AJIYA®

AJIYA BERHAD

Registration No.199601005281(377627-W)

SUSTAINABLE LIVING

ANNUAL REPORT 2024

OUR PURPOSE

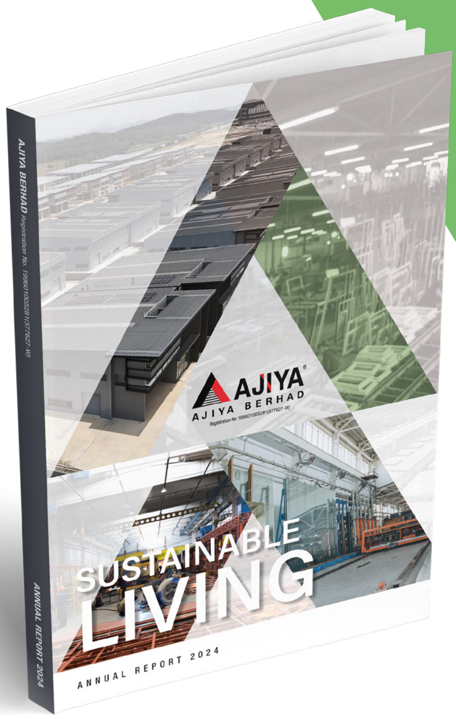
To Build Trust & Commitment Together

OUR VISION

To Enrich Wellbeing For The Community

OUR MISSION

Explore New Frontiers



SUSTAINABLE LIVING

"Sustainable Living" reflects our unwavering commitment to balancing environmental responsibility, social well-being, and long-term economic growth.

As we continue to innovate and collaborate, we remain dedicated to delivering high-quality products and services that meet the evolving needs of our stakeholders. Guided by our vision, "To Enrich Wellbeing for the Community," we work to promote a sustainable lifestyle while protecting the environment for future generations.

By integrating sustainability into our business strategy and operations, we are committed to creating lasting value for our stakeholders and enhancing the well-being of the communities we serve.

With every step forward, we strive to build a resilient and inclusive future, laying a strong foundation for generations to come.

OUR CORE VALUES STREAMS

- People
- Product
- Processes
- Price

OUR CORE VALUES

- Commitment
- Responsibility
- Teamwork
- Proactive
- Efficiency
- Knowledge

OUR CORE COMPETENCIES

- Reliable Quality Products & Performance
- Efficient Manufacturing
- Customer Focus
- Technical Competency Through Collaboration
- Wide Distribution Network

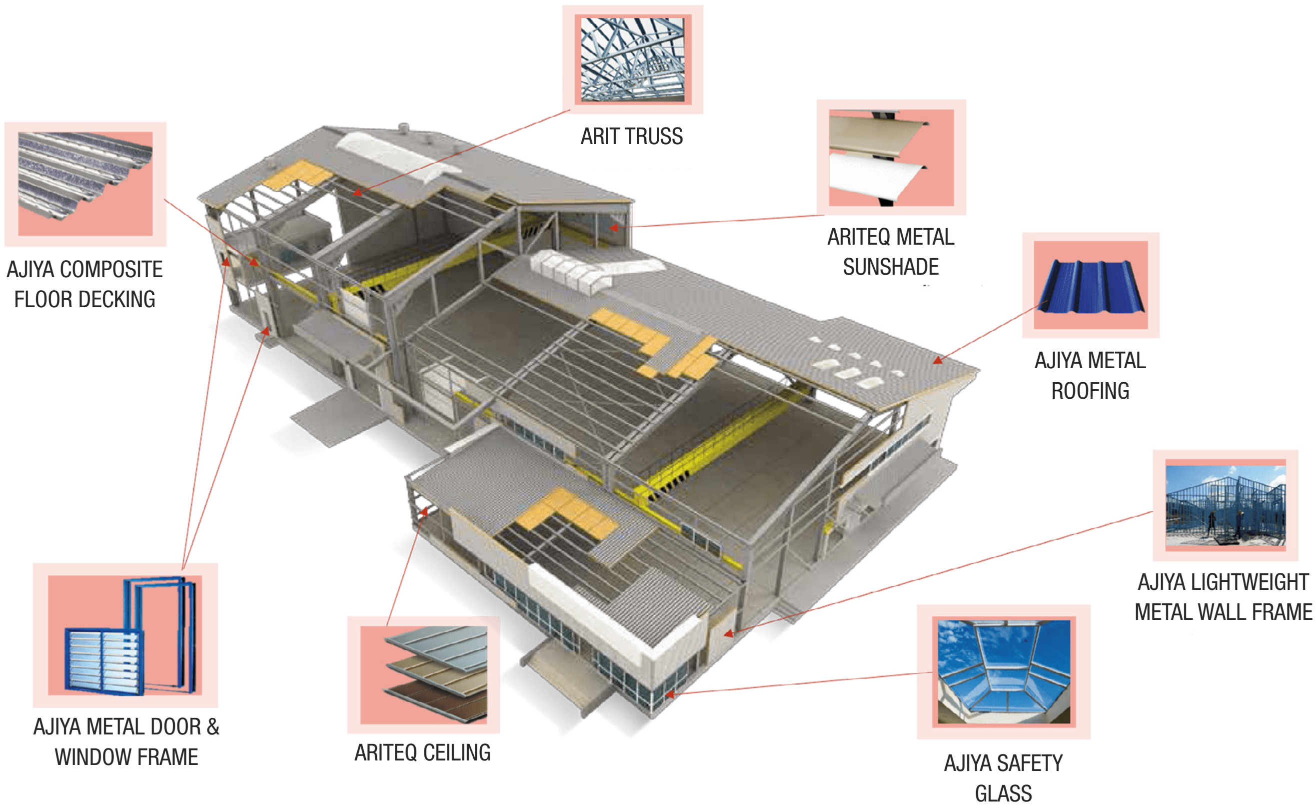
29th ANNUAL GENERAL MEETING

Date & Time

27th May 2025, Tuesday 2.30 p.m.

Venue

Menara Chin Hin, Level 19, 8th & Stellar, No. 1, Jalan Naga Emas, Sri Petaling,
57000 Kuala Lumpur, Malaysia



OUR INNOVATION TO SUSTAINABLE BUILDING

AJIYA 8 SERIES ALL-IN-ONE HOUSING SOLUTION

- Ajiya Light Weight Metal Wall Frame
- ARITEQ Metal Sunshade
- Ajiya Metal Roofing Products
- Ajiya Safety Glass
- ARIT Truss Components
- Ajiya Metal Door & Window Frame
- ARITEQ Ceiling Products
- Ajiya Composite Floor Decking Products

WHAT'S INSIDE

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06 FORM & CORPORATE DIRECTORY

ACCESS MORE WITH JUST YOUR DEVICE

Please scan this QR code to view our Annual Report, Notice of AGM, Proxy Form and Administrative Details online.

This report has been compiled with information that the Board and Management believe is relevant to stakeholders and provides them a comprehensive view of the Group's performance for the financial period.

Ajiya Berhad continues to improve the quality of its reporting. To contact us, you may email us via "Contact Us" at www.ajiya.com.

This report is also available at www.ajiya.com.

CORPORATE INFORMATION

BOARD OF DIRECTORS

CHAIRMAN

Datuk Seri Chiau Beng Teik, JP
(Non-Independent Executive Chairman)

MANAGING DIRECTOR

Mr. Chiau Haw Choon

NON-EXECUTIVE DIRECTOR

Mr. Yeo Ann Seck

INDEPENDENT NON-EXECUTIVE DIRECTORS

Ms. Er Kian Hong
Mr. Teh Boon Beng
Datuk Hj Mohd Yusri Bin MD Yusof
Dato' Boey Chin Gan

AUDIT COMMITTEE
Ms. Er Kian Hong *(Chairman)*
Datuk Hj Mohd Yusri Bin MD Yusof
Dato' Boey Chin Gan

NOMINATION COMMITTEE
Dato' Boey Chin Gan *(Chairman)*
Datuk Hj Mohd Yusri Bin MD Yusof
Ms. Er Kian Hong

REMUNERATION COMMITTEE
Mr. Teh Boon Beng *(Chairman)*
Datuk Hj Mohd Yusri Bin MD Yusof
Dato' Boey Chin Gan

RISK MANAGEMENT COMMITTEE
Datuk Hj Mohd Yusri Bin MD Yusof *(Chairman)*
Dato' Boey Chin Gan
Mr. Teh Boon Beng

SECRETARIES
Ms. Chong Wui Koon
SSM PC No. 202008000920
(MAICSA 7012363)
Ms. Tai Yit Chan
SSM PC No. 202008001023
(MAICSA 7009143)
Ms. Santhi A/P Saminathan
SSM PC No. 201908002933
(MAICSA 7069709)

REGISTERED OFFICE
Suite 9D, Level 9
Menara Ansar
65, Jalan Trus,
80888 IIBD, Johor
Tel : 07 – 224 1035
Fax : 07 – 221 0891
Email : boardroom-kl@boardroomlimited.com

REGISTRAR
Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony,
No.5, Jalan Professor Khoo Kay Kim,
Seksyen 13,
46200 Petaling Jaya, Selangor.
Tel : 03-7890 4700
Fax: 03-7890 4670
Email : BSR.Helpdesk@boardroomlimited.com

AUDITORS
UHY Malaysia PLT
202406000040 (LLP0041391-LCA) & AF 1411
Chartered Accountants
Suite 11.05, Level 11,
The Gardens South Tower,
Mid Valley City, Lingkaran Syed Putra,
59200 Kuala Lumpur

PRINCIPAL BANKERS
AmIslamic Bank Berhad
Aminvestment Bank Berhad
Hong Leong Bank Berhad
Malayan Banking Berhad
OCBC Bank (Malaysia) Berhad

STOCK EXCHANGE
Main Market of Bursa Malaysia Securities Berhad
Stock Code : 7609
Stock Name : AJIYA

WEBSITE
www.ajiya.com

CORPORATE STRUCTURE

AJIYA BERHAD

METAL DIVISION

100% ASIA ROOFING INDUSTRIES SDN. BHD.

- Ariteq Eco Sdn. Bhd. 100%
- Ari Timur (KB) Sdn. Bhd. 60%

80% ARI UTARA SDN. BHD.

GLASS DIVISION

100% AJIYA SAFETY GLASS SDN. BHD.

- ASG Marketing Sdn. Bhd. 100%

100% AJIYA GLASS MARKETING SDN. BHD.

100% THAI AJIYA SAFETY GLASS CO.,LTD *

40% ASTEEL AJIYA SDN. BHD.

INVESTMENT DIVISION

100% LTC USAHA SDN. BHD.

Note:
** Incorporated in Thailand*

ABOUT US

OVERVIEW

Ajiya Berhad and its group of companies ("Ajiya" or "Ajiya Group") are recognized as leading manufacturers and suppliers in the building materials industry, with a legacy spanning over 30 years. Since its establishment in 1990, Ajiya has maintained a strong commitment to delivering high-quality, affordable products and innovative solutions to a diverse range of customers.

HISTORY

Founded as a metal roll forming company, Ajiya rapidly expanded its portfolio and ventured into the high value-added safety glass sector in 1996. A significant milestone in Ajiya's history was its listing on Bursa Malaysia Securities Berhad's Second Board in 1996. Ajiya's listing status was later transferred to the Main Market in 2003, marking another pivotal moment in the Group's growth journey.

