

Headline	GLCs generally lag behind big private companies		
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In our previous issue, we did an analysis of the compensation paid to the boards of directors (BODs) in Malaysia relative to the financial performance of their companies.

This week, we zero in on CEO compensation for 2017.

We define the CEO loosely as the highest-paid person on the board of a company. It can be the executive or non-executive chairman, deputy executive chairman, managing director, executive director, or even a non-executive director.

Remuneration is based on what the highest-paid member of the board of directors (including non-executives) for the listed company gets. Where remuneration is disclosed as a band, the upper limit is taken.

As in the case of BODs, we have combined the profit after tax and minority interest (PATMI) and return on capital employed (ROCE) of a company and factored it against its CEO compensation to come up with the CEO Performance Score Index.

If a CEO gets a higher score on the performance index, relative to his peers, it means the company he works for is getting a bigger bang for the buck, so to speak.

To help define which CEOs deserve the pay they get, we have computed both the average and median scores. Those who score higher than median can be said to deserve their compensation.

The following are some notable findings:

The median remuneration of all CEOs is RM0.95 million a year while the average is RM2.28 million a year.

For the 40 non-GLCs with the highest CEO compensation pack-

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Remuneration of CEOs by industry

Sorted by average

REMUNERATION OF CEO (HIGHEST-PAID BOD MEMBER)		
	AVERAGE (\$M MRL)	MEDIAN (\$M MRL)
GAMING	17.87	1.70
CONGLOMERATES	13.86	3.55
FINANCE (BANKING)	8.14	6.85
TELECOMMUNICATIONS	5.44	1.04
FINANCE (NON-BANKS)	4.20	1.81
OIL AND GAS	3.93	1.53
TRANSPORT AND LOGISTICS	3.64	0.78
HEALTHCARE	3.19	0.88
PROPERTY	3.11	1.45
UTILITIES	2.36	0.56
PLANTATION	2.12	1.27
CONSTRUCTION	1.90	1.07
AUTOMOTIVE	1.82	0.73
MEDIA	1.70	0.78
STEEL	1.54	1.16
CONSUMER	1.35	0.91
INDUSTRIAL PRODUCTS	1.31	0.85
SERVICES	1.15	0.73
BUILDING MATERIALS	1.03	0.60
HOSPITALITY	0.95	0.94
MINING	0.90	0.87
TECHNOLOGY	0.60	0.48
INVESTMENT HOLDING	0.34	0.30

Sorted by median

REMUNERATION OF CEO (HIGHEST-PAID BOD MEMBER)		
	AVERAGE (\$M MRL)	MEDIAN (\$M MRL)
FINANCE (BANKING)	8.14	6.85
CONGLOMERATE	13.86	3.55
FINANCE (NON-BANKS)	4.20	1.81
GAMING	17.87	1.70
OIL AND GAS	3.90	1.53
PROPERTY	3.11	1.45
PLANTATION	2.11	1.27
STEEL	1.54	1.16
CONSTRUCTION	1.90	1.07
TELECOMMUNICATIONS	5.44	1.04
HOSPITALITY	0.95	0.94
CONSUMER	1.33	0.90
HEALTHCARE	3.19	0.88
MINING	0.90	0.87
INDUSTRIAL PRODUCTS	1.31	0.85
TRANSPORT AND LOGISTICS	3.88	0.80
MEDIA	1.70	0.78
SERVICES	1.19	0.75
AUTOMOTIVE	1.82	0.73
BUILDING MATERIALS	1.03	0.60
UTILITIES	2.36	0.56
TECHNOLOGY	0.60	0.48
INVESTMENT HOLDING	0.34	0.30

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Which CEOs deserve their compensation?

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ages, the median is RM10.42 million while the average is RM21.3 million.

For 42 GLCs, the median remuneration is RM1.8 million and the average is RM3.8 million.

This means the GLCs' CEO compensation is generally low compared with that of the biggest non-GLC companies.

The bands of remuneration of Bursa-listed companies are:

- >RM10 million**
— 25 individuals
- >RM5 million < RM10 million**
— 41 individuals
- >RM1 million < RM5 million**
— 362 individuals
- <RM1 million**
— 445 individuals

The highest-paid CEOs were Tan Sri Lim Kok Thay of Genting Bhd (RM168 million) and Tan Sri Shahril Shamsuddin of Sapura Energy Bhd (RM71.9 million). They were remunerated way above everyone else (see **40 highest-paid CEOs (non-GLCs)** table).

The next group of highly paid CEOs includes Dr Tan See Leng of IHH Healthcare Bhd (RM33.9million). (See **Remuneration of CEOs of government-linked compa-**

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40 highest-paid CEOs (non-GLCs), sorted by company score

(Based on annual reports for the financial years 2014 to 2017)

loss-making companies

COMPANY NAME	COMPANY SCORE (%)	CEO PERFORMANCE INDEX	2017 REMUNERATION OF CEO (RM '000)	NAME OF CEO (HIGHEST-PAID BOD MEMBER)*	APPOINTMENT DATE	AGE	INDUSTRY
SKP RESOURCES BHD	87.18	2.67	6,950	Datuk Gan Kim Huat	Dec 3, 2002	70	Industrial products
V.S. INDUSTRY BERHAD	72.34	2.63	6,300	Datuk Beh Kim Ling	Aug 4, 1982	59	Industrial products
AIRASIA GROUP BHD	70.71	6.91	23,500	Tan Sri Dr Anthony Francis Fernandes	Nov 6, 2013	54	Transport and logistics
SCIENTEX BHD	58.04	3.28	10,882	Lim Peng Jin	Nov 6, 2001	50	Industrial products
EKOVEST BHD	49.51	0.12	13,100	Tan Sri Lim Kang Hoo	Nov 22, 2010	62	Construction
ISKANDAR WATERFRONT CITY BHD	45.95	0.26	7,992	Wong Khal Shivan	June 17, 2015	36	Property
ECO WORLD DEVELOPMENT GROUP	44.22		9,700	Datuk Chang Khim Wah	Dec 12, 2013	53	Property
WESTPORTS HOLDINGS BHD	38.48	9.03	10,603	Tan Sri Gnanalingam Gunanth Lingam	Jan 1, 2009	73	Transport and logistics
DIALOG GROUP BHD	37.51	4.57	7,150	Tan Sri Dr Ngau Boon Keat	Jan 2, 1990	69	Oil and gas
GUAN CHONG BHD	37.10	2.25	6,941	Hia Cheng	Jan 8, 2005	53	Industrial products
ASTRO MALAYSIA HOLDINGS BHD	35.67	10.15	13,168	Datuk Rohana Rozhan	March 21, 2011	55	Media
MAXIS BHD	33.39	9.86	31,803	Morten Lundal	Oct 1, 2013	53	Telecommunications
IGB BHD	25.34	0.33	19,550	Datuk Seri Robert Tan Chung Meng	Dec 8, 2014	65	Conglomerates
MATRIX CONCEPTS HOLDINGS BHD	25.23	2.82	8,850	Datuk Lee Tian Hock	Apr 2, 2012	59	Property
PUBLIC BANK BERHAD	24.27	24.28	32,048	Tan Sri Dr Teh Hong Piow	Jul 1, 2002	88	Finance (banking)
HONG LEONG BANK BERHAD	19.76	14.64	8,115	Domenic Fuda	Feb 5, 2016	50	Finance (banking)
GENTING MALAYSIA BHD	19.51	0.62	80,607	Tan Sri Lim Kok Thay	Oct 17, 1988	66	Gaming
SUNWAY BHD	18.93	1.07	31,305	Tan Sri Dr Jeffrey Cheah Fook Ling	Nov 22, 2010	73	Property
BATU KAWAN BHD	17.98	2.08	9,300	Tan Sri Lee Oi Hian	June 1, 1979	66	Plantation
TA ANN HOLDINGS BERHAD	17.11	0.97	7,749	Datuk Wong Kuo Hea	Oct 2, 1999	66	Building materials
TA ENTERPRISE BERHAD	16.02	0.00	36,700	Datuk Tony Tiah Thee Kian	Jul, 1995	71	Finance (non-banks)
EVERSENDAL CORP BHD	16.01	0.72	8,900	Tan Sri A K Nathan Elumalay	Aug 12, 2004	62	Construction
KUALA LUMPUR KEPONG BHD	15.61	6.11	10,100	Tan Sri Seri Lee Oi Hian	June 15, 1993	66	Plantation
MKH BHD	14.24	0.86	8,100	Tan Sri Chen Kool Chiew @ Cheng Ngj Chong	Oct 30, 2006	74	Property
SUPERMAX CORP BHD	11.95	0.32	11,550	Datuk Seri Thai Kim Sim, Stanley	Sept 27, 2006	57	Consumer
MAH SING GROUP BHD	11.79	1.12	21,433	Tan Sri Leong Hoy Kum	Dec 3, 1991	60	Property
KSL HOLDINGS BHD	11.75	1.71	10,200	Ku Hwa Seng	February 24, 2011	62	Property
ANCOM BHD	11.28	0.07	8,150	Datuk Dr Siew Ka Wei	Jul 30, 2003	61	Industrial products
TA GLOBAL BHD	10.12	0.22	24,350	Datuk Tony Tiah Thee Kian	Aug 8, 2008	71	Property
YTL POWER INTERNATIONAL BHD	8.23	1.14	10,150	Tan Sri Dr Yeoh Tiong Lay	Oct 31, 1996	87	Utilities
IOI CORP BHD	7.99	1.66	23,149	Tan Sri Lee Shin Cheng	Jul 21, 1981	78	Plantation
MANULIFE HOLDINGS BHD	7.48	0.00	6,526	Mark Steven O'Dell	Jan 18, 2013	60	Finance (non-banks)
BUMI ARMADA BERHAD	6.89	1.40	7,289	Leon Andre Harland	May 16, 2016	48	Oil and gas
IOI PROPERTIES GROUP BHD	6.81	1.34	25,973	Tan Sri Lee Shin Cheng	June 1, 2013	78	Property
GENTING BHD	6.73	0.20	168,000	Tan Sri Lim Kok Thay	Jul 1, 2007	66	Conglomerates
YTL CORP BHD	6.69	0.47	22,750	Tan Sri Dr Francis Yeoh Sock Ping	Apr, 1988	63	Conglomerates
BERJAYA CORP BHD	3.16	0.19	7,450	Datuk Seri Robin Tan Yeong Ching	Feb 23, 2012	43	Conglomerates
SAPURA ENERGY BHD	0.00		71,920	Tan Sri Shahril Shamsuddin	Dec 9, 2011	57	Oil and gas
TAN CHONG MOTOR HOLDINGS BHD	0.00		12,950	Datuk Tan Heng Chew	Jul 1, 2012	71	Automotive
PUNCAK NIAGA HOLDINGS BHD	0.00		8,762	Tan Sri Rozali Ismail	Apr 24, 1997	61	Construction

*where the individuals are not specifically named, the name of the highest ranking member of the BOD is used

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Remuneration of CEOs of government-linked companies (GLCs), sorted by company score

(Based on annual reports for the financial years 2014 to 2017)

