an offer or contract. Whilst every care is taken in providing this information, the owner, developer and managers cannot be held liable for variations. All illustrations and pictures are artist's impression only. The terms are subject to variations, modifications and substitution as may be recommended by the Company's consultant and for relevant Approving Authorities.



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