OVER 30 YEARS
of experience in the building materials industry

Operating through two main business units,
AJIYA METAL DIVISION AND AJIYA GLASS DIVISION
the Group has established a formidable presence across Malaysia

OPERATIONS

Ajiya's product offerings cater to a broad spectrum of customers, from large-scale industrial and commercial developments to everyday residential projects. Operating through two main business units, Ajiya Metal Division and Ajiya Glass Division, the Group has established a formidable presence across Malaysia, with factories and service operations spanning the Northern, Central, Southern, and Eastern regions.

COMMITMENT TO EXCELLENCE

Ajiya Group's success is anchored in its dedication to continuous improvement, innovation, and customer satisfaction. With a comprehensive range of products, high-quality services, and a focus on timely deliveries, Ajiya ensures that it consistently meets and exceeds customer expectations.

VISION FOR THE FUTURE

With a legacy built on trust and a vision for future growth, Ajiya Group is well-positioned to lead the way in the building materials industry.

AJIYA ASPIRES TO SOLIDIFY ITS POSITION AS LEADING BUILDING MATERIALS SUPPLIER IN MALAYSIA

AJIYA METAL DIVISION

Manufacturing of metal roofing system, metal frame products, structural products, roof tile effect products, architectural products, light-weight channel products and Ajiya Green Integrated Building System ("AGiBS")

AJIYA GLASS DIVISION

Production of tempered and laminated safety glass, insulating safety glass, decorative safety glass, heat strengthened glass, curve tempered safety glass, security, safety and storm protection safety glass

EVENT HIGHLIGHTS 2024

JANUARY

Visit by JKR Kuala Lumpur to Ajiya Metal factory, Segamat.

Visit by JKR Sabak Bernam & Prima Wahyu to Ajiya Metal factory, Bukit Kemuning.

FEBRUARY

Training on “ERT, Fire and Evacuation Drill”.

FEBRUARY

Ajiya conducted AGiBS training for students of Kolej Vokasional Seberang Perai.

Visit by Sime Darby to Ajiya Metal factory, Bukit Kemuning.

Chinese New Year Celebration.

FEBRUARY

Visit by Delonix Green to Ajiya Metal factory, Segamat.

MARCH

Presentation of Long Services Award, Anugerah Pelajar Cemerlang and Hero In Me blood donor rewards during Annual Assembly.

APRIL

Training on “Chemical Handling & Spillage”.

EVENT HIGHLIGHTS 2024

APRIL

Hari Raya Aidilfitri Celebration.

MAY

Training on “Safe Handling of Forklift Truck”.

Visit by Malaysia Rapid Transit System (MRTS) to Ajiya Glass factory, Segamat.

MAY

Visit by JKR Machang to Ajiya Metal factory, Bukit Kemuning.

JUNE

Participated in MalaysiaGBC event, “Pathway To Climate Neutral Data Centre - GBI Pro Series”.

Training on “ISO 9001:2015 Internal Quality Auditor”.

JULY

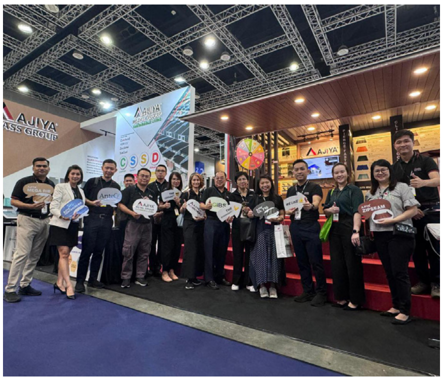
Training on “Safety In Operating Overhead Crane”.

Training on “ISO 14001:2015 Environmental Management System Awareness”.

Participated in University of Malaya event, “Architectural Showcase and Talk Series 2024”.

EVENT HIGHLIGHTS 2024

JULY



Archidex 2024.

AUGUST

Training on "Maximizing Pivot Tables In Excel".

Participated in Persatuan Kontraktor Melayu Malaysia (PKMM) event, "Mesyuarat Agong PKMM Negeri Pahang Kali Ke 40".

SEPTEMBER

Visit by JKR Perlis to Ajiya Metal factory, Sungai Petani.

Training on "Kursus Pasukan Keselamatan Kebakaran".

Relocation of Ajiya Metal Central Region office from Shah Alam to Puchong.

SEPTEMBER

Visit by JKR Kuantan & Dangamas to Ajiya Metal factory, Segamat.

OCTOBER

Visit by Sealform Solutions Sdn Bhd for the project Pembinaan Bangunan Tambahan Hospital Sultanah Maliha, Langkawi, Kedah.

Deepavali celebration.

EVENT HIGHLIGHTS 2024

OCTOBER

InBody Measurement Roadshow organized by the Group to enhance employee wellness.

NOVEMBER

Training on “ISO 9001:2015 Quality Management System”.

Invited to witness the Project Masjid Daing Abdul Rahman, which features AJIYA products and has won the “2024 BlueScope Steel Architectural Awards ASEAN”.

NOVEMBER

Visit by CIDB to Ajiya Metal factory, Sungai Petani.

Training on “Consultative Selling Skills”.

Visit by JKR Melaka to Ajiya Glass factory, Segamat.

DECEMBER

Training on “Workplace Coaching Skills & Managing Performance”.

Quarterly presentation of the “Anugerah Pekerja Cemerlang” to employees with outstanding performance.

Participated in JKR event, “Seminar Perolehan Perkhidmatan Perunding Arkitek Projek JKR Malaysia (Spark)”.

PROFILE OF DIRECTORS

AGED 63 MALAYSIAN MALE

DATUK SERI CHIAU BENG TEIK, JP

Non-Independent Executive Chairman

DATE OF APPOINTMENT:
6 May 2022

LENGTH OF SERVICES:
(as at 31 March 2025)
2 years 11 months

DATE OF LAST RE-ELECTION:
27 April 2023

BOARD MEETING ATTENDANCE IN 2024:
4/5

QUALIFICATION
Primary Education

BOARD COMMITTEE MEMBERSHIP
- Nil

PRESENT DIRECTORSHIP

Listed Company
- Chin Hin Group Berhad
- Chin Hin Group Property Berhad
- Signature International Berhad
- Fiamma Holdings Berhad

Other Public Company
- Nil

Datuk Seri Chiau Beng Teik, JP was appointed to the Board as Executive Director on 06-05-2022 and redesignated as Non-Independent Executive Chairman on 01-07-2022.

Datuk Seri Chiau completed his primary education in Alor Setar, Kedah in December 1974. He has more than 45 years of working and management experience in building materials industry. Datuk Seri Chiau started his career from the family's modest hardware business which he subsequently led and grew to include building materials trading and cement transportation. Later, he started a cement distributor trading company and played an instrumental role in the growth of Chin Hin Group Berhad and its subsidiaries.

Datuk Seri Chiau is the father of Mr. Chiau Haw Choon, the Managing Director of the Company. He is a major shareholder of the Company through his deemed interest in the Company pursuant to Section 8 of the Companies Act, 2016.

PROFILE OF DIRECTORS

AGED 41 | MALAYSIAN | MALE

MR. CHIAU HAW CHOON

Managing Director

DATE OF APPOINTMENT:
6 May 2022

LENGTH OF SERVICES:
(as at 31 March 2025)
2 years 11 months

DATE OF LAST RE-ELECTION:
29 April 2024

BOARD MEETING ATTENDANCE IN 2024:
5/5

QUALIFICATION
Bachelor Degree in Finance and Marketing

BOARD COMMITTEE MEMBERSHIP
- Nil

PRESENT DIRECTORSHIP

Listed Company
- Chin Hin Group Berhad
- Chin Hin Group Property Berhad
- Signature International Berhad
- Fiamma Holdings Berhad

Other Public Company
- Nil

Mr. Chiau Haw Choon was appointed to the Board as Managing Director on 06-05-2022.

Mr Chiau holds a Bachelor Degree in Finance and Marketing from Deakin University, Australia in April 2009.

Upon graduation in 2009, he joined Chin Hin Group Berhad as Group Managing Director responsible for the overall execution and implementation of the strategies, corporate policies, business operation, governance and sustainability of Chin Hin Group Berhad. He was instrumental in the successful transformation of Chin Hin Group Berhad from merely a building materials distributor into an integrated building materials provider.

In 2017, he was named as the EY Entrepreneur of the year for Malaysia.

Mr. Chiau is the son of Datuk Seri Chiau Beng Teik, JP, the Non-Independent Executive Chairman of the Company.

Mr. Chiau is a major shareholder of the Company through his deemed interest in the Company pursuant to Section 8 of the Companies Act, 2016.

PROFILE OF DIRECTORS

AGED 69 | MALAYSIAN | MALE

MR. YEO ANN SECK

Non-Independent Non-Executive Director

DATE OF APPOINTMENT:
27 September 1996

LENGTH OF SERVICES:
(as at 31 March 2025)
28 years 6 months

DATE OF LAST RE-ELECTION:
29 April 2024

BOARD MEETING ATTENDANCE IN 2024:
4/5

QUALIFICATION
Secondary Education

BOARD COMMITTEE MEMBERSHIP
- Nil

PRESENT DIRECTORSHIP

Listed Company
- Nil

Other Public Company
- Nil

Mr. Yeo Ann Seck was appointed to the Board as Non-Independent Non-Executive Director on 27-09-1996.

Mr. Yeo is a businessman by profession. He started his career in safety glass trading business since 1977. He has vast experience in the building industry having been involved in the supply of building materials business.

He also sits on the board of other private limited companies.

PROFILE OF DIRECTORS

AGED 47 | MALAYSIAN | FEMALE

MS. ER KIAN HONG

Independent Non-Executive Director

DATE OF APPOINTMENT:
1 July 2022

LENGTH OF SERVICES:
(as at 31 March 2025)
2 years 9 months

DATE OF LAST RE-ELECTION:
27 April 2023

BOARD MEETING ATTENDANCE IN 2024:
5/5

QUALIFICATION
Bachelor Degree in Accounting and Finance from University of Technology, Sydney

BOARD COMMITTEE MEMBERSHIP
- Audit Committee (Chairman)
- Nomination Committee

PRESENT DIRECTORSHIP

Listed Company
- Aldrich Resources Berhad
- Opcom Holdings Berhad
- K. Seng Seng Corporation Berhad
- SSF Home Group Berhad

Other Public Company
- Nil

Ms. Er Kian Hong was appointed to the Board as Independent Non-Executive Director on 01-07-2022.

She is the Chairman of the Audit Committee and a member of the Nomination Committee.

She obtained her professional qualification from University of Technology, Sydney in 1999. She is also a Certified Practising Accountant registered with CPA Australia.

Ms. Er began her career in the Audit and Assurance division in Deloitte Malaysia, involved in statutory financial audits for public listed and private companies. Currently she is the Associate Director of a boutique corporate advisory firm involved in advisory services and corporate exercises for various clients.

She has vast experience in providing advisory services and assistance to companies undertaking corporate exercises such as initial public offerings, fund raising and restructuring.