loss-making companies

COMPANY NAME	COMPANY SCORE (%)	CEO PERFORMANCE INDEX	2017 REMUNERATION OF CEO (RM '000)	NAME OF CEO (HIGHEST-PAID BOD MEMBER)	APPOINTMENT DATE	AGE	INDUSTRY
PETRONAS DAGANGAN BHD	96.83	417.38	907	Datuk Mohd Ibrahimuddin Mohd Yunus	Feb 1, 2014	54	Oil and gas
TIME DOTCOM BHD	74.39	1.54	7,910	Alfzal Abdul Rahim	Oct 7, 2008	40	Telecommunications
SP SETIA BHD	68.53	7.94	5,761	Datuk Khor Chap Jen	Apr 1, 2016	58	Property
SYARIKAT TAKAFUL MALAYSIA KELUARGA BHD*	63.06	0.06	290	Tan Sri Ahmad Fuzi Abdul Razak	Aug 1, 2016	69	Finance (non-banks)
PETRONAS CHEMICALS GROUP BHD	62.67	575.49	1,013	Datuk Sazali Hamzah	May 8, 2014	51	Industrial products
BURSA MALAYSIA BHD	57.65	0.09	5,918	Datuk Seri Tajuddin Atan	Apr 1, 2011	58	Finance
UEM EDGENTIA BHD	53.10	40.78	1,993	Datuk Azmir Merican	Aug 1, 2014	47	Services
CHEMICAL CO OF MALAYSIA BHD	46.34	0.96	1,737	Leonard Ariff Abdul Shatar	Jan 9, 2015	53	Industrial products
CMB GROUP HOLDINGS BHD	39.88	40.68	9,885	Tengku Datuk Seri Zafrul Tengku Abdul Aziz	Feb 27, 2015	44	Finance (banking)
BIMB HOLDINGS BHD	34.42	10.15	7,696	Datuk Seri Zukri Samat	Feb 18, 2015	60	Finance (banking)
MALAYAN BANKING BHD	32.87	70.40	10,112	Datuk Abdul Farid Alias	Aug 2, 2013	50	Finance (banking)
TENAGA NASIONAL BHD	30.37	51.92	7,247	Datuk Seri I Azman Mohd	Jul 1, 2012	60	Utilities
PASDEC HOLDINGS BHD	28.07	0.76	159	Datuk Mohd Khairuddin Abdul Manan	March 11, 2015	61	Property
IHH HEALTHCARE BHD**	26.36	0.80	33,893	Dr Tan See Leng	Apr 5, 2012	53	Healthcare
MALAYSIA AIRPORTS HLDGS BHD	25.83	1.52	1,821	Datuk Mohd Badlisham Ghazali	June 25, 2014	55	Transport and logistics
THETA EDGE BHD	25.39	0.03	950	A Shukor S A Karim	Dec 1, 2012	61	Technology
SIME DARBY BHD	22.09	17.81	7,861	Tan Sri Dr Ali Hamsa	Nov 16, 2010	63	Automotive
KPJ HEALTHCARE BHD	21.91	5.27	1,571	Datuk Amiruddin Abdul Satar	Jan 1, 2013	54	Healthcare
PHARMANAGA BHD	21.72	2.46	1,914	Datuk Farshila Emran	March 25, 2011	51	Healthcare
MALAYSIAN RESOURCES CORP BHD	20.20	0.88	5,068	Tan Sri Mohamad Salim Fateh Din	Sept 2, 2013	61	Property
PETRONAS GAS BHD	18.45	190.79	996	Kamal Bahrin Ahmad	June 1, 2017	54	Utilities
BINTULU PORT HOLDINGS BHD*	17.46	11.21	268	Tan Sri Dr Ali Hamsa	Nov 1, 2013	62	Transport and logistics
TELEKOM MALAYSIA BHD	16.98	8.45	5,538	Tan Sri Zamzanzairani Mohd Isa	Apr 25, 2008	56	Telecommunications
MISC BHD	16.65	39.63	2,445	Yee Yang Chien	Jan 1, 2015	50	Transport and logistics
BOUSTEAD HOLDINGS BHD	14.77	6.06	4,483	Tan Sri Lodin Wok Kamaruddin	Jul 1, 1991	68	Conglomerate
MAJUPEKAK HOLDINGS BHD	13.38		71	Tan Sri Megat Najmuddin Datuk Seri Dr Megat Khas	Aug 17, 2006	74	Property
RHB BANK BHD	10.45	26.33	6,229	Datuk Khairussaleh Ramli	May 5, 2015	50	Finance (banking)
TH HEAVY ENGINEERING BHD*	9.38		113	Dr Ir Samad Bin Solbai	May 25, 2012	67	Oil and gas
BOUSTEAD HEAVY INDUSTRIES CORP BHD	8.19	0.70	456	Tan Sri Ahmad Ramli Mohd Nor	Aug 17, 2005	74	Transport and logistics
AFFIN BANK BHD	7.01	6.06	3,457	Kamarul Ariffin Mohd Jamil	Apr 1, 2015	49	Finance (banking)
TH PLANTATIONS BHD	6.71	0.19	2,137	Datuk Seri Zainal Azwar Zainal Aminuddin	Sept 1, 2009	59	Plantation
MALAYSIA BUILDING SOCIETY BHD*	6.14	60.75	402	Tan Sri Abdul Halim Ali	June 22, 2001	74	Finance
AXIATA GROUP BHD	5.78	2.48	6,470	Tan Sri Jamaludin Ibrahim	Mar 3, 2008	59	Telecommunications
UEM SUNRISE BHD	4.12	4.28	1,589	Anwar Syahrin Abdul Ajib	Sept 1, 2014	45	Property
MNRB HOLDINGS BHD	2.92	0.02	1,494	Mohd Din Merican	Jan 9, 2012	55	Finance (banking)
CENTRAL INDUSTRIAL CORP BHD	2.81	0.39	576	Wong Yuk Thin	Aug 30, 2012	57	Industrial Products
TDM BHD	2.51	0.31	689	Datuk Mohamad Muda	Jan 5, 2017	62	Plantation
FELDA GLOBAL VENTURES	2.46	0.84	1,668	Datuk Zakaria Arshad	Apr 1, 2016	58	Plantation
UMW HOLDINGS BHD	0.00		2,116	Badrul Faisal Abdul Rahim	Oct 1, 2015	48	Automotive
PERAK CORP BHD	0.00		176	Datuk Aminuddin Md Desa	Feb 1, 2013	56	Transport and Logistics
DAMANSARA REALTY BHD	0.00	1.03	1,576	Datuk Daing A Malek Daing A Rahaman	May 26, 2014	62	Services
VELESTO ENERGY BHD	0.00		1,249	Rohalzaed Darus	Jan 31, 2012	53	Oil and Gas

* Syarikat Takaful, Bintulu Port, TH Heavy Engineering and MRSB CEOs are paid more than directors of respective BODs but are not listed here as they are not on the BOD

** IHH is also listed on the Singapore Exchange and its CEO named here is based in Singapore

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nies table.) It should be noted that IHH is also listed on the Singapore Exchange (SGX) and Tan is based in Singapore and paid in Singapore dollars, which means his remuneration in ringgit is perhaps exaggerated by the exchange rate.

The next highest paid was Datuk Tony Tiah of TA Enterprise Bhd (RM37.6 million).

Among GLCs, after Tan of IHH, the best paid were Datuk Abdul Farid Alias at Maybank (RM10.1 million) and Tengku Datuk Seri Zafrul Tengku Abdul Aziz at CIMB (RM9.8 billion). They run the two biggest banks in the country.

The best-paid CEOs were those from the gaming sector, conglomerates and banking.

Determining what is the appropriate remuneration for the person leading an organisation is never easy and there will be many perspectives to consider.

Here are some:

1. When benchmarking CEO pay, consider, first, who that company's main competitors and peers are and whether the pay is in line with the competition and peers. Competition may be from within the domestic market or from regional or global markets as well. This means pay needs to be competitive — not excessive — otherwise, we may see a brain drain of top CEO talents.
2. Finding the right CEO or senior executive is about finding the right talent. In any market economy, there will be, in the corporate sector, the top 50 or 100 jobs. What are they and how are they paid? Where would the GLIC and GLC roles fit in these top corporate jobs?
3. The pay of CEOs should ultimately reflect performance. If the company has outperformed its competitors, then

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Not 100% commercially driven

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the CEO should be rewarded accordingly and vice-versa. Hence, any discussion of “too much” or “too little” is incomplete without a discussion on performance over time like PATMI, ROE and shareholders returns. (See **40 highest-paid CEOs (non-GLCs) and Remuneration of CEOs of government-linked companies (GLCs)** tables for Company Score on Pages S2 and S3).

- But performance is also related to, in the case of Malaysian GLCs, the need to help further the socioeconomic agenda of the government.

For example, Maybank, CIMB, RHB Bank and Affin Bank will never be managed as 100% commercially driven entities like Public Bank and Hong Leong Bank. One can call this the GLC “discount”. This is perhaps reflected in the ROCE of Maybank and CIMB against Public Bank and Hong Leong Bank. (See **Comparative ROE for Malaysian and Singaporean banks** table).

This is unlike DBS Bank, which although owned by the Singapore government, operates pretty much like a privately owned bank. This explains why its ROE is comparable to the likes of UOB Bank and OCBC Bank.

What then is excessive compensation for CEOs?

As we have said, it depends on many things and will always be the subject of much debate by the public, shareholders and remuneration experts. **E**

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Comparative ROE for Malaysian and Singaporean banks

	WEIGHTED AVERAGE ROE (%)		
	7-YEAR	5-YEAR	3-YEAR
MALAYSIA			
PUBLIC BANK BHD	17.2	16.9	15.8
ALLIANCE BANK MALAYSIA BHD	11.6	11.8	10.9
MALAYAN BANKING BHD	11.7	11.7	10.8
HONG LEONG BANK BHD	12.1	12.1	10.8
AMMB HOLDINGS BHD	10.7	11.0	9.7
RHB BANK BHD	9.7	9.4	8.7
CIMB GROUP HOLDINGS BHD	9.8	9.3	8.7
AFFIN BANK BHD	6.8	6.6	5.9
SINGAPORE			
DBS BANK LTD	10.4	10.4	10.0
OVERSEA-CHINESE BANKING CORP LTD	11.3	11.2	10.7
UNITED OVERSEAS BANK LTD	10.3	10.4	9.9

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Automotive

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
SIME DARBY BHD	16,594.05	42,466.00	2,438.00	7.86	0.32	5.74	17.81	23.75
BERMAZ AUTO BHD	2,683.54	591.01	117.65	2.70	2.29	19.91	8.67	10.59
GPA HOLDINGS BHD	83.34	115.05	8.46	0.22	2.57	7.35	2.87	0.00
PECCA GROUP BHD	160.72	169.59	14.68	0.70	4.77	8.66	1.82	0.66
NEW HOONG FAT HOLDINGS BHD	268.68	470.70	20.33	1.29	6.34	4.32	0.68	8.30
APM AUTOMOTIVE HOLDINGS BHD	690.23	1,348.22	39.10	2.01	5.15	2.90	0.56	7.35
ABM FUJUYA BHD	75.60	172.29	6.28	0.68	10.82	3.65	0.34	0.00
SOLID AUTOMOTIVE BHD	135.21	141.15	5.11	0.75	14.67	3.62	0.25	-36.09
SAPURA INDUSTRIAL BHD	61.86	130.32	4.21	2.05	48.75	3.23	0.07	3.69
MINTYE BHD	54.72	112.84	1.43	0.47	32.78	1.27	0.04	0.99
MCE HOLDINGS BHD	36.43	92.51	1.25	1.05	83.91	1.35	0.02	16.45
EVERSAFE RUBBER WORKS SDN BHD	62.95	73.89	0.43	0.53	123.57	0.58	0.00	-16.67
TAN CHONG MOTOR HOLDINGS BHD	1,181.31	3,766.50	-88.60	12.95				-19.89
UMW HOLDINGS BHD	7,313.52	6,388.78	-651.20	2.12				26.47
MBM RESOURCES BHD	957.67	1,771.88	-148.83	0.57				5.35
WATTA HOLDING BHD	25.34	67.59	-1.55	0.47				-15.79
EP MANUFACTURING BHD	73.11	383.52	-29.94	1.03				-5.66
SMS CORP BHD	18.55	87.36	-4.67	0.68				-15.00
PERMAJU INDUSTRIES BHD	41.20	148.69	-5.76	0.81				82.14
BOON KOON GROUP BHD	129.24	119.25	-4.02	0.60				321.74
OME GROUP BHD	21.83	65.09	-4.34	0.53				-27.27
CYCLE & CARRIAGE BINTANG BHD	183.36	332.95	-12.47	0.08				-24.23
Average				1.82			5.21	
Median				0.73			3.63	

Conglomerate

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
HAP SENG CONSOLIDATED BHD	24,324.11	8,242.09	1,103.90	4.76	0.43	13.39	31.05	11.40
PPB GROUP BHD	23,283.22	21,702.05	1,205.45	3.05	0.25	5.55	21.99	9.91
INSAS BHD	580.13	1,794.82	181.01	1.70	0.94	10.09	10.74	32.47
O.S.K. HOLDINGS BHD	2,025.26	6,310.44	400.22	3.55	0.89	6.34	7.15	19.42
BOUSTEAD HOLDINGS BHD	5,006.66	10,570.70	535.70	4.48	0.84	5.07	6.06	17.44
CAHYA MATA SARAWAK BHD	2,575.46	3,397.57	213.21	2.65	1.24	6.28	5.06	2.69
ORIENTAL HOLDINGS BHD	4,044.76	7,191.74	392.65	4.66	1.19	5.46	4.60	-0.72
ATLAN HOLDINGS BHD	1,138.89	762.87	49.03	0.74	1.52	6.43	4.24	-8.19
KUB MALAYSIA BHD	170.07	398.73	32.19	1.39	4.32	8.07	1.87	-5.45
MMC CORP BHD	3,958.58	19,108.24	225.41	5.50	2.44	1.18	0.48	-11.31
YTL CORP BHD	11,874.30	61,773.61	813.31	22.75	2.80	1.32	0.47	-5.84
KUMPULAN FIMA BHD	436.63	1,052.14	29.84	2.44	8.17	2.84	0.35	-3.92
IGB BHD	2,025.61	7,140.39	215.14	19.55	9.09	3.01	0.33	18.26
GENTING BHD	32,377.92	85,277.80	1,701.80	168.00	9.87	2.00	0.20	18.39
BERJAYA CORP BHD	1,462.68	15,881.60	149.29	7.45	4.99	0.94	0.19	-1.47
KECK SENG (MALAYSIA) BHD	1,469.55	2,776.69	22.68	3.50	15.43	0.82	0.05	-1.18
DRB-HICOM BHD	3,479.85	16,062.02	-854.40	3.97				57.35
JOHAN HOLDINGS BHD	84.10	503.95	-22.35	1.32				136.36
EDEN INC BHD	91.85	325.47	-16.50	1.87				-2.78
Average				13.86			4.92	
Median				3.55			5.26	

Gaming

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
MAGNUM BHD	3,073.58	3,119.24	206.47	1.70	0.82	661.92	8.04	-13.84
BERJAYA SPORTS TOTO BHD	3,327.09	1,384.70	237.13	5.30	2.24	1712.51	7.66	-20.76
GENTING MALAYSIA BHD	27,614.05	26,716.40	1,159.70	80.61	6.95	434.08	0.62	25.72
OLYMPIA INDUSTRIES BHD	112.58	574.14	12.96	1.22	9.38	225.69	0.24	50.00
BERJAYA ASSETS BHD	984.93	3,283.17	-11.44	0.55				3.79
Average				17.87			7.59	
Median				1.70			5.48	