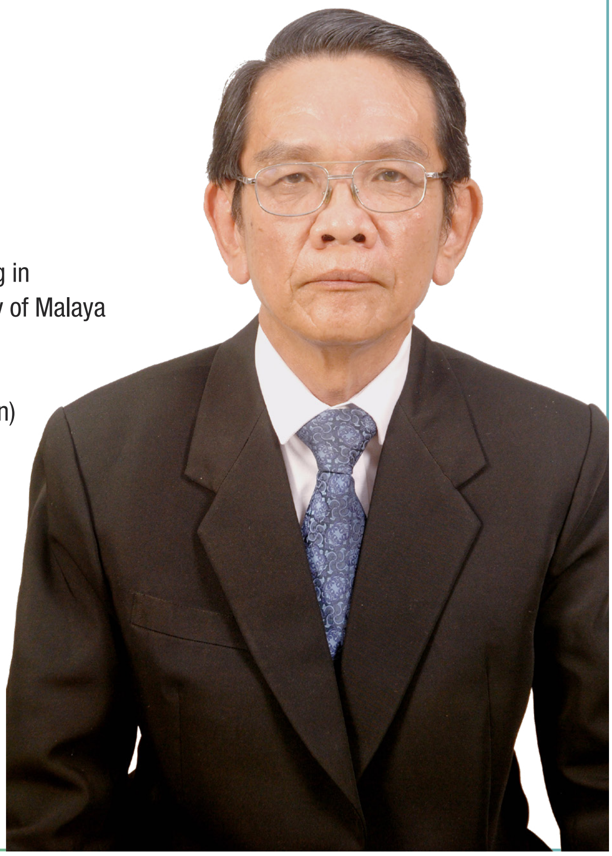
Ms. Er served in the Corporate Finance department of M&A Securities Sdn Bhd from May 2014 to December 2021. Prior to that, she was in the Corporate Finance/Strategy department of KSK Group Berhad from February 2007 to March 2014, involved in the assessment and implementation of possible mergers and acquisition opportunities for KSK Group Berhad.

PROFILE OF DIRECTORS

AGED 63 MALAYSIAN MALE

MR. TEH BOON BENG

Non-Independent Executive Chairman



DATE OF APPOINTMENT:
1 July 2022

LENGTH OF SERVICES:
(as at 31 March 2025)
2 years 9 months

DATE OF LAST RE-ELECTION:
27 April 2023

BOARD MEETING ATTENDANCE IN 2024:
5/5

QUALIFICATION
Bachelor Degree in Economics majoring in Business Administration from University of Malaya

BOARD COMMITTEE MEMBERSHIP
- Remuneration Committee (Chairman)
- Risk Management Committee

PRESENT DIRECTORSHIP
Listed Company
- K. Seng Seng Corporation Berhad
- Agricore CS Holdings Berhad

Other Public Company
- Nil

Mr. Teh was appointed to the Board as Independent Non-Executive Director on 01-07-2022. He is the Chairman of the Remuneration Committee and a member of the Risk Management Committee of the Company.

Mr Teh holds a Bachelor Degree in Economics majoring in Business Administration from University of Malaya, 1984.

Mr. Teh has extensive experience in financial and banking industry through his 37 years exposure in banking sector.

He started his career in Maybank in 1984 as Credit Officer after graduation. He has built up his career path in Maybank from Credit Officer to Assistant Branch Manager Operation, Assistant Branch Manager Credit, Branch Manager of Pengkalan Weld and Nibong Tebal and the Business Centre Head in Prai over the years. He was the Business Centre Head in Alor Setar for the past 6 years prior to his retirement in 2021.

Indeed, he is an all-rounder, capable of handling banking operations and credit loan applications in various business entities and sectors which include property development, rice milling, manufacturing and trading. He is competent in building team work, guide, direct and track their individual performance to be in line with corporate goals.

PROFILE OF DIRECTORS

AGED 54 MALAYSIAN MALE

DATUK HJ MOHD YUSRI BIN MD YUSOF

Independent Non-Executive Director

DATE OF APPOINTMENT:
7 September 2022

LENGTH OF SERVICES:
(as at 31 March 2025)
2 years 7 months

DATE OF LAST RE-ELECTION:
27 April 2023

BOARD MEETING ATTENDANCE IN 2024:
5/5

QUALIFICATION
Bachelor of Arts (Public Administration) from Michigan State University, USA

BOARD COMMITTEE MEMBERSHIP
- Risk Management Committee (Chairman)
- Audit Committee
- Nomination Committee
- Remuneration Committee

PRESENT DIRECTORSHIP

Listed Company
- Chin Hin Group Berhad
- Chin Hin Group Property Berhad

Other Public Company
- Nil

Datuk Hj Mohd Yusri Bin MD Yusof was appointed to the Board as Independent Non-Executive Director on 07-09-2022.

He is the Chairman of the Risk Management Committee. He is also a member of the Audit Committee, Nomination Committee and Remuneration Committee of the Company.

Datuk Hj Mohd Yusri holds a Bachelor of Arts (Public Administration) from Michigan State University, USA in 1993.

Datuk Hj. Mohd Yusri started his career in 1993 in the banking and financial services industry in The Pacific Bank Berhad and EON Bank Group Berhad. In 2001, he joined UEM Group Berhad as Deputy Senior Manager Group Internal Audit and subsequently promoted as Chief Audit Executive in 2004 and Head of Improvement & Assurance Services Division in 2008. In 2010, he was appointed as the Head of Corporate Performance.

Datuk Hj. Mohd Yusri was subsequently appointed as the Managing Director of Cement Industries of Malaysia Berhad (CIMA) in August 2012 and as the Chairman of The Cement & Concrete Association of Malaysia in October 2015. He held both posts until October 2017.

He was the Managing Director of PROPEL Berhad, a post he assumed since March 2011 to July 2012. Prior to February 2020, Datuk Hj. Mohd Yusri was the Managing Director of Green Ocean Corporation Berhad where he served since December 2017.

Throughout his career, he has gained in-depth exposures in operations, corporate governance, risk management, internal control, quality and innovation practices, strategic planning and performance management. The experience was gained primarily in the banking, investment holding, commodity, building materials, asset & infrastructure management, development and construction sectors.

PROFILE OF DIRECTORS

AGED 59 MALAYSIAN MALE

DATO' BOEY CHIN GAN

Independent Non-Executive Director

DATE OF APPOINTMENT:
4 November 2022

LENGTH OF SERVICES:
(as at 31 March 2025)
2 years 5 months

DATE OF LAST RE-ELECTION:
27 April 2023

BOARD MEETING ATTENDANCE IN 2024:
5/5

QUALIFICATION
Bachelor of Arts (Honours) from Universiti Kebangsaan Malaysia

BOARD COMMITTEE MEMBERSHIP
- Nomination Committee (Chairman)
- Audit Committee
- Remuneration Committee
- Risk Management Committee

PRESENT DIRECTORSHIP

Listed Company
- Ecofirst Consolidated Berhad
- Widad Group Berhad

Other Public Company
- Nil

Dato' Boey Chin Gan was appointed to the Board as Independent Non-Executive Director on 04-11-2022.

He is the Chairman of the Nomination Committee. He is also a member of the Audit Committee, Remuneration Committee and Risk Management Committee of the Company.

Dato' Boey is very active in the social economic development of the country. He has served as the Press Secretary to the Minister of Housing and Local Government of Malaysia for eleven years from 1993 to 2004. In 2004, Dato' Boey served as a Kedah State Assemblyman (for 2004 – 2008 terms). Dato' Boey has vast experiences and extensive knowledge in administrative and strategic planning by virtue of his long service in government sectors.

PROFILE OF DIRECTORS

Notes :

1. ***Family Relationship with Director and/or Major Shareholder***
   Save as disclosed, none of the other Directors have any family relationship with any Director and/or major shareholders of the Company.

2. ***Conflict of interest***
   Save as disclosed, none of the other Directors have any conflict of interest with Ajiya Group, other than the Recurrent Related Party Transaction disclosed in this Annual Report and the Circular to Shareholders dated 28 April 2025.

3. ***Conviction of Offences***
   None of the Directors have any conviction of offences (other than traffic offences, if any) within the past 5 years and no public sanction or penalty have been imposed on them by the relevant regulatory bodies during the financial period.

4. ***Related Party Transaction***
   During the financial period, the Company entered into a Loan Agreement dated 10 May 2024, as varied by a Supplemental Loan Agreement dated 21 June 2024, with Chin Hin Group Berhad ("CHGB"), the holding company of Ajiya. The agreement provides for financial assistance of up to RM250 million at an interest rate of 7.5% per annum over a 24-month period.

   Datuk Seri Chiau Beng Teik, JP, Mr. Chiau Haw Choon and Datuk Hj Mohd Yusri Bin Md Yusof are deemed interested parties in this transaction by virtue of their directorships and/or shareholdings in Ajiya and CHGB.

   Given their interest, the above-named Directors have abstained from all deliberations and voting on the transaction at the relevant Board meetings. The transaction was approved by non-interested shareholders at the Extraordinary General Meeting held on 15 July 2024.

   Further details on the financial assistance are disclosed on page 60 of the Additional Disclosure Statements in this Annual Report.

PROFILE OF KEY SENIOR MANAGEMENT

NG WAI LUEN

Director
Asia Roofing Industries Sdn Bhd

AGED 55 | MALAYSIAN | MALE

Mr. Ng Wai Luen holds a Bachelor of Business (Accounting) from RMIT University, Australia, in 1992. He is a member of the Certified Public Accountant Australia, the Malaysian Institute of Certified Public Accountant and a Chartered Accountant registered with the Malaysian Institute of Accountants.

Mr. Ng began his career with KPMG Malaysia in 1993 where he was responsible for statutory audits. His role involved the audit of public listed companies, due diligence reviews for corporate exercises and special audits for mergers and acquisitions.

In 1996, he joined OKA Corporation Berhad as a Finance Manager. In 1997, he was appointed as joint company secretary. Subsequently, in 2002, he was promoted to General Manager and Chief Financial Officer, responsible for the restructuring and the listing of OKA Corporation Berhad on the Second Board of the KLSE in 2002. He left OKA Corporation Berhad in November 2011.

He joined Starken AAC Sdn Bhd and G-Cast Concrete Sdn Bhd in 2012 as an executive director to head the business activities, where he is responsible for the operations of both companies including the initiation of the planning and setting up of the respective companies' factories. Currently, he is the Group Chief Executive Officer of Building Materials Division of Chin Hin Group Berhad.

Mr Ng Wai Luen is also a director of Perak Transit Berhad.

LAU MEI HO

Director
Asia Roofing Industries Sdn Bhd

AGED 57 | MALAYSIAN | FEMALE

Ms. Lau Mei Ho holds a Diploma in Commerce (Management Accounting) from Tunku Abdul Rahman College and completed the CIMA program in 1996. She is currently a member of the Malaysian Institute of Accountants.

Ms. Lau has more than 30 years of experience in accounting and treasury roles across various industries, including construction, oil and gas, toll concession, highway maintenance, property development, manufacturing of plastic product, building materials and B2B commerce.

She joined Metex Steel Sdn Bhd, a wholly owned subsidiary of Chin Hin Group Berhad ("CHGB"), in June 2014 as a senior finance and administration manager. She was promoted to Financial Controller of CHGB in April 2015. She was involved in the initial public offerings, group finance and various corporate exercises of CHGB. After several promotions, she is currently the Chief Financial Officer of Building Material Division of CHGB.

NG YEW CHEOK

Director
Asia Roofing Industries Sdn Bhd

AGED 47 | MALAYSIAN | MALE

Mr. Ng Yew Cheok holds a Bachelor of Arts (Honours) and a Degree in Business Administration from University of Hertfordshire, UK.

Mr. Ng started his career in Asia Roofing Industries Sdn Bhd as a Marketing Executive in 2000. In recognition of his dedication and contributions, he was promoted to General Manager (Sales & Marketing) in 2020.

With over twenty years of experience and a proven track record of effective sales and marketing strategies, he was subsequently appointed as the Director of Asia Roofing Industries Sdn Bhd and the Chief Executive Officer of Ajiya Metal Division.

Currently, he also assumes the role of Chief Executive Officer for the Safety Glass Division. In these roles, he oversees the overall performance and growth of the divisions.

Profile of Key Senior Management

TEE SING HUAT

Director
Ari Utara Sdn Bhd

AGED 53 | MALAYSIAN | MALE

Mr. Tee Sing Huat obtained a Bachelor of Development Science (Hons) from National University of Malaysia (UKM).

Mr. Tee started his career in Asia Roofing Industries Sdn Bhd in 1996, holding a senior sales position. With his extensive experience in the manufacturing industry, he was appointed as a Director of Ari Utara Sdn Bhd ("ARIU") in December 2004.

He oversees the overall business operation of ARIU and is responsible for managing several operational units in the East Region.

CHIN SIEW FOO

Director
Thai Ajiya Safety Glass Co. Ltd

AGED 63 | MALAYSIAN | MALE

Mr. Chin Siew Foo graduated from Federal Institute of Technology with a Diploma in Civil Engineering in 1983 and Diploma in Marketing from Chartered Institute of Marketing, UK in 1996.

Mr. Chin has over 20 years of experience in the building industry before joining Ajiya Safety Glass Sdn Bhd ("ASG") in 2007. In May 2023, he was appointed as the Acting Chief Executive Officer (CEO), overseeing the growth and development of ASG. Prior to this, he served as the Executive Director of the Sales & Marketing Business Unit, where he was responsible for managing ASG's overseas business operations.

Currently, Mr. Chin serves as the Board Adviser of ASG, contributing his expertise to the continued growth of the company.

SIM CHEE LIANG

Director
Ajiya Safety Glass Sdn Bhd

AGED 53 | MALAYSIAN | MALE

Mr. Sim Chee Liang holds a Diploma in Business Administration from TAFE College in 1993 and obtained a Master in Management from North Borneo University College in 2020.

Mr. Sim started his career with MSG Glazing Sdn Bhd in 1993, and later Prime Granite (M) Sdn Bhd before joining Ajiya Safety Glass Sdn Bhd in 1999. In recognition of his contribution and experience, he was appointed as a Director of Ajiya Safety Glass Sdn Bhd in August 2011.

Currently, he heads the Project Division of the Sales & Marketing Department. He is also responsible for exploring overseas business opportunities.

Notes :
Save as disclosed, none of the Key Senior Management has:-

- *any directorship in public companies and/or listed issuers.*
- *any family relationship with any other Director and/or major shareholders of the Company.*
- *any conviction of offences (other than traffic offences,) within the past 5 years.*
- *any public sanction or penalty imposed on them by the relevant regulatory bodies during the financial period.*
- *any conflict of interest with the Company other than the Recurrent Related Party Transaction disclosed in this Annual Report and the Circular to Shareholders dated 28 April 2025.*

CHAIRMAN'S STATEMENT

TO OUR VALUED SHAREHOLDERS,

ON BEHALF OF THE BOARD OF DIRECTORS OF AJIYA BERHAD ("AJIYA" OR "THE GROUP"), I AM HONOURED TO PRESENT THE ANNUAL REPORT AND AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER 2024 ("FPE2024").

DATUK SERI CHIAU BENG TEIK, JP
Non-Independent Executive Chairman

Our strategic initiatives enabled us to sustain earnings growth, expand our market presence, and reinforce our competitive position within the building materials industry.

AJIYA'S REVENUE INCREASE

25.1%

TO RM381.43 MILLION IN FPE2024

RESILIENT GROWTH IN A TRANSFORMING LANDSCAPE

FPE2024 has been a year of both challenges and opportunities for Ajiya. Malaysia's economic environment remained dynamic, shaped by global economic shifts, domestic policy changes, and evolving market demands. The construction sector experienced a robust recovery, significantly contributing to the nation's economic recovery. This resurgence, driven by government-led infrastructure projects and private sector investments in industrial and commercial developments, has bolstered demand for building materials, benefiting Ajiya significantly.

Despite external pressures such as rising material costs, currency fluctuations, and global supply chain disruptions, Ajiya remained resilient. Our strategic initiatives enabled us to sustain earnings growth, expand our market presence, and reinforce our competitive position with the building materials industry.

Key government-led infrastructure developments, including the Penang Airport expansion, the East Coast Rail Link, Rapid Transit System Link, and the expansion of data centers by global tech giants like Amazon Web Services continued to drive sustained demand for building materials. These initiatives, along with the construction of roads, highways, and bridges, as outlined in the RM200 billion construction spending for 2025, presented valuable opportunities for Ajiya to reinforce its role as a key industry player, delivering high-quality, sustainable, and innovative solutions that align with the needs of the evolving construction landscape.

PERFORMANCE ACROSS BUSINESS SEGMENTS

Ajiya's operations are structured around two core divisions, namely the Metal Division and the Glass Division, each playing a pivotal role in capitalising on the market recovery.

Metal Division

The Metal Division's expansionist growth strategy is through the implementation of the 7P framework – Product, Price, Place, Promotion, Process, Performer, and People.

During the period under review, the division improved procurement efficiency, planned for a relocation to a larger facility in January 2025, and enhanced promotional efforts to strengthen market penetration. Ajiya also introduced Zipseam, an innovative roofing solution designed for superior durability and ease of installation, reinforcing our commitment to product innovation.

Additionally, our strengthened partnership with Chin Hin Group Berhad marks a pivotal moment in Ajiya's growth journey. This strategic alliance leverages our combined expertise, resources, and market presence, unlocking new opportunities across large-scale infrastructure and real estate developments. By integrating Chin Hin's established construction and property development business, we gain enhanced access to a broader client network, while also capitalizing on emerging trends in sustainable and green building solutions. The partnership drives operational efficiencies, strengthens our supply chain, and enables greater investment in R&D, ensuring Ajiya remains at the forefront of innovation. Together, we are well-positioned to deliver comprehensive, cost-effective solutions and solidify our role as a leader in the evolving construction landscape.

CHAIRMAN'S STATEMENT

Glass Division

The Glass Division remains focused on enhancing product specialisation and expanding into wholesale markets across Malaysia. Key efforts included operational consolidation, improved efficiency in tempered and laminated glass production, and prioritisation of high-margin accounts to ensure financial sustainability.

Ajiya continues to position itself as a key provider of energy-efficient safety glass, addressing growing demand from Malaysia's construction sector. These strategic initiatives ensure that the Glass Division remains well-equipped to serve the evolving needs of the market.

FINANCIAL PERFORMANCE REVIEW

In 2024, Ajiya transitioned to a new financial reporting period, extending it to 13 months from 1 December 2023 to 31 December 2024, referred to as the Financial Period Ended 2024 ("FPE2024"). Subsequent financial years will revert to the standard 12-month period, spanning 1 January to 31 December.

For the 13-month FPE 2024, Ajiya recorded revenue of RM381.43 million. In comparison, revenue for the 12-month Financial Year Ended 30 November 2023 ("FY2023") was RM304.81 million, reflecting a substantial 25.1% increase. This growth underscores the heightened demand across our core business segments and the successful execution of our operational strategies.

Net profit attributable to equity holders rose 11.2% to RM62.57 million in FPE2024 (FY2023: RM56.26 million) underscoring our ability to generate consistent earnings despite inflationary pressures and higher operating costs. Our net assets per share improved to RM2.26 from RM1.65, demonstrating a solid financial position to support future growth initiatives.

Ajiya remains committed to prudent financial management, balancing sustainable expansion with strong shareholder returns.

For the 13-month FPE 2024, Ajiya recorded revenue of RM381.43 million. In comparison, revenue for the 12-month Financial Year Ended 30 November 2023 ("FY2023") was RM304.81 million, reflecting a substantial 25.1% increase.

Chin Hin Group increased its stake in Ajiya to 54.09% as at 31 December 2024, reaffirming its long-term commitment to our growth.

CORPORATE DEVELOPMENTS

As part of our corporate developments in 2024, Ajiya realigned its financial year-end with that of our parent company, Chin Hin Group Berhad, shifting from 30 November to 31 December. This strategic readjustment enhances financial reporting efficiency and fosters greater integration across the Group. Consequently, this Annual Report presents results for the Financial Period Ended 2024 (FPE2024), covering a 13-month period from 1 December 2023 to 31 December 2024, before reverting to a standard 12-month reporting cycle in subsequent years.

Furthermore, Chin Hin Group increased its stake in Ajiya to 54.09% as at 31 December 2024, reaffirming its long-term commitment to our growth. This strategic move further solidifies Ajiya's position within the construction materials sector, facilitating greater synergies and market expansion opportunities.

A significant corporate milestone was the RM250 million financial assistance agreement with Chin Hin Group Berhad, structured to support mutual expansion efforts. Shareholders approved this resolution at an Extraordinary General Meeting (EGM) on 28 June 2024, allowing Ajiya to generate additional income through an attractive 7.5% annual interest rate while strategically positioning itself for long-term growth.

Another key initiative was the disposal of Thai Ajiya Safety Glass Co., Ltd.'s freehold land and building for 208 million Baht (approximately RM26.79 million). This capital injection will be reinvested into upgrading key machinery within the Glass Division, enhancing production efficiency and output capacity to meet increasing demand for high-quality safety glass products.

CHAIRMAN'S STATEMENT

SUSTAINABILITY AND MARKET LEADERSHIP

Ajiya's commitment to sustainability remains at the core of our business strategy. We have made strides in integrating ESG principles into our operations, from adopting greener manufacturing practices to the development of environmentally friendly building materials such as the Ajiya Green Integrated Building Solutions (AGiBS).

Ajiya has intensified its efforts to reduce its carbon footprint through solar energy adoption, upgrading to energy-efficient machinery, and implementing responsible waste management practices. We have installed solar PV systems at most of our production facilities to offset energy consumption, optimised manufacturing processes to minimise energy use across the plants, and enhanced recycling initiatives for both metal and glass materials. Additionally, we prioritise sourcing from suppliers with Green Label certifications and a strong commitment to sustainable practices.

The Sustainability Statement attached in the Annual Report 2024 provides an overview of the Group's engagement approach with stakeholders, our endeavors, commitment as well as the progress and strategic approach in addressing both the challenges and opportunities related to sustainability.

OUTLOOK AND STRATEGIC FOCUS

Looking ahead, we anticipate continued growth in the construction and industrial sectors, driven by large-scale public infrastructure projects and private sector investments in high-tech industries. While challenges such as fluctuating raw material costs and global economic uncertainties persist, Ajiya remains well-equipped to navigate these complexities through prudent risk management and strategic agility.

Our strategic priorities for 2025 and beyond are centred on driving sustainable growth and operational excellence. We aim to expand our market share by forging strategic partnerships and introducing innovative products to cater to evolving customer needs. At the same time, we will focus on strengthening operational efficiencies through increased automation and continuous process improvements.