Hospitality

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
MULPHA INTERNATIONAL BHD	702.83	4,662.21	369.32	1.94	0.53	7.92	15.06	15.11
BERJAYA LAND BHD	1,446.92	9,825.68	294.74	1.20	0.41	3.00	7.37	-45.45
SHANGRI-LA HOTELS (MAL) BHD	2,600.40	1,227.98	72.20	1.26	1.75	5.88	3.37	-2.26
BERJAYA FOOD BHD	602.30	511.04	11.44	0.95	8.31	2.24	0.27	18.54
ONLY WORLD GROUP HOLDINGS BHD	252.41	283.44	5.85	1.00	17.10	2.06	0.12	-88.09
OVERSEA ENTERPRISE BHD	36.38	66.49	0.46	0.90	196.12	0.69	0.00	11.76
PAN MALAYSIA HOLDINGS BHD	120.75	73.84	0.11	0.05	45.87	0.15	0.00	7.14
PARLO BHD	40.04	-7.55	1.52	0.02				900.00
LANDMARKS BHD	351.71	2,273.38	-29.83	2.73				8.90
ADVANCE SYNERGY BHD	162.61	564.05	-0.66	0.94				39.42
AVILLION BHD	223.22	350.60	-24.52	0.75				3.08
IBRAHIM'S HOLDINGS BHD	63.80	312.08	-6.94	1.53				-27.91
EASTLAND EQUITY BHD	38.08	222.59	-7.95	N/A				-30.77
GANDHARVA ENTERPRISES BHD	100.47	248.97	-4.35	0.37				-10.19
SANBUMI HOLDINGS BHD	33.96	89.28	-5.87	0.45				50.00
BIO OSIMO BHD	35.79	33.99	-11.45	0.17				11.11
Average				0.95			3.13	
Median				0.94			2.24	

Building materials

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
HEVEABOARD BHD	441.72	479.96	64.30	1.39	2.16	13.40	6.22	-18.79
OKA CORP BHD	212.60	182.20	28.30	1.10	3.89	15.53	4.00	32.46
MIECO CHIPBOARD BHD	207.38	461.80	47.95	1.44	3.00	10.38	3.46	34.04
KANGER INTERNATIONAL BHD	95.32	150.49	7.57	0.11	1.51	5.03	3.34	-25.45
KPS CONSORTIUM BHD	85.74	262.22	11.70	0.24	2.07	4.46	2.16	-0.97
ASTINDO BHD	215.35	351.40	34.45	1.60	4.65	9.80	2.11	44.09
DOMINANT ENTERPRISE BHD	213.16	270.91	22.94	1.20	5.23	8.47	1.62	10.72
MULTI-USAGE HOLDINGS BHD	25.39	76.05	8.55	0.65	7.60	11.24	1.48	-26.99
CHIN HIN GROUP BHD	440.26	473.94	29.64	1.33	4.48	6.25	1.39	44.20
FOCUS LUMBER BHD	118.68	173.92	12.40	0.83	6.68	7.13	1.67	-24.69
TA ANN HOLDINGS BHD	1,160.52	1,899.18	119.25	7.75	6.50	6.28	0.97	-8.66
EVERGREEN FIBREBOARD BHD	384.85	1,348.00	45.19	2.05	4.54	3.35	0.74	-33.20
MINHO M BHD	95.41	413.15	12.06	1.05	8.70	2.92	0.34	-15.69
ALYIA BHD	160.36	411.24	13.65	1.50	10.99	3.32	0.30	-9.46
TIMBERWELL BHD	57.44	47.58	2.07	0.41	19.95	4.35	0.22	-3.13
HUME INDUSTRIES BHD	531.79	998.82	187.2	1.65	8.80	1.87	0.21	-18.80
SEACERA GROUP BHD	185.77	900.86	8.92	0.47	5.29	0.99	0.19	5.92
PRICEWORTH INTERNATIONAL BHD	237.62	416.89	4.28	0.45	10.52	1.03	0.10	121.74
WHITE HORSE BHD	421.17	804.28	5.41	0.43	8.01	0.67	0.08	1.00
KIM HIN INDUSTRY BHD	179.51	556.91	7.43	2.44	32.81	1.33	0.04	-19.13
HOCK HENG STONE INDUSTRIES BHD	35.98	79.91	0.87	0.44	50.92	1.08	0.02	62.07
JMR CONGLOMERATION BHD	133.12	96.29	0.81	0.35	42.99	0.85	0.02	-2.91
TASEK CORP BHD	837.10	607.00	1.01	0.74	73.19	0.17	0.00	-0.81
WOODLANDOR HOLDINGS BHD	22.40	44.68	0.17	0.32	191.27	0.38	0.00	-8.55
ABLEGROUP BHD	25.07	45.84	0.00	0.14	4,500.00	0.01	0.00	52.94
GOLDEN PHAROS BHD	34.31	84.13	0.52	N/A		0.61		1.92
NWP HOLDINGS BHD	49.03	51.21	-11.97	-0.30				-37.50
LAFARGE MALAYSIA BHD	2,532.09	3,323.85	-215.16	N/A				-13.89
SUBUR TIASA HOLDINGS BHD	170.25	756.17	-16.75	3.97				-9.49
WTK HOLDINGS BHD	269.77	1,377.44	-187.97	2.23				-30.26
MINITECH RESOURCES BHD	79.34	96.51	-24.80	0.60				42.11
EKONS CORP BHD	115.22	500.00	-9.70	7.25				-19.90
STONE MASTER CORP BHD	15.28	8.22	-4.66	0.30				153.33
SPRING GALLERY BHD	145.98	90.43	-6.93	0.65				-1.61
LEWKO RESOURCES BHD	77.25	108.62	-15.69	0.50				204.76
CYMAO HOLDINGS BHD	24.93	66.21	-7.22	0.53				0.00
QUALITY CONCRETE HDGS BHD	46.37	127.02	-14.72	0.93				-15.25
YI-LAI BHD	109.08	211.79	-2.65	0.51				-4.32
BTM RESOURCES BHD	20.49	35.44	-7.77	0.39				-2.00
CONCRETE ENGINEERING PRODUCTS BHD	62.69	127.12	-5.23	0.70				-5.81
ASIA KNIGHT BHD	15.99	2.76	-1.46	0.35				197.92
DOLONITE CORP BHD	55.57	208.25	-18.26	0.57				-38.46
KIA LIM BHD	16.72	65.86	-8.69	0.41				-5.41
ATURMAJU RESOURCES BHD	9.78	17.99	-3.65	0.30				-41.03
ANZO HOLDINGS BHD	48.44	150.16	-4.72	0.40				-61.54
SARAWAK CONSOLIDATED INDUSTRIES BHD	60.98	69.35	-0.26	0.11				-7.14
Average				1.03			4.65	
Median				0.60			3.34	

Transport and logistics

* Bintulu Port CEO is paid more than directors on the BOD but is not listed here as he is not on the BOD

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
POS MALAYSIA BHD	3,131.11	1,151.77	84.06	0.15	0.18	7.30	40.90	34.17
MISC BHD	26,493.40	40,517.57	1,981.51	2.45	0.12	4.89	39.63	7.78
BINTULU PORT HOLDINGS BHD	2,539.20	2,826.26	154.17	0.75	0.49	5.45	11.21	-2.71
WESTPORTS HOLDINGS BHD	11,594.00	4,433.64	651.51</					

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Plantation

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATM (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATM (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
BOUSTEAD PLANTATIONS BHD	2,867.20	2,605.00	665.24	0.14	0.02	25.54	1,187.99	12.10
UNITED PLANTATIONS BHD	5,651.96	2,654.55	390.52	1.55	0.40	14.71	37.13	8.47
GENTING PLANTATIONS BHD	7,710.34	7,460.16	337.71	0.73	0.22	4.53	20.97	-1.38
UNITED MALACCA BHD	1,262.28	2,099.65	84.55	0.20	0.24	4.03	17.03	12.59
SARAWAK OIL PALMS BHD	1,815.38	3,355.12	239.25	2.41	1.01	7.13	7.07	4.33
KUALA LUMPUR KEPONG BHD	25,537.88	16,362.76	1,005.13	10.10	1.00	6.14	6.11	6.21
KIM LOONG RESOURCES BHD	1,224.60	772.15	99.06	2.13	2.15	12.83	5.97	30.81
FAR EAST HOLDINGS BHD	1,484.60	1,513.28	125.64	1.76	1.40	8.30	5.94	11.35
INNOPRISE PLANTATIONS BHD	373.51	398.75	43.10	0.81	1.87	10.81	5.78	-8.43
SOUTHERN ACIDS MALAYSIA BHD	534.04	648.44	48.65	0.65	1.34	7.50	5.62	5.03
HAP SENG PLANTATIONS HLDGS BHD	1,767.31	2,265.54	134.82	1.73	1.29	5.95	4.63	6.27
LIM PLANTATIONS BHD	1,902.05	2,265.39	115.08	2.03	1.76	5.08	2.88	-17.47
BATU KAWAN BHD	7,204.16	17,627.19	586.65	9.30	1.59	3.29	2.08	9.57
KOI CORP BHD	27,967.51	14,385.10	743.20	23.15	3.11	5.17	1.66	5.10
RIVERVIEW RUBBER ESTATES BHD	244.49	306.23	15.36	0.53	3.47	5.02	1.45	10.48
CHIN TECK PLANTATIONS BHD	634.97	703.87	40.54	1.63	4.03	5.76	1.43	0.44
TSH RESOURCES BHD	1,615.46	2,572.46	114.98	3.70	3.22	4.47	1.39	-12.12
CEPATWAWASAN GROUP BHD	225.55	620.71	27.68	0.91	3.29	4.46	1.36	-12.30
NPC RESOURCES BHD	216.22	708.28	44.26	2.07	4.67	6.25	1.34	-13.33
BLD PLANTATION BHD	748.00	1,075.08	39.60	1.25	3.16	3.68	1.17	-1.88
KWANTAS CORP BHD	414.53	1,635.21	38.95	0.95	2.44	2.38	0.98	-6.00
FELDA GLOBAL VENTURES HLDGS BHD	5,435.75	14,804.03	143.73	1.67	1.16	0.97	0.84	4.06
TDM BHD	406.18	2,458.39	23.07	0.69	2.99	0.94	0.31	-28.80
TH PLANTATIONS BHD	574.50	3,308.15	36.73	2.14	5.82	1.11	0.19	8.66
NEGRI SEMBILAN OIL PALMS BHD	252.73	744.88	9.47	0.65	6.86	1.27	0.19	-4.51
MKC PLANTATIONS BHD	137.58	1,209.58	17.54	1.68	9.56	1.45	0.15	-1.59
KRETAM HOLDINGS BHD	989.24	1,028.27	17.24	2.27	13.19	1.68	0.13	0.93
HARM LEN CORP BHD	90.07	397.98	7.17	1.02	14.24	1.80	0.13	-22.50
MATANG BHD	126.70	186.12	1.26	0.10	7.95	0.68	0.08	-32.14
GOPENG BHD	256.44	324.95	5.54	1.85	33.40	1.71	0.05	16.84
JAYA TIASA HOLDINGS BHD	648.55	2,554.01	12.12	1.29	10.66	0.47	0.04	-23.08
KLIANG RUBBER CO (M) BHD	260.27	1,217.70	1.84	0.15	8.14	0.15	0.02	10.56
GREEN OCEAN CORP BHD	36.21	21.09	0.14	0.05	36.71	0.65	0.02	120.00
GOLDEN LAND BHD	98.68	496.97	2.63	1.70	64.64	0.53	0.01	-2.32
SARAWAK PLANTATION BHD	455.69	780.10	-10.25	1.19				2.83
PINEHILL PACIFIC BHD	23.97	223.82	-21.72	1.90				-19.15
RIMBUNAN SAWIT BHD	459.18	1,030.76	-119.19	0.63				-24.51
MALPAC HOLDINGS BHD	75.00	183.39	-3.51	0.30				-18.37
SIN HENG CHAN (MALAYA) BHD	54.03	159.65	-0.87	0.55				11.11
SUNGEI BAGAN RUBBER (M)	220.22	617.35	-6.10	0.20				1.97
INCH KENNETH KAJANG RUBBER PUBLIC LTD	273.65	719.23	-14.62	0.05				3.66
ASTRAL ASIA BHD	132.00	389.02	-1.65	1.35				-2.44
Average				2.12		4.89		
Median				1.27		4.24		