Leveraging synergies with the Chin Hin Group will further unlock new growth opportunities, enabling us to capitalise on the Group's shared strengths and resources. Additionally, we are committed to enhancing our ESG initiatives, ensuring alignment with Malaysia's sustainable construction agenda and contributing to a more environmentally and socially responsible future.

Such priorities reflect our dedication to long-term value creation and resilience in this dynamic and competitive market.

Ajiya is poised to maintain its leadership in building materials, delivering long-term value to our stakeholders while driving innovation and sustainable growth.

ACKNOWLEDGEMENTS

I extend my sincere appreciation to our Board of Directors, management team, employees, business partners, and shareholders for their dedication and unwavering support. The collective efforts of our team have been instrumental in Ajiya's continued success and resilience.

As we embark on the next phase of our journey, I am confident that our commitment to innovation, sustainability, and operational excellence will propel Ajiya onwards to greater heights.

With a clear vision for the future and a strong foundation in place, Ajiya is poised to capitalise on emerging opportunities, ensuring long-term value creation for all stakeholders.

MANAGEMENT DISCUSSION & ANALYSIS

OPERATING ENVIRONMENT OVERVIEW

In the financial period ended 31 December 2024 ("FPE2024"), Ajiya Berhad ("Ajiya" or "the Group") navigated a dynamic business environment shaped by global uncertainties and emerging local opportunities. Geopolitical tensions, including the Russia-Ukraine war and Middle East conflicts, continued to disrupt trade flows and raw material supplies, impacting costs and procurement timelines. Additionally, economic slowdowns in major markets such as China and the United States indirectly influenced Malaysia's construction-related demand, while persistent inflationary pressures further escalated production costs for key materials such as metal and glass.

Fluctuations in global interest rates also had a cascading effect on borrowing costs, influencing investment sentiment in the property and construction sectors. Meanwhile, evolving regulatory frameworks, particularly those concerning sustainability and environmental compliance, created new operational complexities.

Climate-related risks have also become an increasing concern, with extreme weather events disrupting construction activities and affecting demand for building materials. Rising temperatures, unpredictable rainfall patterns, and flooding present challenges for infrastructure development, requiring resilient and energy-efficient construction solutions. These risks further underscore the importance of sustainable building materials and regulatory shifts towards low-carbon and climate-adaptive construction practices.

Ajiya continues to strategically navigate these challenges by aligning its business with cutting-edge sustainability trends, prioritising energy-efficient innovations, and ensuring unwavering commitment to environmental compliance.

FLUCTUATIONS IN GLOBAL INTEREST RATES ALSO HAD A CASCADING EFFECT ON BORROWING COSTS, INFLUENCING INVESTMENT SENTIMENT IN THE PROPERTY AND CONSTRUCTION SECTORS. MEANWHILE, EVOLVING REGULATORY FRAMEWORKS, PARTICULARLY THOSE CONCERNING SUSTAINABILITY AND ENVIRONMENTAL COMPLIANCE, CREATED NEW OPERATIONAL COMPLEXITIES.

AJIYA CONTINUES TO STRATEGICALLY NAVIGATE THESE CHALLENGES BY ALIGNING ITS BUSINESS WITH CUTTING-EDGE SUSTAINABILITY TRENDS, PRIORITISING ENERGY-EFFICIENT INNOVATIONS, AND ENSURING UNWAVERING COMMITMENT TO ENVIRONMENTAL COMPLIANCE.

MANAGEMENT DISCUSSION & ANALYSIS

WITH A DIVERSIFIED PRODUCT PORTFOLIO AND A CLEAR LONG-TERM VISION THROUGH VISION 2040, AJIYA REMAINS COMMITTED TO SUSTAINABLE GROWTH, OPERATIONAL EFFICIENCY, AND DELIVERING HIGH-VALUE BUILDING SOLUTIONS TO AN EVOLVING MARKET.

ROBUST DOMESTIC GROWTH

Despite external challenges, Malaysia's economy demonstrated resilience, with an estimated 5.1% GDP growth in the fourth quarter of 2024, compared to 3.6% in the same period of 2023. This expansion was driven by steady investment activity, stronger export performance, and robust household spending, supported by a stable labour market and government-led initiatives.

The construction sector remained a key growth driver, expanding by 20.2% in the fourth quarter of 2024, surging 23.1% year-on-year, after recording a 22.9% growth in 3rd quarter 2024. Growth was particularly strong in non-residential, residential, and specialised construction segments, fuelled by increased public infrastructure spending and private sector investments.

The government allocated RM90 billion, approximately 23% of the total National budget to development projects, reinforcing Malaysia's commitment to infrastructure-led economic growth. Additionally, increased foreign direct investments under the New Industrial Master Plan 2030 provided further momentum for high-value industrial construction.

For Ajiya, FPE2024 was a period of market recalibration, as the industry adapted to shifting economic conditions while capitalising on growth opportunities in infrastructure and sustainable construction. The expansion of Malaysia's construction sector, coupled with national initiatives promoting Industrialised Building Systems (IBS) and green building solutions, provided a solid foundation for Ajiya's strategic direction.

With a continued emphasis on innovation, efficiency, and sustainability, the Group remains well-positioned to support evolving industry needs.

GROUP BUSINESS OVERVIEW

Since its establishment in 1990 as a pioneering metal roll-forming business, Ajiya has expanded its product range to include structural and architectural solutions, lightweight channel products, and metal framing systems. Ajiya expanded into the safety glass processing business in 1996, initially focusing on tempered and laminated glass.

Over time, the Glass Group diversified its portfolio to include insulating, decorative, and security safety glass, along with storm protection solutions, heat-strengthened glass, and curved tempered safety glass.

Over three decades, Ajiya with its expanded product portfolio, serves industrial, commercial, and residential construction markets while earning a strong reputation for quality, reliability, and customer-focused service.

Ajiya's growth has been fuelled by a commitment to innovation and advanced manufacturing technologies, ensuring that its products meet the highest durability and performance standards. This focus has positioned Ajiya as a key player in the building materials sector, supplying solutions that enhance efficiency, safety, and sustainability across diverse construction projects.

The Company's trajectory took a significant step forward when it was publicly listed on the Second Board of Bursa Malaysia Securities Berhad in 1996, before elevating to the Main Market in 2003. Ajiya remains a Shariah-compliant stock, reinforcing its appeal to a broader investor base, and continues to strengthen its financial stability and market presence.

Ajiya's operations are structured into two core divisions:

- The Metal Division, specialising in innovative metal roll forming products, and
- The Safety Glass Division, delivering high-performance glass products for various applications

The Group has also strategically positioned itself in modern construction practices through its Ajiya Green Integrated Building Solutions (AGiBS) initiative. This approach aligns with the Construction Industry Development Board (CIDB) objectives, focusing on productivity, sustainability, and quality enhancement.

With a diversified product portfolio and a clear long-term vision through Vision 2040, Ajiya remains committed to sustainable growth, operational efficiency, and delivering high-value building solutions to an evolving market.

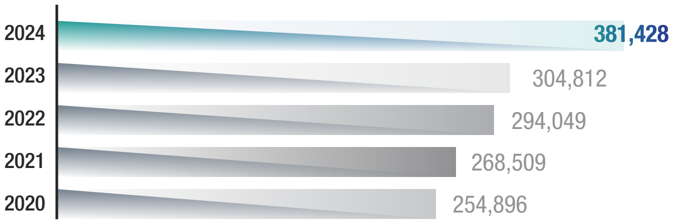
MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL HIGHLIGHTS

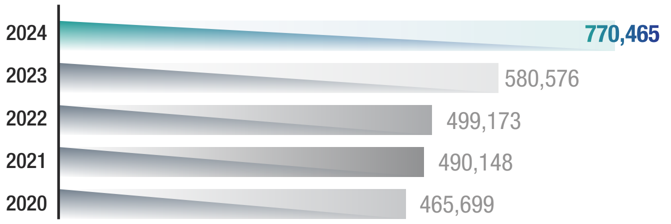
In the financial indicators below, FPE2024 reflects a timeframe of 13 months (1 December 2023 - 31 December 2024) whereas all other comparison years (FY2020 – FY2023) refer to a 12-month period.

	FPE 2024 (RM'000)	Restated FY 2023 (RM'000)	Restated# FY 2022 (RM'000)	FY 2021 (RM'000)	FY 2020 (RM'000)
Revenue	**381,428**	304,812	294.049	268,509	254,896
Profit/(Loss) Before Tax	**72,388**	59,960	36,616	25,381	(745)
Profit After Tax	**63,441**	56,691	30,927	19,283	397
Net Profit Attributable to Equity Holders	**62,574**	56,263	29,368	17,510	1,194
Total Assets	**770,465**	580,576	499,173#	490,148	465,699
Total Borrowings	**15,523**	4,392	12,133	834	4,219
Net Assets	**683,724**	509,235	438,129#	418,395	407,314

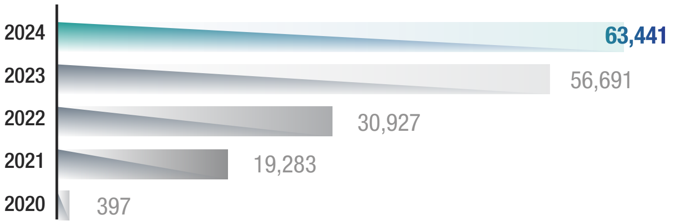
Revenue (RM'000)



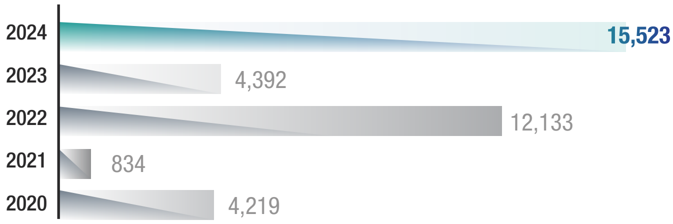
Total Assets (RM'000)



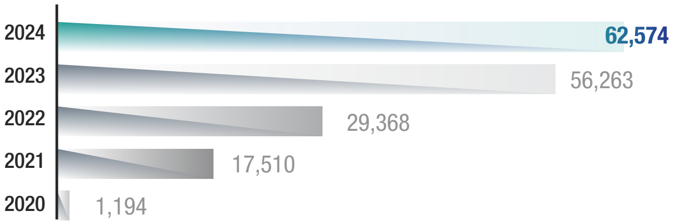
Profit After Tax (RM'000)



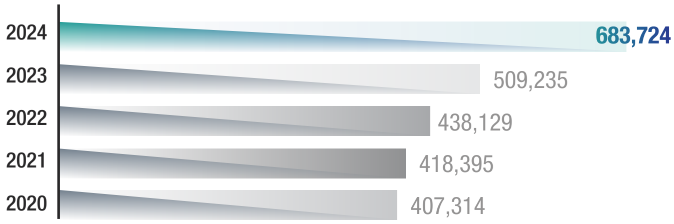
Total Borrowings (RM'000)



Net Profit Attributable to Equity Holders (RM'000)



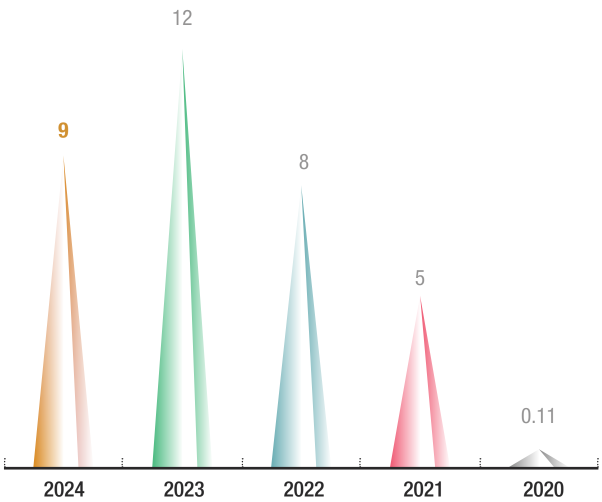
Net Assets (RM'000)



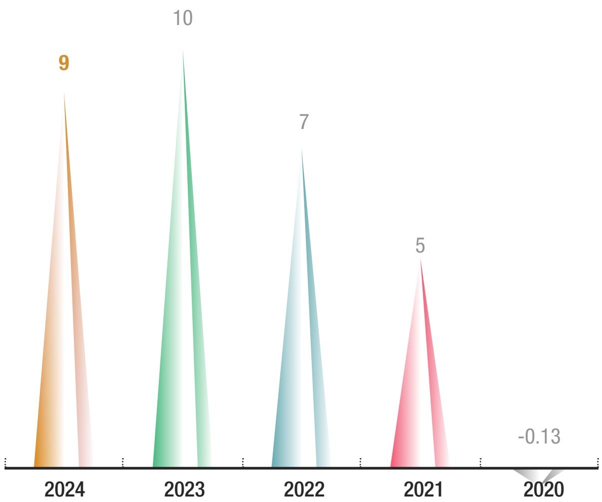
MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL HIGHLIGHTS

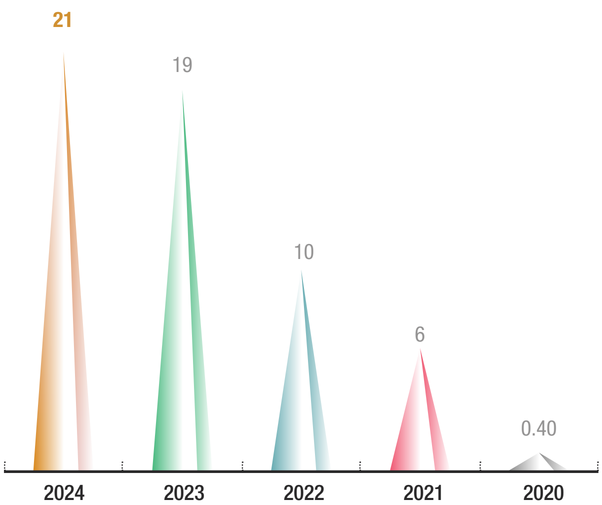
	FPE 2024	Restated FY 2023	Restated# FY 2022	FY 2021	FY 2020
Return on Equity (%)	9	12	8	5	0.11
Return on Total Assets (%)	9	10	7#	5	-0.13
Gearing Ratio (%)	Net Cash	Net Cash	Net Cash	Net Cash	Net Cash
Earnings per Share (sen)	21	19	10	6	0.40
Net Assets Per Share (RM)	2.26	1.65	1.42#	1.26	1.19
Price Earning Ratio	7	8	17	15	117
Share Price as at the Financial Year End (RM)	1.42	1.54	1.75	0.92	0.47



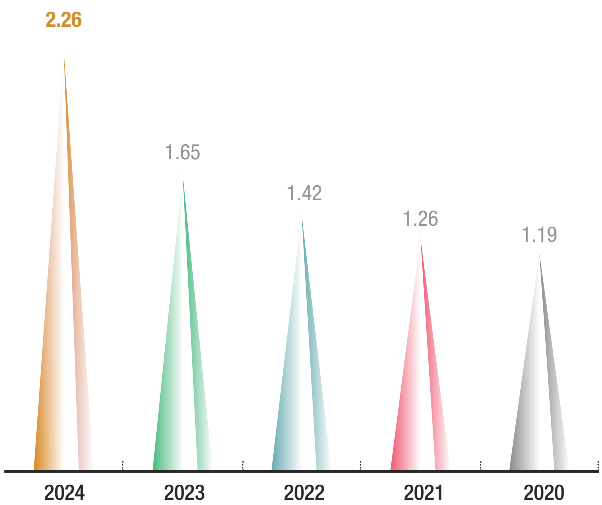
Return on Equity (%)



Return on Total Assets (%)



Earnings per Share (sen)



Net Assets Per Share (RM)

MANAGEMENT DISCUSSION & ANALYSIS

REVENUE GROWTH AMID CONTRUCTION SECTOR EXPANSION

Ajiya Berhad delivered a robust financial performance in FPE2024, with a significant increase in revenue, rising by 25.1% to RM381.43 million, compared to RM304.81 million in the previous year. This growth was fuelled by stronger demand across core product segments, driven by Malaysia's expanding construction sector and increased infrastructure spending. Notably, the reported growth was based on a 13-month period (versus the previous 12-month period), which may have contributed to the higher revenue figure.

Profit Before Tax (PBT) stood at RM72.39 million, representing a 20.7% increase from RM59.96 million in FY2023. This growth was supported by improved sales volume, process efficiencies, and disciplined cost management.

Profit After Tax (PAT) also increased to RM63.44 million, reflecting a 11.9% rise from RM56.69 million in the previous year. Net profit attributable to equity holders increased by 11.2% to RM62.57 million (FY2023: RM56.26 million), reflecting steady earnings growth despite inflationary pressures and higher operating costs. The consistent profitability underscores Ajiya's strategic agility and its capacity to sustain growth despite macroeconomic headwinds.

Return on Equity (ROE) and Return on Total Assets (ROTA) both stood at 9%, reflecting Ajiya's efficient capital utilisation and robust asset management strategies. Earnings per Share (EPS) improved to 21 sen from 19 sen in the year prior, demonstrating continued profitable growth. Additionally, net assets per share rose significantly to RM2.26 from RM1.65, bolstered by a revaluation gain on property and fair value gain on other investment, which further strengthened the Group's financial position and underscored its ability to enhance shareholder value.

Total assets expanded to RM770.47 million in FPE2024, up from RM580.58 million in FY2023, primarily driven by the factors mentioned earlier. The Group's equity base also strengthened to RM683.72 million (FY2023: RM509.23 million), further reinforcing its financial stability. Short-term borrowings rose to RM15.52 million in FPE2024 from RM4.39 million in the previous year, reflecting strategic investments and operational expansion. Despite the rise, the Group maintains a healthy debt position, supported by strong cash flow management and a robust equity base.

PROFIT AFTER TAX (PAT) ALSO INCREASED TO RM63.44 MILLION, REFLECTING A 11.9% RISE FROM RM56.69 MILLION IN THE PREVIOUS YEAR. NET PROFIT ATTRIBUTABLE TO EQUITY HOLDERS INCREASED BY 11.2% TO RM62.57 MILLION (FY2023: RM56.26 MILLION).

DIVIDEND POLICY

The Board of Directors acknowledges the continued support of Ajiya's shareholders and remains committed to ensuring the Group's long-term financial stability and sustainable growth. Dividend decisions are made with careful consideration of the Group's earnings, capital requirements, cash flow position, and future expansion plans.

Given the need to preserve capital for operational and strategic initiatives, the Board opted not to recommend a dividend for FPE2024.

This prudent approach will allow Ajiya to strengthen its financial foundation, navigate market uncertainties, and invest in growth opportunities that align with its long-term objectives.

MANAGEMENT DISCUSSION & ANALYSIS

SUCCESSFUL STRATEGIC INITIATIVES

Several strategic initiatives contributed to Ajiya's improved financial performance. Process restructuring led to greater operational efficiency and increased sales revenue, demonstrating the Group's ongoing efforts to enhance productivity. Additionally, the transition to automation of ancillary machinery, is expected to elevate production capacity, enabling ASG to fulfill larger project orders with improved efficiency.

Ajiya's expansion in the wholesale business for Peninsular and East Malaysia, in collaboration with reliable partners and suppliers, is poised to be a key revenue driver moving forward. Furthermore, the Group has begun leveraging synergies with Chin Hin Group, unlocking new business opportunities and enhancing market penetration.

With these initiatives in place, Ajiya remains well-positioned to sustain its growth trajectory, capitalise on emerging industry trends, and deliver long-term value to stakeholders.

BUSINESS SEGMENT PERFORMANCE

Metal Division:
Strong Market Demand and Strategic Growth

The Metal Division continued its positive trajectory in FPE2024, benefiting from robust demand in the construction sector and ongoing infrastructure projects. The division's performance was further supported by strategic initiatives, including the promotion of the Ajiya 8 Series, expansion into high-margin product segments, and enhancements in procurement efficiency to maintain cost competitiveness.

The Metal Division recorded a growth in sales of 21.8% and an increase in Profit Before Tax (PBT) to RM33.48 million, reinforcing its role as a key contributor to the Group's overall performance.

THE METAL DIVISION RECORDED A GROWTH IN SALES OF 21.8% AND AN INCREASE IN PROFIT BEFORE TAX (PBT) TO RM33.48 MILLION, REINFORCING ITS ROLE AS A KEY CONTRIBUTOR TO THE GROUP'S OVERALL PERFORMANCE.

Glass Division:
Navigating Market Challenges and Expanding Reach

The Glass Division experienced a mixed performance in FPE2024, reflecting a combination of strategic consolidation efforts and market adjustments following the suspension of manufacturing activities in Thailand. While operational efficiency faced challenges due to these transitional changes, the division remained resilient and focused on its core priorities. This included a strong commitment to product innovation, which continues to drive the development of quality, competitive offerings in the market.

Additionally, the division expanded its footprint in both Peninsular and East Malaysia, with a particular emphasis on growing its presence in the wholesale sector. These efforts are expected to position the Glass Division for sustainable growth.

To strengthen its financial stability, the division focused on targeted account management and strategic partnerships, aligning with Ajiya's long-term sustainability objectives. In FPE2024, the Glass Division saw a 43.5% increase in sales and a notable change in profit before tax (PBT), reaching RM17.47 million, as it continued to optimise operations and reposition itself for sustained growth in the future.

MANAGEMENT DISCUSSION & ANALYSIS

OPERATIONS OVERVIEW

Metal Division: Strengthening Market Leadership and Innovation

In FPE2024, Ajiya's Metal Division reinforced its market leadership by driving innovation, sustainability, and strategic expansion. The division remained steadfast in executing its 7P's Proactive Strategy—Product, Price, Place, Promotion, Process, Performer, and People—cementing its position in the sustainable building materials sector while aligning seamlessly with evolving industry regulations and standards.

A cornerstone of the division's growth was the strategic expansion into East Malaysia, unlocking new avenues for market penetration. To meet the surging demand in the green roofing sector, the division invested in cutting-edge machinery, augmenting both production capacity and operational efficiency. In tandem with this, the division continued to venture into energy-efficient and eco-friendly products, further solidifying Ajiya's leadership in sustainable construction.

Product innovation remained at the forefront, exemplified by the launch of the high-performance Zipseam roofing systems, engineered specifically for data centres and semiconductor facilities. Additionally, the expansion of the Ajiya 8 Series—a comprehensive suite of integrated metal and glass solutions—provided bespoke offerings tailored to Industrialised Building Systems (IBS) and energy-efficient developments.