Services

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATM (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATM (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
SMRT HOLDINGS BHD	62.59	161.56	99.37	1.40	1.41	61.50	43.65	-7.69
UEM EDGENTA BHD	1,654.93	2,151.65	418.19	1.99	0.48	19.44	40.78	-21.15
HSS ENGINEERS BHD	384.29	90.60	15.03	0.12	0.77	16.59	21.68	263.30
SEG INTERNATIONAL BHD	805.03	133.55	40.18	0.68	1.69	30.09	17.82	18.10
SCCOM (MSC) BHD	710.91	105.96	45.40	1.11	2.45	42.84	17.48	-17.63
QES GROUP BHD	128.91	50.46	15.03	1.09	7.23	29.78	4.12	0.00
GFM SERVICES BHD	248.30	84.16	9.99	0.30	3.00	11.87	3.95	34.41
SOLUTION ENGINEERING HLDGS BHD	44.44	47.18	8.01	0.55	6.87	16.97	2.47	-25.00
TEX CYCLE TECHNOLOGY (M) BHD	175.37	110.00	12.85	0.70	5.45	11.68	2.14	11.87
PRESTARIANG BHD	545.00	194.42	18.21	1.03	5.67	9.37	1.65	-26.11
DAMANSARA REALTY BHD	136.90	178.48	17.02	1.58	9.26	9.54	1.03	-3.74
JAG BHD	110.16	159.97	8.35	0.44	5.24	5.22	1.00	-1.00
MEGA SUN CITY HOLDINGS BHD	43.89	64.22	3.66	0.25	6.83	5.70	0.84	-38.57
ANALABS RESOURCES BHD	119.01	258.18	11.11	0.60	5.40	4.30	0.80	-1.93
AWC BHD	179.18	172.96	22.02	3.53	16.01	12.73	0.80	-4.91
CYPARK RESOURCES BHD	590.60	963.35	57.60	4.65	8.07	5.98	0.74	15.05
KEAJURTERAAN ASASTERA BHD	86.40	48.87	6.78	1.31	19.28	13.86	0.72	0.00
BRITE-TECH BHD	60.48	64.95	4.00	0.49	12.36	6.16	0.50	-13.58
HCK CAPITAL GROUP BHD	509.69	385.81	5.59	1.41	25.25	1.45	0.06	122.22
HIAP HUAT HOLDINGS BHD	30.00	70.98	0.78	0.67	86.70	1.09	0.01	23.53
PROGRESSIVE IMPACT CORP BHD	95.21	116.28	1.00	1.45	145.44	0.86	0.01	-1.56
SALCON BHD	272.60	498.17	-23.79	1.37				-15.55
BINTAI KINDEN CORPORATION BHD	37.39	133.69	-11.68	4.05				-20.45
EFFICIENT E-SOLUTIONS BHD	163.10	145.85	-3.05	1.05				35.42
PRIVASIA TECHNOLOGY BHD	55.82	96.40	-7.33	0.70				-8.82
YFG BHD	3.05	-80.55	-29.09	0.55				0.00
EDUSPEC HOLDINGS BHD	65.12	127.64	-12.13	0.75				-28.95
APFY BHD	13.42	-10.77	-22.94	0.25				-37.50
LFE CORPORATION BHD	24.16	44.37	-1.70	0.50				-29.03
MINDA GLOBAL BHD	161.19	-156.69	-28.69	0.00				10.81
Average				1.15		15.10		
Median				0.73		11.68		

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Finance (banking)**

** MBSB and Syarikat Takaful CEOs are paid more than directors on respective BODs but are not listed here as they are not on the BOD

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRIM (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRIM (%)	RETURN ON EQUITY (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
MALAYAN BANKING BHD	99,240.74	75,183.61	7,520.54	10.11	0.13	1,000.29	74.40	28.48
MALAYSIA BUILDING SOCIETY BHD ⁸	7,133.92	7,124.86	417.13	0.40	0.10	585.45	60.75	16.33
CIMB GROUP HOLDINGS BHD	50,575.29	49,806.44	4,475.18	9.89	0.22	898.51	40.68	48.27
AMMB HOLDINGS BHD	11,062.06	17,660.01	1,324.61	2.83	0.21	750.06	35.17	6.24
RHB BANK BHD	22,175.55	23,184.43	1,950.15	6.23	0.32	841.14	26.33	7.23
HONG LEONG BANK BHD	37,066.27	22,685.41	2,145.02	8.12	0.38	945.55	24.99	31.69
PUBLIC BANK BHD	88,202.18	38,445.66	5,470.04	32.05	0.59	1,422.80	24.28	7.93
HONG LEONG FINANCIAL GROUP BHD	20,751.82	25,032.51	1,506.77	6.19	0.41	601.92	14.64	24.63
BIMB HOLDINGS BHD	6,621.84	4,918.35	619.04	7.70	1.24	1,260.26	10.15	8.24
ALLIANCE BANK MALAYSIA BHD	6,440.12	5,459.59	512.30	6.85	1.34	938.35	7.02	13.87
AFFIN BANK BHD	4,993.38	8,328.79	417.86	3.46	0.83	501.70	6.06	-0.39
Average						8.53		8.86
Median						6.85		8.99

Finance (non-banks)**

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRIM (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRIM (%)	RETURN ON EQUITY (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
RCE CAPITAL BHD	515.10	519.27	78.95	0.35	0.44	15.20	34.30	11.44
AEON CREDIT SERVICE (M) BHD	3,445.59	1,857.50	300.06	0.99	0.33	0.16	0.49	44.89
LPI CAPITAL BHD	6,772.51	1,920.91	313.79	2.35	0.75	0.16	0.22	15.18
TUNE PROTECT GROUP BHD	650.27	549.08	46.30	0.27	0.57	0.08	0.15	-25.90
ALLIANZ MALAYSIA BHD	2,278.89	3,135.51	287.96	2.12	0.73	0.09	0.12	33.45
MPHB CAPITAL BHD	900.90	1,929.84	75.50	0.26	0.34	0.04	0.11	-2.40
BURSA MALAYSIA BHD	6,143.64	895.46	223.04	5.92	2.65	0.25	0.09	19.82
SYARIKAT TAKAFUL MALAYSIA KELUARGA BHD ⁸	3,214.45	833.45	206.70	8.09	3.92	0.25	0.06	-9.39
MNRB HOLDINGS BHD	754.27	1,532.30	71.17	1.49	2.10	0.05	0.02	13.30
ELK-DESA RESOURCES BHD	342.41	396.40	23.00	0.81	3.50	0.06	0.02	8.63
HONG LEONG CAPITAL BHD	2,417.12	745.31	79.09	6.20	7.83	0.11	0.01	-1.90
KENANGA INVESTMENT BANK BHD	488.18	891.47	24.19	0.63	2.60	0.03	0.01	29.43
MAA GROUP BHD	177.79	562.63	25.14	2.24	8.89	0.04	0.01	-4.15
APEX EQUITY HOLDINGS BHD	196.56	289.87	14.04	1.45	10.33	0.05	0.00	0.78
TA ENTERPRISE BHD	1,121.30	3,694.96	215.78	37.60	17.43	0.06	0.00	35.04
MANULIFE HOLDINGS BHD	574.73	815.32	28.02	6.53	23.29	0.03	0.00	13.05
PACIFIC & ORIENT BHD	288.80	485.14	7.67	2.15	28.05	0.02	0.00	1.88
ECM LIBRA FINANCIAL GROUP BHD	154.15	145.62	0.87	1.11	127.00	0.01	0.00	53.53
Average						4.07		0.93
Median						1.81		0.06

Mining

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRIM (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRIM (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
SINO HUA-AN INTERNATIONAL BHD	342.30	364.70	80.81	0.47	0.58	22.16	38.06	1460.00
LEADER STEEL HOLDINGS BHD	48.04	155.56	7.79	1.28	16.42	5.01	0.30	19.05
BORNEO OIL BHD	364.81	679.64	5.29	0.20	3.78	0.78	0.21	-27.35
MENTIGA CORP BHD	41.30	171.05	1.54	1.64	106.42	0.90	0.01	33.87
Average						0.90		7.21
Median						0.87		2.95

Steel

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRIM (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRIM (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
ANN JOO RESOURCES BHD	1,097.97	1,314.69	205.38	1.94	0.94	15.62	16.55	84.40
LEON FUAT BHD	198.40	353.20	80.42	1.12	1.39	22.77	16.34	97.40
CSC STEEL HOLDINGS BHD	480.10	837.91	59.81	0.35	0.59	7.14	12.20	-23.99
MALAYSIA STEEL WORKS KL BHD	266.38	693.53	75.46	1.10	1.46	10.88	7.47	145.79
TONG HERR RESOURCES BHD	517.42	479.14	57.41	0.95	1.65	11.98	7.26	122.08
LIION INDUSTRIES CORP BHD	622.94	1,898.04	105.31	1.14	1.08	5.55	5.15	230.23
ATTA GLOBAL GROUP BHD	169.19	362.27	18.03	0.30	1.66	4.98	2.99	62.23
SOUTHERN STEEL BHD	715.51	1,123.27	93.30	2.61	2.80	8.31	2.96	89.37
CHIN WELL HOLDINGS BHD	455.93	541.92	50.90	1.75	3.44	9.39	2.73	19.69
PRESTAR RESOURCES BHD	166.87	363.21	43.13	2.35	5.45	11.87	2.18	11.90
LYSAGHT GALVANIZED STEEL BHD	135.55	142.17	17.83	1.07	6.02	12.54	2.08	14.73
MYCRON STEEL BHD	106.33	398.21	34.74	1.50	4.32	8.72	2.02	-48.54
CHOO BEE METAL INDUS BHD	249.48	494.88	41.69	1.75	4.20	8.42	2.01	44.95
EONMETALL GROUP BHD	90.18	191.70	18.68	1.16	6.21	9.74	1.57	25.35
ENGTEX GROUP BHD	453.16	817.66	54.45	3.14	5.77	6.66	1.15	-7.77
AYS VENTURES BHD	142.66	269.38	27.84	3.46	12.42	10.33	0.83	28.13
AMALGAMATED INDL STEEL BHD	39.90	147.72	6.27	0.36	5.73	4.25	0.74	-13.33
K SENG SENG CORP BHD	37.44	83.35	5.45	0.85	15.59	6.54	0.42	8.12
YLI HOLDINGS BHD	35.99	151.84	5.18	1.10	21.24	3.41	0.16	-4.88
CHUAN HUAT RESOURCES BHD	66.62	319.99	6.25	1.55	24.80	1.95	0.08	8.60
KOB ENGINEERING BHD	206.23	301.08	1.61	2.40	149.25	0.53	0.00	-25.18
HAP TECK VENTURE BHD	479.36	869.14	-102.98	3.10				41.38
MELEWAR INDUSTRIAL GROUP BHD	42.85	425.75	-78.22	1.50				-39.24
YKGI HOLDINGS BHD	70.14	200.65	-14.74	1.09				-28.26
TATT GIAP GROUP BHD	21.33	73.17	-3.01	0.80				52.17
Average						1.54		8.65
Median						1.16		8.42