Looking ahead, the Metal Division will continue to drive both product and market diversification, explore strategic international expansion opportunities, and further embed sustainability into its product development strategy, ensuring it remains at the forefront of the evolving construction industry.

The Metal Division's factory utilisation rate improved to 41.41% in FPE2024 (a 13-month period), compared to 36.1% in FY2023, reflecting strong market demand and enhanced production efficiency following capacity expansions.

Marketing efforts were intensified through various initiatives, including nationwide roadshows with the Ajiya Mobile Hub, participation in ARCHIDEX 2024 and enhanced digital outreach via social media platforms.

In recognition of its excellence in architectural contributions, Ajiya was honoured at the BlueScope Steel Architectural Awards ASEAN 2024, representing Malaysia. This accolade celebrated Ajiya's role in the construction of the Masjid Daing Abdul Rahman in Iskandar Puteri, Johor, further reaffirming its dedication to quality, innovation, and industry leadership.

The People component remained central to Ajiya's growth, with ongoing investments in employee training, talent acquisition, and workforce development, ensuring a culture of continuous improvement and technical excellence.

MANAGEMENT DISCUSSION & ANALYSIS

Glass Division: Enhancing Efficiency and Market Expansion

In FPE2024, Ajiya's Glass Division focused on operational consolidation, product specialisation, and market diversification to navigate industry challenges and sustain long-term profitability. Following the suspension of manufacturing activities in Thailand in FY2023, the division streamlined operations to enhance efficiency and optimise resource allocation.

Ajiya strengthened its Safety Glass segment, improving output efficiency for core products such as Tempered Laminated Glass, Tempered Glass, and Insulated Glass Units (IGU). The division also expanded its wholesale stock size in Peninsular Malaysia and East Malaysia, ensuring faster delivery and improved sales service, which contributed to higher revenue generation.

To support long-term growth, the division upgraded its machinery to energy-efficient models with higher production capacity, enabling Ajiya to target high-value-added glass products for the Malaysian and Southeast Asian markets. Additionally, with the ASEAN harmonised trade policy, the division is positioning itself for regional expansion, contingent on the availability of the right product mix.

Ajiya also leveraged synergies with Chin Hin Group, creating a larger database of customers and project information to expand market reach. Through shared resources and expertise, the division maximised efficiency and effectiveness, while talent-sharing initiatives between Chin Hin Group and Ajiya helped strengthen workforce retention and skill development.

The Glass Division's utilisation rate increased to 39% in FPE2024 (a 13-month period), from 25% in FY2023, primarily due to the upgrading of machinery at the Puchong plant, and hence enabling a higher output.

Looking ahead, the Glass Division will continue to drive efficiency improvements, explore regional growth opportunities, and focus on high-value glass products, ensuring its competitive edge in a rapidly evolving industry. By embracing market-driven innovation, sustainable product solutions, and operational efficiency, Ajiya's Glass Division remains well-positioned to capture opportunities in the growing green building sector.

MANAGEMENT DISCUSSION & ANALYSIS

DIGITAL TRANSFORMATIONS AND OPERATIONAL ENHANCEMENTS

In 2024, Ajiya advanced its digital transformation efforts across the metal and glass business segments, streamlining operations and moving towards a paperless workflow. Key initiatives included the digitisation of the Credit Control Department (CCD) with an automated reminder system and the implementation of the Odoo Platform to enhance customer support.

To optimise logistics, the Group completed the rollout of the Transport Management System (TMS) for improved route planning and delivery tracking. The introduction of the E-Warranty system further digitised warranty registrations, enhancing customer convenience. Additionally, Ajiya is implementing the LHDN e-Invoice Model for streamlined tax compliance and developing the Accounts Payable (AP) Invoice System to automate payment processing.

The ongoing rollout of the QAQC Checklist System standardises quality control, reinforcing operational consistency. These advancements collectively enhance efficiency, customer engagement, and Ajiya's long-term goal of a fully integrated digital ecosystem.

With strong market positioning, expanding product innovations, and optimised operational strategies, the Metal Division is well-positioned for continued success, leveraging its 7P's framework to reinforce industry leadership and sustainable business growth.

SUSTAINABLE BUILDING MATERIALS AND INNOVATION

Ajiya continues to integrate sustainability into its product innovation across both the Metal and Glass Divisions. By aligning with evolving market trends and environmental regulations, the Group is committed to developing solutions that enhance energy efficiency, durability, and environmental performance.

Advancing Sustainability in the Metal Division

The Metal Division's Ajiya 8 Series reflects the Group's commitment to sustainable building materials. These products are designed to optimise comfort, safety, security, and durability (CSSD), while also supporting energy efficiency in modern construction. The Ajiya PU Roof and AGiBS Wall systems offer improved thermal insulation, and acoustic performance, making them ideal for sustainable and hardy developments.

In line with global green building initiatives, Ajiya is working towards multiple green certifications. The Ajiya PU products comply with the Malaysian Green Building Council (MGBC) standards. Additionally, the Metal Division is pursuing Eco-label certification and ISO 14001:2015 Environmental Management System (EMS) certification, reinforcing its commitment to environmentally responsible manufacturing.

Energy-Efficient in the Glass Division

The Glass Division continues to expand its portfolio of energy-efficient solutions to meet the rising demand for sustainable construction materials. Products such as Insulated Glass Unit (IGU) Low-E glass and solar control glass are designed to reduce energy consumption and carbon footprints in buildings, aligning with green building standards and Malaysia's low-carbon initiatives.

With government policies promoting energy efficiency in buildings, the demand for Low-E glass products is expected to grow. The Glass Division is also working towards obtaining Environmental Product Declarations (EPD) certification for its ASG Tempered, Laminated, and IGU processes, further solidifying its position in the sustainable construction market.

To promote awareness and adoption of energy-efficient glass solutions, Ajiya continues to engage with industry stakeholders through roadshows, exhibitions, and direct consultations with architects, consultants, and developers. By fostering greater understanding of the benefits of sustainable glass products, the Group is positioning itself as a key player in the shift towards greener and more efficient building materials.

Contributing to a Sustainable Value Chain

By advancing sustainable building materials, improving resource efficiency, and integrating green certifications, Ajiya actively contributes to a more sustainable construction ecosystem. As the industry transitions towards low-carbon and energy-efficient solutions, Ajiya remains committed to delivering innovative products that support sustainable development while reinforcing its leadership in the building materials sector.

MANAGEMENT DISCUSSION & ANALYSIS

ANTICIPATED RISKS AND CHALLENGES

Ajiya adopts a proactive and adaptive approach to risk management, ensuring business continuity and long-term sustainability. The table below outlines key risks, their potential impact, and the mitigation strategies the Group employs.

Type of Risk	Risk Description	Mitigation Measures
Volatility in Government-Driven Projects	A significant portion of demand for Ajiya's products is influenced by public infrastructure and housing initiatives. Any delays, cancellations, or budget reallocations in government-funded projects could lead to an oversupply of building materials, impacting both the Metal and Safety Glass Divisions.	Diversify revenue streams beyond government-funded projects, strengthening relationships with both public and private sector clients, and aligning its offerings with sustainable construction trends.
Global Economic Instability	Ongoing macroeconomic uncertainties, including fluctuations in global interest rates, currency volatility, and geopolitical tensions, pose risks to the construction sector. An economic downturn could affect cash flow cycles, delay payments from clients, and increase the risk of bad debts.	Enhance financial risk monitoring, maintain disciplined cash flow management, and strengthen credit risk assessments to ensure financial resilience.
Regulatory and Policy Shifts	The construction and manufacturing sectors are subject to evolving environmental, safety, and taxation regulations. Unexpected policy changes, carbon taxation frameworks, or stricter sustainability mandates could impact compliance costs and operational planning.	Remain proactive in staying ahead of regulatory developments, ensuring that products and manufacturing processes comply with regulatory requirements.
Inflationary Pressures on Procurement	Despite some stabilisation in global supply chains, raw material costs remain susceptible to inflationary pressures. Rising prices for steel, glass, coatings, and insulation materials could affect profit margins and cost structures.	Strengthen procurement strategies through long-term procurement contracts, strategic stock management, and supplier diversification.
Heightened Industry Competition	The building materials sector continues to experience strong competition from both local and international players. Price pressures and market saturation pose risks to profitability and market share.	Focus on product differentiation, sustainability-driven innovations, and brand positioning. Expand into high-value product segments and technology advancement to enhance cost effectiveness and competitiveness.
Long Credit Risk	This risk can impact cash flow, liquidity, and overall financial stability.	Implement rigorous credit assessments, structured payment terms such as progress billing, and proactive debt collection.
Raw Material Price Fluctuation	These fluctuations can impact production costs, profit margins, and pricing strategies. Rising raw material prices may lead to higher operational expenses, while sudden price drops could affect inventory valuation	Adopt strategic procurement, supplier diversification, cost optimisation, and pricing adjustments to maintain financial stability and competitiveness.

By staying agile, forward-thinking, and strategically positioned, Ajiya stands better prepared to navigate uncertainties, seize emerging opportunities, and sustain long-term growth in an evolving market.

MANAGEMENT DISCUSSION & ANALYSIS

PROSPECTS AND OUTLOOK

Malaysia's construction and building materials sector is poised for robust growth in 2025, fuelled by government-led infrastructure projects, increased private-sector investments, and public-private partnerships under the PIKAS 2030 Master Plan. The acceleration of project rollouts, combined with the rising demand for sustainable and energy-efficient construction solutions, creates significant opportunities for Ajiya. To capitalise on this growth, the Group will focus on enhancing operational efficiency, optimising resource utilisation, and maintaining financial discipline. Additionally, Ajiya will continue to invest in innovative technologies, expand its sustainable product offerings, and strengthen its market presence, ensuring long-term profitability and a leadership role in the evolving construction landscape.

Sustainability is a core pillar of Ajiya's growth strategy, with a strong emphasis on developing innovative, energy-efficient building materials, and advancing manufacturing processes to meet emerging environmental standards. The Company is also committed to fostering strategic collaborations that will drive market expansion, facilitate the adoption of cutting-edge technologies, and strengthen its competitive edge. By continuously adapting to industry trends and regulatory changes, Ajiya aims to further solidify its leadership in promoting sustainable construction practices.

MANAGEMENT DISCUSSION & ANALYSIS

GROWTH STRATEGIES

Metal Division:
Leading the Future of Sustainable Housing

The Metal Division will focus on expanding its market presence through stronger partnerships and distributorships, particularly in East Malaysia and regional markets. Investments in research and development will continue to drive product innovation, ensuring compliance with evolving building regulations and sustainability standards. Enhancing operational efficiency through digital transformation and process optimisation will also remain a key priority, allowing the division to maintain cost competitiveness while delivering high-quality, energy-efficient solutions.

Ajiya will further strengthen its brand positioning by increasing industry engagement through marketing campaigns and participation in key construction events. Sustainability initiatives, including waste reduction, responsible sourcing, and compliance with environmental certifications, will reinforce the division's role as a leader in green building materials.

Glass Division:
Expanding Market Position and Product Innovation

The Glass Division is focused on enhancing its market presence by expanding its customer base and growing wholesale operations across Malaysia. Strategic collaborations with upstream partners will be key in meeting the rising demand for ESG-compliant, energy-efficient glass, in line with the increasing emphasis on sustainability in construction.