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Consumer products

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PBTM (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION (PBTM %)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
BRITISH AMERICAN TOBACCO BHD	10,027.00	382.12	492.64	3.21	0.65	128.92	197.91	-6.06
FRASER & NEAVE HOLDINGS BHD	14,258.46	2,382.38	323.38	0.25	0.08	13.57	175.58	18.58
NESTLE (MALAYSIA) BHD	34,471.50	934.93	645.80	3.33	0.52	69.07	134.04	37.85
AJINOMOTO MALAYSIA BHD	1,361.89	449.14	187.46	0.85	0.45	41.74	92.05	62.75
HEINEKEN MALAYSIA BHD	4,664.94	389.99	270.06	2.16	0.80	69.25	86.57	21.74
CARLSBERG BREWERY MALAYSIA BHD	6,084.74	332.06	221.17	3.79	1.71	66.60	38.85	15.09
DUTCH LADY MILK INDS BHD	4,294.40	110.62	117.72	3.84	3.26	106.42	32.61	17.74
PADINI HOLDINGS BHD	3,604.29	570.53	157.39	1.55	0.98	27.59	28.01	112.42
HARTALEGA HOLDINGS BHD	19,049.76	2,218.96	283.00	1.80	0.64	12.75	20.05	128.72
TOP GLOVE CORP BHD	14,440.56	2,140.52	328.57	3.15	0.96	15.35	16.01	51.61
MWE HOLDINGS BHD	393.70	649.83	132.89	1.70	1.28	20.45	15.99	2.12
7-ELEVEN MALAYSIA HOLDINGS BHD	1,625.60	143.27	50.11	1.13	2.25	34.97	15.55	12.40
WEGMANN'S HOLDINGS BHD	110.00	38.44	15.30	0.40	2.61	39.81	15.23	0.00
PANASONIC MANUFACTURING MALAYSIA	2,284.04	881.99	127.12	1.31	1.03	14.41	13.99	33.05
UPA CORP BHD	193.02	266.85	38.00	0.43	1.13	14.24	12.60	25.32
FORMOSA PRONONIC INDS BHD	333.93	290.28	42.31	0.58	1.36	14.58	10.70	104.27
HUP SENG INDUSTRIES BHD	856.00	169.86	44.45	1.18	2.64	26.17	9.90	-2.90
LATITUDE TREE HOLDINGS BHD	332.52	580.84	69.07	1.10	1.59	11.89	7.47	-12.63
HOMERITZ CORP BHD	186.01	134.35	30.89	1.05	3.40	22.99	4.76	-2.77
HAI-O ENTERPRISE BHD	1,408.15	296.38	59.48	1.90	3.19	20.07	6.28	107.44
MAGNI-TECH INDUSTRIES BHD	724.16	414.35	120.10	6.15	5.12	28.98	5.66	38.88
ASIA FILE CORP BHD	527.80	596.01	55.92	1.00	1.79	9.38	5.25	-14.30
COACOLAND HOLDINGS BHD	535.39	258.39	33.52	0.90	2.69	12.97	4.82	34.16
LII HEN INDUSTRIES BHD	435.60	306.78	71.62	3.55	4.96	23.35	4.71	20.09
AEON CO (M) BHD	3,229.20	2,143.72	105.01	1.11	1.05	4.90	4.65	-29.78
OL RESOURCES BHD	9,491.26	2,535.23	195.92	3.35	1.71	7.73	4.52	33.52
COMFORT GLOVE BHD	474.85	251.62	35.90	1.15	3.20	14.27	4.45	80.30
CAB KAKARAN CORP BHD	572.47	698.07	58.18	1.15	1.98	8.33	4.22	92.26
MOSAN RUBBER INDUSTRIES BHD	5,250.03	1,454.55	103.94	5.55	3.02	12.65	4.19	26.81
AMWAY MALAYSIA HOLDINGS BHD	1,241.11	214.09	52.64	3.21	6.09	24.59	4.04	2.56
ZHULIAN CORP BHD	657.80	581.41	52.81	1.20	2.27	9.08	4.00	48.01
CLASSIC SCENIC BHD	172.31	99.56	12.29	0.38	3.10	12.35	3.98	-2.74
MYNEYS HOLDINGS BHD	1,091.45	250.63	24.02	0.60	2.50	9.58	3.84	74.97
YOONG ONN CORP BHD	191.90	198.18	22.59	0.75	3.32	11.40	3.43	14.61
COX CONSOLIDATED HOLDINGS BHD	572.25	281.27	28.43	0.91	3.19	10.11	3.17	66.46
IQ GROUP HOLDINGS BHD	121.42	146.50	28.44	1.75	6.15	19.42	3.16	-18.51
POH HUAT RESOURCES HLDGS BHD	285.88	290.95	55.77	3.45	6.19	19.17	3.10	1.90
JAYCORP BHD	120.41	182.70	24.69	1.10	4.46	13.51	3.03	7.94
DKSH HOLDINGS MALAYSIA BHD	630.63	601.27	52.08	1.58	3.03	8.66	2.86	-11.81
SINMAH CAPITAL BHD	27.49	127.87	15.63	0.69	4.42	12.23	2.77	-19.85
POWER ROOT BHD	566.38	209.43	43.53	3.80	8.73	20.78	2.38	-4.21
KAWAN FOOD BHD	855.66	326.60	29.11	1.15	3.94	8.91	2.26	3.78
STRAITS INTER LOGISTICS BHD	90.14	36.66	2.54	0.08	3.34	6.92	2.07	94.03
SFY RESOURCES BHD	174.62	354.42	34.91	1.70	4.87	9.85	2.02	-30.41
FIMA CORP BHD	468.95	587.58	37.72	1.28	3.39	6.42	1.89	9.82
KAREX BHD	771.83	517.98	27.95	0.80	2.86	5.40	1.88	-44.96
NTPM HOLDINGS BHD	657.01	489.08	49.87	2.70	5.41	10.20	1.88	-20.99
C.I. HOLDINGS BHD	311.04	233.47	27.06	1.75	6.47	11.59	1.79	-6.29
SIGNATURE INTERNATIONAL BHD	124.40	233.52	20.39	1.05	5.15	8.73	1.70	-9.96
HB GLOBAL LTD	53.82	322.69	22.47	1.00	4.45	6.96	1.56	125.00
MARCO HOLDINGS BHD	147.60	181.63	14.16	0.75	5.30	7.79	1.47	-6.67
ECS ICT BHD	190.80	272.49	26.27	1.73	6.59	9.64	1.46	-8.09
JOHORE TIN BHD	307.37	301.21	26.64	1.75	6.59	8.84	1.34	-1.90
TOMEI CONSOLIDATED BHD	80.39	208.08	16.05	0.93	5.81	7.71	1.33	70.46
LTOM BHD	123.00	301.44	12.47	0.40	3.21	4.14	1.29	-17.88
DESTINI BHD	294.58	659.18	30.67	1.18	3.83	4.65	1.21	-20.61
ESTHETICS INTL GROUP BHD	142.32	190.06	13.35	0.80	5.99	7.02	1.17	-18.03
MALAYAN FLOUR MILLS BHD	803.42	995.72	68.57	4.07	5.94	6.89	1.16	42.87
YEE LEE CORPORATION BHD	427.28	668.98	39.39	2.35	5.97	5.89	0.99	-7.86
SUNWAH CORP BHD	119.65	281.70	9.59	0.35	3.65	3.40	0.93	6.81
RUBBEREX CORP M BHD	146.17	302.96	13.17	0.64	4.87	4.35	0.89	-11.57
FACE INDUSTRIES INC BHD	112.40	232.15	8.51	0.35	4.11	3.67	0.89	36.98
LION FOREST INDUSTRIES BHD	117.33	537.85	14.75	0.50	3.39	2.74	0.81	48.39
BONIA CORP BHD	334.35	570.44	31.73	2.20	6.93	5.56	0.80	-12.17
SPRITZER BHD	491.33	400.74	25.48	2.25	8.84	6.36	0.72	-0.69
HARRISONS HOLDINGS (MALAYSIA) BHD	273.90	305.69	21.26	2.12	9.98	6.95	0.70	29.44
LAY HONG BHD	610.87	480.78	18.26	1.00	5.48	3.80	0.69	24.84
SW5 CAPITAL BHD	150.25	119.10	8.56	0.90	10.52	7.18	0.68	10.00
PWF CONSOLIDATED BHD	149.97	342.14	17.79	1.42	7.96	5.20	0.65	44.83
DEGEM BHD	137.37	288.30	17.19	1.60	9.31	5.96	0.64	15.56
WANG-ZHENG BHD	226.77	198.55	10.56	0.91	8.59	5.32	0.62	140.18
LEE SWEET KIAT GROUP BHD	134.58	53.93	6.03	1.16	19.14	11.19	0.58	29.17
TEO GUAN LEE CORP BHD	39.52	85.85	4.54	0.45	9.91	5.29	0.53	-9.81
CAELY HOLDINGS BHD	64.80	97.89	5.52	0.60	10.88	5.63	0.52	76.60
FIAMMA HOLDINGS BHD	247.92	577.59	22.51	1.79	7.94	3.90	0.49	-3.88
PENSONIC HOLDINGS BHD	78.45	131.56	4.45	0.65	10.08	4.90	0.49	0.83
POH KONG HOLDINGS BHD	211.33	580.23	29.53	3.25	11.01	5.09	0.46	37.90
PELKAN INTERNATIONAL CORPORATION BHD	342.73	825.08	25.36	2.11	8.34	3.07	0.37	-5.49
CAM RESOURCES BHD	52.95	139.32	6.07	0.72	11.90	4.36	0.37	30.00
SHH RESOURCES HOLDINGS BHD	35.25	90.23	5.26	0.85	16.16	5.83	0.36	-21.32
SUPERMAX CORP BHD	2,524.27	1,219.35	67.20	11.55	17.51	5.32	0.32	-3.45
CWG HOLDINGS BHD	60.62	65.04	4.45	2.25	34.91	9.91	0.28	-3.08
APOLLO FOOD HOLDINGS BHD	340.00	266.44	17.83	4.80	26.92	6.69	0.25	-6.79
XIDELANG HOLDINGS LTD	236.86	1,288.21	16.59	1.09	6.58	1.29	0.20	190.00
FEDERAL INTERNATIONAL HOLDINGS BHD	39.07	116.96	3.99	1.00	25.04	3.41	0.14	-17.17
KHEE SAN BHD	59.28	168.69	3.63	0.79	21.88	2.15	0.10	-5.24
N HSIN RESOURCES BHD	48.60	83.76	2.09	0.54	25.80	2.49	0.10	-14.81

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PBTM (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION (PBTM %)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
JERASIA CAPITAL BHD	33.64	154.81	3.71	0.95	25.59	2.40	0.09	-9.94
REX INDUSTRY BHD	118.38	146.10	3.25	0.90	27.66	2.23	0.08	53.23
EMICO HOLDINGS BHD	18.23	58.36	1.60	0.70	43.64	2.75	0.06	0.00
TEO SENG CAPITAL BHD	262.26	317.53	3.46	0.74	21.47	1.09	0.05	-2.91
SKB SHUTTERS CORP BHD	20.80	123.02	2.12	0.80	37.73	1.72	0.05	15.15
PAOS HOLDINGS BHD	69.75	100.79	1.85	0.80	43.15	1.84	0.04	-19.89
HWA TAI INDUSTRIES BHD	29.56	29.43	1.06	1.04	98.16	3.61	0.04	-17.20
SERN KOU RESOURCES BHD	139.20	80.49	1.46	0.80	54.64	1.82	0.03	42.31
ENG KAH CORP BHD	90.57	71.22	1.39	1.05	75.14	1.95	0.03	-22.49
SAUDEE GROUP BHD	51.52	69.70	1.08	0.65	60.13	1.55	0.03	53.33
PINEAPPLE RESOURCES BHD	18.43	26.45	0.35	0.25	70.66	1.34	0.02	32.76
CHEETAH HOLDINGS BHD	46.12	130.15	1.78	1.35	75.88	1.37	0.02	3.61
EUROSPAN HOLDINGS BHD	33.32	50.20	0.96	1.20	125.41	1.91	0.02	14.06
AHB HOLDINGS BHD	27.29	35.60	0.51	0.55	107.01	1.44	0.01	54.29
KIM TECK CHEONG CONSOLIDATED BHD	66.34	119.87	1.12	0.85	76.23	0.93	0.01	-25.00
KHIND HOLDINGS BHD	70.50	163.97	1.59	1.31	82.03	0.97	0.01	-10.22
FCW HOLDINGS BHD	207.50	220.71	0.83	0.35	42.27	0.38	0.01	2.41
LONDON RISQUTS BHD	96.06	534.23	2.85	1.81	63.56	0.53	0.01	-10.14
GRAND HOOVER BHD	24.60	65.73	0.41	0.30	74.07	0.62	0.01	87.50
XIAN LENG HOLDINGS BHD	44.55	47.79	0.08	0.24	301.22	0.17	0.00	49.40
DPS RESOURCES BHD	44.08	116.59	0.83	0.25	738.05	0.03	0.00	13.33
PROLEXUS BHD	128.81	251.89	22.61	>1.00	8.98	0.03	0.00	-38.43
ORIENTAL FOOD INDUSTRIES HOLDINGS BHD	225.60	203.41	18.25	>0.35	8.97	0.00	0.00	-6.10
MALAYAN UNITED INDUSTRIES BHD	513.20	1,640.40	-130.37	3.59				84.00
IPRUDA BHD	56.59	179.34	-3.77	1.13				11.95
PARKSON HOLDINGS BHD	634.99	4,857.33	-120.90	2.95				-16.26
G3 GLOBAL BHD	370.98	23.17	-5.63	0.53				85.94
FOCUS POINT HOLDINGS BHD	33.83	69.90	-4.46	2.20				-9.52
VERTICE BHD	151.01	92.95	-8.82	0.65				57.97
COMPUGATES HOLDINGS BHD	70.43	153.66	-6.64	2.49				-25.00
KAMBAR GROUP M BHD	71.28	275.83	-0.31	0.00				11.11
OCB BHD	56.57	247.70	-21.55	0.79				-7.60
CHI HOLDINGS BHD	49.90	81.80	-2.06	0.75				85.71
PCCS GROUP BHD	13.50	130.27	-9.24	0.90				13.30
SCANWOLF CORP BHD	26.72	59.12	-2.10	0.55				-1.79
AMTEL HOLDINGS BHD	30.36	43.40	-2.91	0.45				10.83
MSM MALAYSIA HOLDINGS BHD	2,495.58	2,379.17	-32.57	0.0				

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Construction

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
GEORGE KENT (MALAYSIA) BHD	708.86	479.78	124.43	1.07	0.86	25.94	30.05	76.48
SURWAY CONSTRUCTION GROUP BHD	2,390.66	561.85	137.83	2.96	2.14	24.53	11.44	53.55
MERCURY INDUSTRIES BHD	48.22	89.60	15.83	0.26	1.66	17.67	10.62	54.33
JAKS RESOURCES BHD	747.94	1,074.87	126.68	1.54	1.21	11.79	9.71	43.27
ECONPLE HOLDINGS BHD	969.69	328.83	80.77	2.25	2.79	24.56	8.82	62.84
GADANG HOLDINGS BHD	463.20	1,027.03	100.12	1.31	1.31	9.75	7.44	7.45
KERJAYA PROSPEK GROUP BHD	1,887.79	936.68	124.47	2.25	1.81	13.29	7.34	85.86
INTA BINA GROUP BHD	171.28	69.45	15.80	0.50	3.13	22.75	7.26	0.00
MUHBIBAH ENGINEERING (M) BHD	1,465.01	1,629.93	131.61	1.50	1.14	8.07	7.08	27.58
MITRAJAYA HOLDINGS BHD	438.82	802.47	80.35	1.20	1.50	10.01	6.68	-22.58
FAJARBARI BUILDER GROUP BHD	145.30	359.91	38.79	0.65	1.68	10.78	6.43	47.71
LIM CORP BHD	6,717.37	15,327.20	653.77	4.53	0.69	4.27	6.15	-5.31
KIMLUN CORP BHD	432.85	691.80	68.69	1.17	1.70	9.93	5.86	7.30
GAMUDA BHD	7,872.88	13,203.59	602.09	4.81	0.80	4.56	5.71	2.34
GABUNGAN AQRS BHD	545.88	504.71	48.03	1.25	2.60	9.52	3.66	116.59
PINTARAS JAYA BHD	446.18	353.82	36.25	1.10	3.03	10.24	3.38	11.30
GDB HOLDINGS BHD	209.38	39.99	14.24	1.55	10.90	35.62	3.27	0.00
HO HUP CONSTRUCTION CO BHD	193.06	511.77	40.54	1.06	2.62	7.92	3.02	-34.16
MGB BHD	479.42	499.25	34.25	0.90	2.85	6.86	2.41	113.25
WZ SATU BHD	220.18	356.71	25.41	0.95	3.74	11.2	1.91	-2.92
HOCK SENG LEE BHD	769.32	762.57	46.53	1.51	3.25	6.10	1.88	-10.89
PESONA METRO HOLDINGS BHD	184.16	285.19	19.17	0.94	4.91	6.72	1.37	-25.04
CREST BUILDER HOLDINGS BHD	162.16	913.37	27.87	0.64	2.28	3.05	1.34	0.78
WCT HOLDINGS BHD	1,103.71	5,885.17	154.62	3.64	2.36	2.63	1.12	-6.85
ADVANCECON HOLDINGS BHD	172.89	245.98	18.46	1.24	6.74	7.51	1.11	0.00
IKHMAS JAYA GROUP BHD	139.06	239.64	14.30	0.95	6.64	5.97	0.90	-1.93
BEKSENDI CORP BHD	827.86	1,170.45	86.51	8.90	10.29	7.39	0.72	42.98
PRATASCO BHD	240.03	526.11	30.16	2.41	7.99	5.73	0.72	-7.01
TSR CAPITAL BHD	205.85	257.63	10.40	0.70	6.73	4.04	0.60	-2.02
TRC SYNERGY BHD	209.02	413.84	28.82	3.50	12.15	6.96	0.57	66.20
MENANG CORP MALAYSIA BHD	177.89	1,054.69	11.32	0.30	2.65	1.07	0.40	9.46
PIMPINAN EHSAN BHD	48.39	491.57	10.45	0.70	6.70	2.13	0.32	24.24
OCR GROUP BHD	108.19	134.43	3.85	0.35	9.09	2.86	0.31	18.09
PRINSIPTEK CORPORATION BHD	45.32	226.24	4.25	0.64	14.96	1.88	0.13	28.57
AHMAD ZAKI RESOURCES BHD	207.34	2,830.81	28.23	2.37	8.38	1.00	0.12	51.11
EKOVEST BHD	1,326.31	8,484.27	114.75	13.10	11.42	1.35	1.12	7.68
ZECOM BHD	52.41	532.75	14.18	3.50	24.68	2.66	0.11	24.55
IREKA CORP BHD	109.22	178.18	4.19	0.95	22.65	2.35	0.18	-0.47
MERGE ENERGY BHD	17.09	54.58	1.62	0.60	36.98	2.97	0.08	0.00
BREM HOLDING BHD	285.76	794.87	4.75	0.50	10.52	6.00	0.06	39.45
DKLS INDUSTRIES BHD	171.49	517.49	5.34	1.00	18.68	1.03	0.06	13.33
PARAGON GLOBE BHD	251.98	241.88	1.62	0.40	24.75	0.67	0.03	6.43
SYCAL VENTURES BHD	102.00	306.05	2.54	0.90	35.50	0.83	0.02	-25.76
MELATI EHSAN HOLDINGS BHD	72.12	213.24	2.43	1.25	51.53	1.14	0.02	-13.12
BENALEK HOLDINGS BHD	207.76	820.85	9.69	6.00	61.91	1.18	0.02	-7.97
BINA PURI HOLDINGS BHD	74.78	577.11	3.15	1.22	38.86	0.54	0.01	-21.84
VIZIONE HOLDINGS BHD	461.96	75.29	0.60	0.40	66.91	0.79	0.01	33.33
PASURUAS GROUP BHD	97.39	100.67	0.61	0.52	85.42	0.60	0.01	9.85
ARK RESOURCES BHD	13.87	17.37	0.19	0.45	241.89	1.07	0.00	25.00
LEBTECH BHD	146.04	129.78	0.33	0.20	61.08	0.26	0.00	-7.28
PUNCAK NIAGA HOLDINGS BHD	230.33	1,823.62	-201.28	8.76				-32.24
LIEN HOE CORP BHD	127.93	656.08	-2.42	3.33				36.73
MUDAJAYA GROUP BHD	291.99	1,056.93	-121.37	0.74				5.68
PLS PLANTATIONS BHD	235.22	717.22	-82.29	0.90				-15.84
MTD ACP ENGINEERING BHD	46.33	119.37	-7.58	0.35				-29.41
ZELAN BHD	71.82	440.47	-74.07	0.42				-16.00
KUMPULAN JETSON BHD	47.53	127.71	-3.73	1.31				-17.19
Average				1.90				7.17
Median				1.07				5.15

Healthcare

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
KPI HEALTHCARE BHD	4,256.61	3,164.77	161.91	1.57	0.97	5.12	5.27	-4.83
CCM DUOPHARMA BIOTECH BHD	917.78	583.58	42.10	0.66	1.56	7.21	4.42	32.96
PHARMANIAGA BHD	805.45	614.83	53.82	1.91	3.56	8.75	2.46	-8.14
CARING PHARMACY GROUP BHD	354.86	143.38	13.13	0.50	3.81	9.16	2.40	62.84
RHONE MA HOLDINGS BHD	153.55	110.07	13.92	0.88	6.32	12.64	2.00	3.30
APEX HEALTHCARE BHD	801.28	346.72	44.46	3.00	6.74	12.82	1.90	33.66
SCC HOLDINGS BHD	71.29	40.33	6.17	0.70	11.35	15.30	1.35	10.15
Y.S.P.SOUTHEAST ASIA HOLDING BHD	355.90	318.73	28.38	1.49	7.30	6.39	0.88	45.09
IHH HEALTHCARE BHD	49,373.52	34,879.24	969.95	33.89	3.49	2.78	0.80	-7.83
TMC LIFE SCIENCES BHD	1,232.88	726.77	26.03	1.30	4.99	3.50	0.72	-10.40
BIOALPHA HOLDINGS BHD	182.14	184.69	8.07	0.72	8.93	5.70	0.64	19.62
KOTRA INDUSTRIES BHD	221.78	201.59	12.40	1.20	9.68	6.15	0.47	71.15
BCM ALLIANCE BHD	69.51	44.51	4.48	0.88	19.54	10.07	0.52	-5.88
LKL INTERNATIONAL BHD	62.18	68.07	4.48	0.80	17.86	6.58	0.37	-16.33
SUNZEN BIOTECH BHD	104.54	101.67	3.47	0.37	10.77	3.42	0.32	44.19
ADVENTA BHD	90.14	105.71	0.14	0.55	309.91	0.13	0.00	-10.45
PETERLABS HOLDINGS BHD	60.13	51.65	4.02	N/A		7.78		20.76
HOVID BHD	276.74	270.65	-1.53	3.85				2.74
Average				3.19				7.27
Median				0.88				6.58

Media

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
ASTRO MALAYSIA HOLDINGS BHD	8,185.80	4,444.30	770.64	13.17	1.71	17.34	10.15	4.83
STAR MEDIA GROUP BHD	819.04	902.76	90.29	1.57	1.74	10.00	5.75	-9.76
MEDIA CHINESE INTERNATIONAL LTD	514.61	1,022.59	60.93	1.70	2.79	5.96	2.14	-29.95
ASIA MEDIA GROUP BHD	17.96	25.27	2.29	0.20	8.86	9.05	1.02	-9.52
SASBADI HOLDINGS BHD	150.88	172.28	8.04	0.95	11.81	4.67	0.40	-40.56
M-MODE BHD	59.39	72.52	5.28	1.84	34.88	7.29	0.21	68.09
PELANGI PUBLISHING GROUP BHD	41.54	112.52	3.01	0.55	18.27	2.67	0.15	-3.72
INFINITY CORP BHD	88.50	37.40	1.21	0.72	59.22	3.24	0.05	-2.99
REV ASIA BHD	35.01	7.15	56.90	N/A		795.99		183.69
MEDIA PRIMA BHD	537.96	1,110.32	-650.61	1.14				-23.31
SENI JAYA CORPORATION BHD	21.48	54.12	-0.88	0.13				-6.06
UTUSAN MELAYU (MALAYSIA) BHD	32.67	188.81	-7.28	0.85				-1.30
NEXTGREEN GLOBAL BHD	159.12	122.81	-10.06	0.40				-6.25
PUC BHD	302.43	183.67	-19.38	0.34				371.43
BERJAYA MEDIA BHD	52.89	32.00	-21.13	0.21				35.71
Average				1.70				95.13
Median				0.78				7.29

Telecommunications

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
DIGLCOM BHD	33,199.25	3,551.76	1,474.70	0.28	0.02	41.58	2,227.51	8.40
MAXIS BHD	43,460.45	15,316.54	2,191.55	31.80	1.45	14.31	9.86	2.32
TELEKOM MALAYSIA BHD	11,762.34	10,479.00	929.70	5.54	0.60	5.03	8.45	8.84
AXIATA GROUP BHD	36,741.94	51,615.66	909.48	6.47	0.71	1.76	2.48	23.63
TIME DOTCOM BHD	4,564.41	2,529.53	175.36	7.91	4.51	6.93	1.54	17.56
VIVOCOM INTERNATIONAL HOLDINGS BHD	186.93	514.81	14.59	0.40	2.74	2.83	1.03	-21.21
OCK GROUP BHD	610.03	666.43	24.63	1.02	4.14	3.70	0.89	16.06
SEDANIA INNOVATOR BHD	46.29	33.43	1.62	0.91	56.43	4.85	0.09	15.66
XOX BHD	69.52	111.41	2.03	1.10	54.26	1.82	0.03	-9.09
ROHAS TECHNIC BHD	571.92	368.90	3.06	1.94	34.03	0.83	0.02	135.08
REDTONE INTERNATIONAL BHD	183.44	141.92	-5.37	+0.30				39.34
GREEN PACKET BHD	274.12	406.34	-16.62	0.96				89.66
Average				5.22				8.36
Median				1.04				4.27

Oil and gas

* TH Heavy Engineering CEO is paid more than directors on the BOD but is not listed here as he is not on the BOD

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	PATRI (RM MIL)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /PATRI (%)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
PETRONAS DAGANGAN BHD	24,240.28	6,260.69	1,539.50	0.91	0.06	24.59	417.38	5.34
HENGYUAN REFINING CO BHD	1,925.00	2,956.13	929.76	1.91	0.21	31.45	153.18	687.60
SERISA DINAMIK HOLDINGS BHD	4,625.78	1,428.72	310.02	1.15	0.37	21.70	58.41	0.00
MARINE & GENERAL BHD	68.77	963.56	193.52	1.48	0.96	15.93	16.53	-21.16
DIALOG GROUP BHD	17,704.28	4,207.15	370.64	7.15	1.93	8.81	4.57	65.02
DAGANG NEXCHANGE BHD	711.84	452.29	56.60	2.05	3.62	12.51	3.46	81.65
BHIGSUNG PETROLEUM BHD	1,381.76	1,194.52	106.10	2.73	2.57	8.88	3.46	101.12
WAH SEONG CORP BHD	1,004.43	1,697.10	113.02	2.64	2.34	6.66	2.85	33.73
YINSON HOLDINGS BHD	4,960.03							

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Industrial products

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	P/E (X)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /P/E (X)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
PETRONAS CHEMICALS GROUP BHD	67,520.00	29,918.00	4,177.00	1.01	0.02	13.96	575.49	11.92
LOTTE CHEMICAL TITAN HOLDING	11,546.76	12,336.81	1,064.24	1.21	0.11	8.63	76.12	0.00
SAM ENGINEERING & EQUIPMENT	1,001.99	479.89	43.61	0.07	0.16	9.09	56.61	48.01
PRESS METAL ALUMINIUM HOLDIN	16,132.67	5,824.86	593.30	1.56	0.26	10.19	38.82	213.83
UCHI TECHNOLOGIES BHD	1,244.40	237.70	70.50	0.78	1.11	29.66	26.81	102.82
INARI AMERTRON BHD	7,279.86	904.87	227.76	4.15	1.82	25.17	13.81	107.81
PERUSAHAAN SADUR TIMAH MALAY	425.02	383.67	55.14	0.70	1.27	14.37	11.32	-39.32
MMS VENTURES BHD	225.46	58.53	21.05	0.74	3.49	35.98	10.30	226.34
SAMCHEM HOLDINGS BHD	272.00	144.89	22.29	0.35	1.58	15.38	9.74	49.78
MALAYSIA SMELTING CORP BHD	310.00	320.30	15.93	0.10	0.63	4.97	7.92	-13.80
FAVELLE FAVCO BHD	548.63	658.19	63.09	0.80	1.27	9.59	7.56	19.06
JHM CONSOLIDATION BHD	568.75	131.45	30.48	1.01	3.32	23.19	6.99	254.39
PESTEC INTERNATIONAL BHD	1,222.87	770.90	94.91	1.70	1.79	12.31	6.87	10.76
MALAYSIAN PACIFIC INDUSTRIES	2,112.28	1,359.76	177.92	3.65	2.05	13.08	6.38	74.00
SLP RESOURCES BHD	269.42	175.75	19.21	0.44	2.30	10.93	4.75	1.52
PIE INDUSTRIAL BHD	495.41	405.19	48.01	1.23	2.57	11.85	4.61	16.56
LUXCHEM CORP BHD	531.49	262.37	40.74	1.51	3.70	15.53	4.20	59.40
PENTAMASTER CORP BHD	800.96	204.53	35.97	1.55	4.31	17.59	4.08	367.59
OCEANCASH PACIFIC BHD	146.07	86.39	9.83	0.28	2.80	11.38	4.07	71.18
UNISEM (M) BHD	1,809.11	1,524.70	159.46	4.27	2.68	10.46	3.91	57.53
WELLCALL HOLDINGS BHD	671.62	113.93	36.45	3.00	8.23	32.00	3.89	30.29
RGB INTERNATIONAL BHD	329.46	238.46	30.28	1.10	3.63	12.70	3.49	-1.09
SCGM BHD	283.36	179.30	23.00	0.87	3.80	12.83	3.38	6.90
SCIENTEX BHD	3,510.49	1,834.13	255.87	10.88	4.25	13.95	3.28	31.05
SUPERLON HOLDINGS BHD	190.56	119.57	23.71	1.45	6.11	19.83	3.24	66.06
THONG GUAN INDUSTRIES BHD	341.85	497.98	44.46	1.24	2.79	8.93	3.20	-1.40
SUCCESS TRANSFORMER CORP BHD	198.86	364.34	46.07	1.85	4.02	12.64	3.15	10.80
DUFU TECHNOLOGY CORP BHD	169.56	145.34	26.04	1.49	5.74	17.82	3.12	73.84
KESM INDUSTRIES BHD	717.48	349.78	43.99	1.70	3.86	11.90	3.08	99.41
DGO GREEN TECHNOLOGIES BHD	758.37	338.33	22.37	0.53	2.38	6.61	2.78	142.62
CB INDUSTRIAL PRODUCT HLDG	689.80	808.58	50.46	1.15	2.27	6.24	2.75	-5.40
SKP RESOURCES BHD	1,775.27	576.11	103.32	6.95	6.73	17.93	2.67	86.12
V.S. INDUSTRY BHD	2,584.34	1,474.27	156.32	6.30	4.03	10.60	2.63	113.89
A-RANK BHD	88.80	119.53	16.20	0.85	5.25	13.55	2.58	-9.79
EG INDUSTRIES BHD	127.91	277.45	22.25	0.70	3.15	8.02	2.55	-24.00
BOILERMECH HOLDINGS BHD	361.20	296.15	23.05	1.05	4.55	11.18	2.45	3.00
GUAN CHONG BHD	821.81	530.81	91.05	6.94	7.62	17.15	2.25	102.09
DAIBOCHI PLASTIC & PACKAGING	687.67	255.71	25.96	1.19	4.57	10.15	2.22	25.12
VISDYNAMICS HOLDINGS BHD	82.59	32.30	6.64	0.70	10.54	20.56	1.95	136.64
KELINGTON GROUP BHD	201.48	80.97	12.26	0.96	7.83	15.14	1.93	200.72
CABNET HOLDINGS BHD	79.95	45.56	5.24	0.31	5.96	11.49	1.93	0.00
CAN-ONE BHD	457.32	1,082.85	63.58	1.96	3.08	5.87	1.90	-13.21
FOUNDPAK GROUP BHD	155.40	69.46	10.22	0.80	7.83	14.71	1.88	5.74
THREE-A RESOURCES BHD	462.48	342.47	41.65	2.70	6.48	12.16	1.88	-1.38
WONG ENGINEERING CORP BHD	82.39	62.46	6.11	0.35	5.72	9.79	1.71	85.64
GE-SHEN CORP BHD	66.82	145.95	10.56	0.45	4.26	7.23	1.70	-2.33
AEMULUS HOLDINGS BHD	202.97	75.34	7.55	0.45	5.96	10.02	1.68	172.92
FOCUS DYNAMICS GROUP BHD	255.19	31.59	3.48	0.23	6.68	11.02	1.65	402.22
EITA RESOURCES BHD	159.90	165.95	19.92	1.50	7.53	12.00	1.59	41.58
DANKOMECH HOLDINGS BHD	108.77	111.08	10.74	0.66	6.12	9.67	1.58	-40.93
GLOBETRONICS TECHNOLOGY BHD	1,487.21	312.30	51.15	5.34	10.44	16.38	1.57	92.23
ORNAPAPER BHD	94.91	149.13	15.65	0.95	6.07	9.25	1.52	45.81
PNE PCB BHD	67.72	70.85	3.28	0.10	3.05	4.63	1.52	8.33
MUDA HOLDINGS BHD	561.29	1,207.30	58.77	1.95	3.32	4.87	1.47	-5.81
MIKRO MSC BHD	122.80	69.66	10.89	1.20	11.02	15.63	1.42	34.59
HEXZA CORP BHD	132.25	254.40	22.23	1.38	6.22	8.74	1.40	-5.82
JF TECHNOLOGY BHD	157.50	35.97	6.38	0.85	13.32	17.73	1.33	418.80
OPCOM HOLDINGS BHD	142.71	99.65	7.20	0.40	5.56	7.22	1.30	-40.07
SALLUTICA BHD	236.68	167.59	19.35	1.80	9.30	11.55	1.24	14.18
ES CERAMICS TECHNOLOGY BHD	41.10	50.17	6.33	0.65	10.27	12.61	1.23	-32.13
PMB TECHNOLOGY BHD	450.93	192.94	10.41	0.47	4.48	5.39	1.20	179.31
PUBLIC PACKAGES HOLDINGS BHD	113.17	227.37	15.53	0.94	6.07	6.83	1.12	24.77
BP PLASTICS HOLDING BHD	183.90	176.35	12.83	0.83	6.48	7.27	1.12	-19.49
FRONTKEN CORP BHD	455.87	322.03	29.86	2.62	8.78	9.27	1.06	145.99
KIAN JOO CAN FACTORY BHD	1,208.14	1,843.85	89.96	4.35	4.84	4.88	1.01	3.43
CHEMICAL CO OF MALAYSIA BHD	398.41	414.11	26.35	1.74	6.62	6.36	0.96	80.43
UNIMECH GROUP BHD	131.42	289.07	11.89	0.53	4.47	4.11	0.92	-1.07
TEK SENG HOLDINGS BHD	106.18	402.30	23.29	1.51	6.48	5.79	0.89	-41.22
KARYON INDUSTRIES BHD	80.87	104.31	8.60	0.85	9.88	8.24	0.83	31.15
HIL INDUSTRIES BHD	232.36	346.55	13.49	0.70	5.19	3.89	0.75	0.64
JCY INTERNATIONAL BHD	507.36	1,130.45	40.94	2.10	5.13	3.62	0.71	-10.37
SEREMBAN ENGINEERING BHD	28.69	44.30	4.52	0.65	14.46	10.21	0.71	39.71
RESINTECH BHD	46.65	150.73	8.72	0.80	9.18	5.78	0.63	-9.76
TECHFAST HOLDINGS BHD	96.96	25.63	3.53	0.86	24.34	13.76	0.57	332.61
LCTH CORP BHD	207.00	210.34	10.23	0.90	8.80	4.86	0.55	16.88
LB ALUMINIUM BHD	139.15	326.26	17.95	1.90	10.58	5.50	0.52	0.00
ALUMINIUM CO OF MALAYSIA BHD	98.06	186.40	11.61	1.57	13.49	6.23	0.46	26.28
SUPERCOMNET TECHNOLOGIES BHD	241.13	45.25	2.59	0.34	13.25	5.72	0.43	207.69
LUSTER INDUSTRIES BHD	167.96	158.58	5.08	0.39	7.59	3.21	0.42	90.91
KUMPULAN H&L HIGH-TECH BHD	45.72	97.95	5.57	0.80	14.36	5.69	0.40	21.11
CENTRAL INDUSTRIAL CORP BHD	65.00	54.77	3.50	0.58	16.46	6.39	0.39	3.00
TOMPAK HOLDINGS	339.65	224.87	9.54	1.06	11.07	4.24	0.38	53.08
TA WIN HOLDINGS BHD	36.55	67.28	2.75	0.31	11.25	4.08	0.36	284.12
UMS-AIEKEN GROUP BHD	80.17	97.22	7.41	1.78	24.05	7.63	0.32	-8.41
BSL CORP BHD	47.83	92.76	3.20	0.35	10.93	3.45	0.32	131.75
UNITED U-LI CORP BHD	196.02	294.64	19.14	4.00	20.90	6.50	0.31	-2.21
KOBAY TECHNOLOGY BHD	99.06	160.89	4.74	0.45	9.50	2.95	0.31	-9.90

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	P/E (X)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /P/E (X)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
METRO HOLDINGS BHD	211.20	769.74	23.07	2.25	9.75	3.00	0.31	6.06
SCOPE INDUSTRIES BHD	78.47	132.79	4.49	0.50	11.14	3.38	0.30	36.05
UMS HOLDINGS BHD	110.68	162.92	5.36	0.60	11.19	3.29	0.29	-5.58
FIBON BHD	49.00	45.64	4.32	1.40	32.41	9.47	0.29	5.26
TURBO-MECH BHD	81.54	104.51	3.10	0.32	10.24	2.96	0.29	0.65
WEIDA M BHD	282.97	469.00	18.14	2.42	13.37	3.87	0.29	8.34
NOTION VTEC BHD	178.30	374.27	12.60	1.65	13.09	3.37	0.26	19.59
WIWTECH (MALAYSIA) BHD	23.72	36.56	0.97	0.10	10.32	2.65	0.26	32.18
KEIH HING INTERNATIONAL BHD	53.91	157.42	7.05	1.40	19.86	4.48	0.23	-12.98
NYLEX MALAYSIA BHD	115.30	417.65	20.39	4.80	23.55	4.88	0.21	59.85
IDEAL JACOBS MALAYSIA CORP	40.02	30.13	3.07	1.84	59.99	10.19	0.17	80.43
CH ASIA CORP BHD	22.69	40.62	1.82	0.50	27.45	4.49	0.16	65.00
LNG RESOURCES BHD	31.46	61.45	2.57	0.85	33.06	4.18	0.13	44.44
IMASPRO CORP BHD	150.40	135.42	5.76	2.08	36.13	4.25	0.12	-11.27
MASTER-PACK GROUP BHD	33.86	83.18	3.95	1.62	41.12	4.74	0.12	20.46
RAPID SYNERGY BHD	520.32	260.53	2.94	0.30	10.07	1.13	0.11	-1.38
SCH GROUP BHD	70.08	69.01	1.82	0.45	24.69	2.64	0.11	2.63
SC ESTATE BUILDER BHD	22.08	33.40	1.08	0.40	37.34	3.24	0.09	-12.50
PANSAR BHD	267.96	182.29	4.88	1.54	31.46	2.68	0.09	-2.60
ADVANCED PACKAGING TECH (M) BHD	37.08	33.32	1.18	0.55	46.78	3.53	0.08	-7.13
PRG HOLDINGS BHD	254.84	195.40	4.36	1.31	29.97	2.23	0.07	29.55
APB RESOURCES BHD	90.89	182.00	3.75	1.05	27.99	2.06	0.07	10.53
ANCOM BHD	105.44	544.15	17.47	8.15	46.66	3.21	0.07	60.61
SIG GASES BHD	146.25	138.82	4.23	2.10	49.60	3.05	0.06	170.89
POLY GLASS FIBRE (MALAYSIA) BHD	67.19	213.50	1.96	0.35	17.84	0.92	0.05	61.82
WARISAN TC HOLDINGS BHD	131.50	400.74	4.93	1.74	35.24	1.23	0.03	17.46
DYNOCCE TECHNOLOGY BHD	57.19	97.81	2.30	1.65	71.59	2.36	0.03	37.74
CYL CORP BHD	57.00	72.75	1.20	0.65	54.52	1.65	0.03	-14.17
SERSOL BHD	24.77	17.94	0.27	0.35	129.46	1.49	0.01	21.43
ASIA POLY HOLDINGS BHD	41.92	82.62	0.58	0.46	79.94	0.70	0.01	-7.91
GOODWAY INTEGRATED INDUS BHD	22.66	89.77	0.52	0.75	144.23	0.58	0.00	-70.00
GREENYIELD BHD	53.40	73.22	0.22	0.65	292.34	0.30	0.00	-9.09
HENG HUAT RESOURCES GROUP BHD	58.65	103.41	0.37	1.50	409.81	0.35	0.00	5.56
VERSATILE CREATIVE BHD	53.98	59.65	0.07	0.25	352.71	0.12	0.00	-51.49
MUAR BAN LEE GROUP BHD	99.37	125.60	9.51	-0.25		7.57		24.69
TEXICHEM RES								

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Property

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	P/E(RM)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /P/E(RM)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
I-BHD	504.33	1,112.59	75.48	0.11	0.15	6.78	46.55	-9.97
BERTAM ALLIANCE BHD	54.79	212.52	62.81	0.57	0.91	29.55	32.36	-30.51
UDA DEVELOPMENT BHD	4,107.48	4,700.46	491.18	4.00	0.81	10.45	12.83	6.84
SHL CONSOLIDATED BHD	581.10	885.36	82.29	0.90	1.09	9.29	8.50	-4.52
SP SETIA BHD	11,476.52	19,022.50	932.86	5.76	0.62	4.90	7.94	38.06
TITUYA LAND BHD	510.79	994.27	76.01	0.85	1.12	7.64	6.84	-17.36
MB WORLD GROUP BHD	291.15	216.08	30.58	0.67	2.18	14.15	6.48	98.02
PLENITUDE BHD	568.49	1,585.37	50.74	0.30	0.60	3.20	5.36	1.69
UEM SUNRISE BHD	3,266.95	11,527.79	280.09	1.59	0.57	2.43	4.28	-4.56
KEN HOLDINGS BHD	148.85	316.31	50.40	1.90	3.77	15.93	4.23	6.73
IDEAL UNITED BINTANG INTERNATIONAL BHD	101.08	86.96	15.71	0.68	4.31	18.06	4.19	-14.56
COUNTRY VIEW BHD	130.00	378.12	28.47	0.55	1.93	7.53	3.90	13.52
TAMBUN INDAH LAND BHD	350.98	650.97	83.39	2.81	3.37	12.81	3.80	-21.16
GLONAC BHD	356.76	1,434.43	108.19	2.15	1.99	7.54	3.80	-6.09
ORIENTAL INTEREST BHD	325.20	435.70	38.51	1.00	2.60	8.84	3.40	-16.49
HUA YANG BHD	165.44	858.53	60.93	1.38	2.26	7.10	3.13	-41.63
MATRIX CONCEPTS HOLDINGS BHD	1,512.29	1,374.92	185.28	8.85	4.78	13.48	2.82	28.88
MCT BHD	1,194.74	966.59	63.66	1.50	2.36	6.59	2.80	-18.49
SOUTH MALAYSIA INDUSTRIES BHD	43.04	178.15	28.74	1.89	6.56	16.13	2.46	33.33
PARAMOUNT CORP BHD	805.15	2,002.52	133.41	4.25	3.19	6.63	2.99	33.33
GUOLAND MALAYSIA BHD	623.41	2,653.46	121.81	2.75	2.26	4.59	2.03	-0.09
SELANGOR DREDGING BHD	319.60	1,089.02	57.28	1.51	2.64	5.26	1.99	28.51
MALTON BHD	266.71	1,396.41	63.29	1.60	2.53	4.53	1.79	44.29
SUNSURIA BHD	798.83	1,061.67	90.75	4.50	4.96	8.55	1.72	31.31
KSL HOLDINGS BHD	864.63	2,790.30	220.31	10.20	4.63	7.90	1.71	7.00
TROPICANA CORP BHD	1,205.44	5,892.01	187.48	3.76	2.00	3.18	1.59	-3.95
GROMUTUAL BHD	148.37	364.68	19.86	0.70	3.52	5.45	4.77	15.44
KOI PROPERTIES GROUP BHD	6,899.71	24,344.44	920.87	25.97	2.82	3.78	1.34	-3.29
EASTERN & ORIENTAL BHD	2,140.62	3,480.95	86.60	1.65	1.91	2.49	1.31	0.56
EWEIN BHD	232.22	293.81	9.32	0.25	2.68	3.17	1.18	-31.25
MAH SING GROUP BHD	2,597.63	5,434.79	361.90	21.43	5.92	6.66	1.12	5.00
AMVERTON BHD	357.76	730.90	24.32	0.73	2.98	3.33	1.11	41.41
SUNWAY BHD	7,786.45	12,241.50	639.50	31.31	4.90	5.22	1.07	31.39
LBS BINA GROUP BHD	1,370.30	2,425.26	103.40	4.22	4.08	4.26	1.04	48.78
SELANGOR PROPERTIES BHD	1,422.57	2,686.39	92.60	3.15	3.40	3.45	1.01	14.03
MALAYSIAN RESOURCES CORP BHD	2,766.19	6,313.19	167.50	5.07	3.02	2.65	0.88	-3.70
MKH BHD	825.56	2,368.96	128.21	8.10	6.32	5.41	0.86	-40.18
LAND & GENERAL BHD	542.23	1,413.47	35.53	1.15	3.24	2.51	0.78	-2.71
PASDEC HOLDINGS BHD	109.82	350.75	6.50	0.16	2.45	1.05	0.76	11.54
IRRACO BHD	268.06	388.82	14.04	0.71	5.06	3.61	0.71	-20.06
ECO WORLD DEVELOPMENT GROUP BHD	3,680.46	6,407.88	209.65	9.70	4.63	3.17	0.69	2.22
KARAMBUNAI CORP BHD	462.13	1,338.06	18.89	0.40	2.12	1.41	0.67	20.00
ECOFIRST CONSOLIDATED BHD	236.93	463.17	16.13	0.85	5.27	3.48	0.66	7.02
SYMPHONY LIFE BHD	184.22	1,024.72	318.82	1.73	5.43	3.11	0.57	15.38
CRESCENDO CORPORATION BHD	293.41	1,273.73	34.95	1.68	4.81	2.74	0.57	1.25
SENTORIA GROUP BHD	312.66	674.01	38.03	3.95	10.39	5.64	0.54	3.27
AYER HOLDINGS BHD	411.69	537.34	12.37	0.53	4.27	2.30	0.54	3.88

loss-making companies

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	P/E(RM)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /P/E(RM)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
FARLIM GROUP BHD	63.85	174.05	7.83	0.71	9.13	4.50	0.49	4.82
EUPE CORP BHD	104.32	422.05	9.59	0.50	5.21	2.27	0.44	27.71
DAIMAN WATERFRONT BHD	416.93	1,492.00	23.71	1.05	4.43	1.59	0.36	7.86
ISKANDAR WATERFRONT CITY BHD	430.74	1,123.96	48.12	7.99	16.61	4.28	0.26	68.24
JKG LAND BHD	193.37	581.87	14.80	1.60	10.82	2.54	0.23	-26.23
TA GLOBAL BHD	1,676.34	3,707.43	140.47	24.35	17.33	3.79	0.22	43.72
YNH PROPERTY BHD	709.21	1,239.39	32.47	4.97	15.31	2.62	0.17	-7.89
LBI CAPITAL BHD	64.75	142.09	4.62	1.12	24.33	3.25	0.13	-5.59
SAPURA RESOURCES BHD	118.66	466.69	13.45	3.05	22.67	2.88	0.13	-6.38
AMCORP PROPERTIES BHD	396.24	1,467.21	18.20	1.85	10.17	1.24	0.12	-2.76
MK LAND HOLDINGS BHD	283.00	1,287.63	18.13	2.20	12.13	1.41	0.12	-14.29
DUTALAND BHD	423.06	1,035.60	12.89	1.45	11.25	1.24	0.11	32.37
Y&G CORP BHD	189.42	297.69	4.85	0.73	15.13	1.63	0.11	-15.97
YONG TAI BHD	675.43	484.91	6.62	1.30	19.33	1.37	0.07	22.58
MAGNA PRIMA BHD	349.26	740.70	11.42	2.85	24.95	1.54	0.06	-6.13
GLOBAL ORIENTAL BHD	111.40	692.76	7.98	1.50	18.79	1.15	0.06	4.84
BCB BHD	140.13	724.48	9.80	2.70	27.56	1.35	0.05	9.89
IVORY PROPERTIES GROUP BHD	139.67	577.39	9.16	3.05	33.30	1.50	0.05	-29.67
ASIAN PAC HOLDINGS BHD	149.96	1,476.92	8.82	1.67	18.91	0.60	0.03	0.00
YTL LAND & DEVELOPMENT BHD	381.42	2,921.41	5.14	1.05	20.41	0.18	0.01	-8.94
MUI PROPERTIES BHD	200.05	333.69	0.72	0.57	80.06	0.21	0.00	-12.00
THRIVEN GLOBAL BHD	160.10	206.98	0.20	0.76	379.93	0.10	0.00	26.47
PLB ENGINEERING BHD	178.05	197.37	3.69	-0.50				54.78
ECO WORLD INTERNATIONAL BHD	2,184.00	2,598.27	-87.63	6.01				0.00
NAIM HOLDINGS BHD	146.91	1,339.89	-168.74	2.14				-11.80
FITTERS DIVERSIFIED BHD	177.81	415.49	-0.42	1.79				0.00
TIGER SYNERGY BHD	46.39	223.10	-6.10	2.20				-11.11
ENRA GROUP BHD	337.30	170.18	-72.08	0.95				-41.67
WING HOLDINGS BHD	30.72	63.06	-15.99	0.95				-20.86
MALAYSIA PACIFIC CORP BHD	12.94	168.33	-10.36	1.30				10.00
SBC CORPORATION BHD	116.20	433.12	-3.04	2.02				-17.16
BINA DARULAMAN BHD	141.29	552.31	-7.60	1.27				-1.48
TALAM TRANSFORM BHD	147.68	611.86	-23.61	0.55				-11.11
PEGASUS HEIGHTS BHD	32.58	102.90	-4.05	1.15				-18.75
ENCORP BHD	176.14	1,701.32	-30.42	0.88				-11.21
TANCO HOLDINGS BHD	83.93	197.37	-11.48	0.70				138.46
TADMAX RESOURCES BHD	179.57	459.49	-33.68	0.30				-34.05
MEDA INC BHD	193.20	171.91	-8.85	0.67				-6.00
COUNTRY HEIGHTS HOLDINGS BHD	355.62	1,096.40	-2.84	0.59				4.00
ACME HOLDINGS BHD	70.14	65.77	-1.05	0.90				60.00
MAJUPEKAK HOLDINGS BHD	55.56	246.09	-10.58	0.07				31.48
JIANJUN INTERNATIONAL BHD	53.39	49.72	-1.55	0.35				17.65
SEAL INCORPORATED BHD	96.01	283.70	-9.04	0.50				11.84
PETALING TIN BHD	136.60	378.14	-7.10	0.40				47.06
GSB GROUP BHD	116.56	111.02	-1.92	0.20				27.78
Average				3.10		5.17		
Median				1.45		3.46		

Technology

COMPANY NAME	MARKET CAP (RM MIL)	TOTAL CAPITAL EMPLOYED (RM MIL)	P/E(RM)	CEO REMUNERATION (RM MIL)	CEO REMUNERATION /P/E(RM)	RETURN ON CAPITAL EMPLOYED (%)	CEO PERFORMANCE INDEX	SHAREHOLDER RETURNS (%)
MY EG SERVICES BHD	3,499.02	668.20	201.51	0.30	0.15	30.16	202.57	43.27
VITROX CORP BHD	2,661.25	390.70	83.02	0.38	0.46	21.26	238.42	48.00
LAMBO GROUP BHD	303.00	100.98	19.18	0.15	0.78	18.99	24.28	105.08
ELSOFT RESEARCH BHD	718.24	108.02	29.84	0.60	2.01	27.62	13.71	101.06
DATASONIC GROUP BHD	1,622.25	358.10	67.24	0.92	1.37	18.78	13.69	-2.57
KRONOLOGI ASIA BHD	217.53	115.50	12.06	0.63	5.21	10.44	2.00	198.39
REXIT BHD	117.55	34.12	7.55	0.90	11.92	22.13	1.86	27.40
EXCEL FORCE MSC BHD	174.08	49.87	6.32	0.45	7.12	12.68	1.78	163.59
CENSOFT HOLDINGS BHD	87.81	165.11	12.05	0.50	4.15	7.30	1.76	21.95
MESINAGA BHD	69.46	138.48	15.83	1.26	7.93	11.43	1.44	27.46
GHL SYSTEMS BHD	1,141.31	293.83	20.45	1.03	5.04	6.96	1.38	71.56
NZN CONNECT BHD	704.12	223.70	25.13	2.57	10.24	11.23	1.10	24.30
WILLOWGLEN MSC BHD	257.93	149.73	18.72	2.15	11.49	12.50	1.09	52.05
GRAND-FLO BHD	96.97	162.27	13.19	1.06	8.00	8.13	1.02	29.73
IFCA MSC BHD	164.02	120.09	10.16	1.63	16.03	8.46	0.53	40.84
NETX HOLDINGS BHD	53.68	46.07	1.08	0.07	6.91	2.34	0.34	100.00
OPENSYS M BHD	78.94	66.93	6.72	2.12	31.61	10.03	0.32	-13.37
MTOUCHE TECHNOLOGY BHD	71.91	11.52	0.94	0.25	26.86	8.17	0.31	16.54
EA HOLDINGS BHD	152.17	166.08	3.29	0.25	7.60	1.98	0.26	37.93
SYSTECH BHD	79.56	58.71	2.70	0.75	27.79	4.60	0.17	46.40
JCBNEXT BHD	229.45	335.15	6.73	0.95	14.13	2.01	0.14	2.90
SIKH CONSORTIUM BHD	42.69	71.22	1.55	0.40	25.79	2.18	0.08	50.00
MICROLINK SOLUTIONS BHD	72.81	63.28	0.78	0.16	20.43	1.23	0.06	-25.00
THETA EDGE BHD	33.25	70.25	1.39	0.95	68.30	1.98	0.03	61.40
ORION IXL BHD	47.92	86.40	0.76	0.25	32.89	0.88	0.03	-20.53
MALAYSIAN GENOMICS RESOURCE CENTRE BHD	24.33	28.07	0.59	0.70	118.78	2.10	0.02	-32.69
TECHNODEX BHD	67.94	37.64	0.43	0.85	197.85	1.14	0.01	-6.90
DIVERSIFIED GATEWAY SOLUTIONS BHD	108.47	46.47	0.42	0.85	203.35	0.90	0.00	420.00
DGB ASIA BHD	102.08	54.48	0.05	0.20	416.67	0.09	0.00	414.29
NOVA MSC BHD	97.70	57.88	-20.43	0.91				44.44
OMESTI BHD	190.54	196.24	-12.11	1.07				