To further capitalise on emerging trends, the division will invest in advanced technologies and innovative solutions that cater to the growing need for eco-friendly building materials.

Additionally, the division plans to prioritise smart sourcing and supply chain optimisation, employing data-driven strategies to mitigate the impact of raw material cost fluctuations, ensuring consistent product quality and cost-efficiency. By fostering strong partnerships and adapting to market shifts, the Glass Division aims to solidify its leadership in the green building materials sector.

Research and development efforts will focus on improving the affordability and performance of Low-E glass products, driving wider adoption both within Malaysia and throughout Southeast Asia. In parallel, the division will intensify its efforts to raise awareness of the advantages of energy-efficient glass solutions through targeted marketing campaigns, industry roadshows, and direct engagement with key stakeholders. By emphasising the long-term cost savings and environmental benefits of these products, the division aims to accelerate the transition towards sustainable building practices and strengthen its position in the growing green construction market.

By prioritising innovation, sustainability, and operational excellence, Ajiya's Metal and Glass Divisions are well-positioned to capitalise on market opportunities and drive long-term growth in an evolving construction landscape.

With a commitment to adapting to industry trends and delivering high-quality, eco-friendly solutions, the divisions are set to not only meet current demands but also lead the way in shaping the future of sustainable construction.

OPERATION NETWORK

OPERATION NETWORK

1 Ari Utara Sdn Bhd
Sungai Petani, Kedah

2 Ari Timur (KB) Sdn Bhd
Kota Bharu, Kelantan

3 Ajiya Safety Glass Sdn Bhd &
Asia Roofing Industries Sdn Bhd
Puchong, Selangor

4 Asia Roofing Industries Sdn Bhd
Bandar Enstek, Negeri Sembilan

5 Asia Roofing Industries Sdn Bhd
Mentakab, Pahang

6 Ajiya Safety Glass Sdn Bhd
Segamat, Johor

7 Asia Roofing Industries Sdn Bhd
Segamat, Johor

8 Asia Roofing Industries Sdn Bhd
Johor Bahru, Johor

9 Ajiya Safety Glass Sdn Bhd
Johor Bahru, Johor

10 ASTEEL Ajiya Sdn Bhd
Kuching, Sarawak

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (the "Board") of Ajiya Berhad (the "Company" or "Ajiya") and its subsidiaries (the "Group") is pleased to present this Corporate Governance Overview Statement. This statement provides shareholders and investors with an overview of the corporate governance practices applied by the Group during the financial period ended 2024, with reference to the 3 key principles and practices set out in the Malaysian Code on Corporate Governance ("MCCG").

This Statement is prepared pursuant to Paragraph 15.25 of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"). It is to be read together with the Corporate Governance Report 2024 ("CG Report") of the Company which outlines the application of each practice set out in the MCCG. The CG Report is available on the Company's website at www.ajiya.com.

Corporate Governance Culture

The Board acknowledges the importance of sound corporate governance in fostering long-term sustainability, value creation, and responsible business growth. The Group's governance practices are guided by its vision, mission, core values, and standard operating policies and procedures, supported by internal control and risk management framework. These practices ensure responsible, ethical, and sustainable conduct across the Group.

The Board conducts an annual review of its governance practices to ensure alignment with the MCCG, evolving best practices and the changing needs of the Group.

As at 31 December 2024, Ajiya applied most of the CG practices of the Code, except the following:-

- Practice 5.9 : The Board comprises at least 30% women directors
- Practice 8.2 : The Board discloses on a named basis the top five senior management's remuneration component in bands of RM50,000.
- Practice 13.2 : All directors attend General Meetings.

The details of how the Group has applied, departed or adopted the MCCG principles and practices are outlined in the CG Report 2024 published on our website at www.ajiya.com.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS

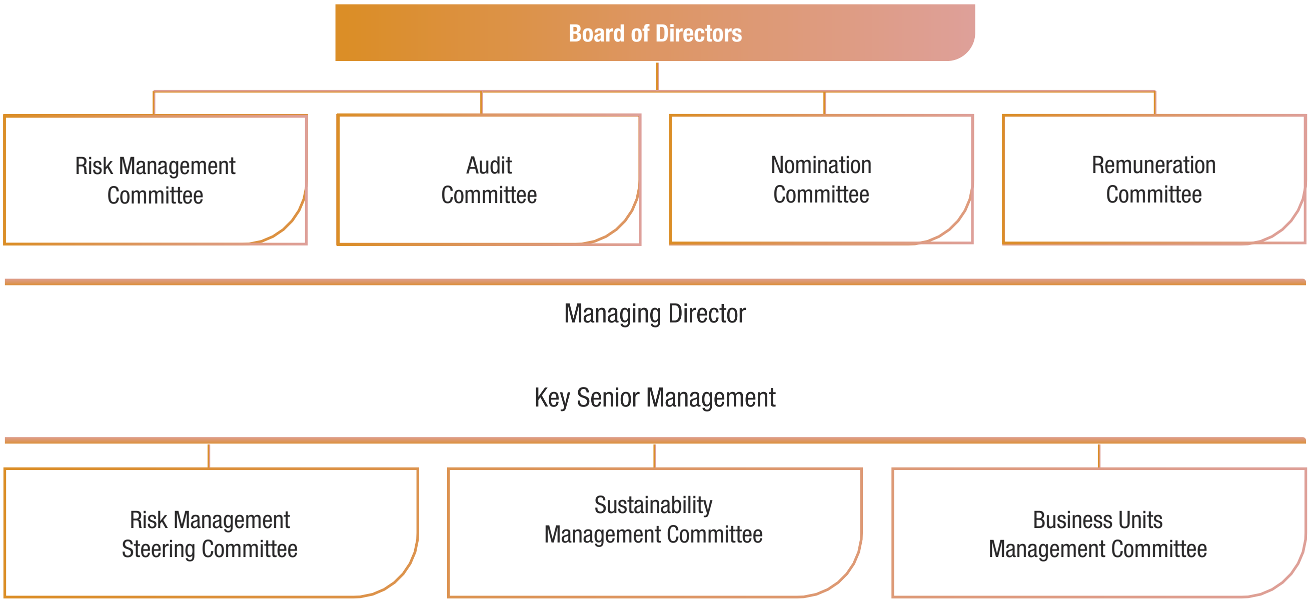
I) BOARD RESPONSIBILITIES

1. Board Roles and Responsibilities

The Board plays a vital role in driving the Group's long-term success and ensuring sustainable value creation for shareholders. The Board is responsible for charting the strategic direction, oversees business conduct, risk management, internal controls, governance and compliance, and incorporating ESG-related risks and opportunities into the Group's strategic plans.

While certain matters are delegated to Board Committees, the Board retains oversight through a schedule of reserved matters, clearly defined Terms of Reference and regular reporting from the Board Committees Chairman. Day-to-day management is entrusted to the Managing Director and Key Senior Management, supported by a competent management team.

The governance structure of the Board is depicted as below:



Each Board Committee operates within its approved Terms of Reference, focusing on specific governance and oversight functions.

All Board Committees are chaired by different Independent Non-Executive Directors. Each Committee Chairman reports significant matters and resolutions to the Board for the Board's attention or approval. The minutes of all Committee meetings are presented at Board meetings to keep the Board members informed of the decisions and deliberations made by the Committees.

For day-to-day operations, the Board delegates authority to the Management Team, led by the Managing Director and Key Senior Management. The responsibilities and authorities of the Management Team are clearly defined in the Group's Policies and Procedures Manual, ensuring effective execution and accountability.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I) BOARD RESPONSIBILITIES (CONT'D)

2. Board Leadership

The Board Chairman of the Company is held by a Non-Independent Executive Director, responsible for leading the Board and ensuring sound governance and compliance. He ensures the effective conduct and smooth functioning of the Board. The Chairman also ensures that decisions are taken on a sound and well-informed basis and that strategic issues are considered by the Board.

Despite the Chairman holding an Executive position, the Board is of the opinion that the power and authority are balanced by the presence of majority of Independent Non-Executive Directors on the Board. This, in turn, ensures an adequate element of independence. The Chairman is not a member of any Board Committee.

The Managing Director is responsible for managing the overall business operation and resources management of the Group. He is also responsible to ensure due execution of strategies plans, policies and achievement of the Group's corporate vision. The Managing Director is supported by Key Senior Management to ensure the concerns and issues raised in respect of the Group's daily operations are properly executed.

The positions of the Chairman and Managing Director are held by different individuals with clear and distinct roles. This segregation ensures a balance of power and authority.

3. Company Secretaries

The Board is supported by qualified Company Secretaries. The Directors have direct access to the advice of the Company Secretaries on matters relating to corporate governance best practices, corporate disclosure obligations, security laws and regulations and compliance with the Company's Constitution, statutory and regulatory requirements.

4. Access to Information and Independent Advice

The Board has full and unrestricted access to all information related to the Group's business and affair, ensuring informed decision-making and effective discharge of its responsibilities. Members of the Board engage with Key Senior Management for further clarification as needed.

To support efficient deliberations, the agenda and board papers are distributed in advance of each meeting. The Board may seek independent professional advices at the expense of the Company, on matters related to the fulfilment of their roles and responsibilities.

5. Board Charter

The Board Charter serves as a comprehensive guide, outlining the duties and responsibilities of the Board, Board Committees, and matters reserved for Board deliberation. It clearly defined the roles of the Chairman, Managing Director and Independent Directors.

The Board periodically reviews and updates the Charter to ensure its relevance and alignment with evolving governance practices. In October 2023, amendments were approved to strengthen the management of conflict of interest situation involving Directors and Key Senior Management.

The Board Charter is available for reference on the Company's website.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I) BOARD RESPONSIBILITIES (CONT'D)

6. Ethics and Integrity

The Board has established policies and procedures to manage and uphold the principles of good business conduct, all of which form the foundation for the success of the Group.

- **Code of Ethics and Conduct, and Conflict of Interest**

  The Group's Code of Ethics and Conduct provides guidance on maintaining proper standards of ethical conduct and sound business practices for Directors and employees, based on principles of integrity, responsibility, trust, discipline and diligence.

  Directors and Key Senior Management should avoid situations or transactions that may create, directly or indirectly a conflict between their personal interest and the Group's interest. Directors and Key Senior Management are under a continuing obligation to disclose any conflict of interest that arose, may arise or persist, to ensure the Group's overall interests are protected.

  In October 2023, the Board updated the Code of Ethics and Conduct to enhance the monitoring of conflict of interest situations and strengthen measures for managing such situations.

  The Code of Ethics and Conduct is accessible on the Company's website.

- **Whistleblowing Policy**

  The Whistleblowing Policy adopted by the Board provides a mechanism for handling wrongdoings and protection to whistleblowers. This Policy facilitates the reporting of suspected or known misconducts, wrongdoing, corruption and instances of fraud and abuse involving the resources of the Group. The Policy was last reviewed and approved by the Board in April 2025.

  The Whistleblowing Policy is available on the Company's website.

- **Stay Honest, Be Corrupt Free**

  As part of the Group's commitment to conduct its business affairs in an ethically manner, stay honest and be corrupt free, the Anti-Bribery and Anti-Corruption Policy outlines Ajiya's principles in upholding its stance against bribery and corruption. It provides guidance on preventing and addressing improper solicitation, bribery and corruption in business activities. In November 2024, the Group conducted anti-bribery and anti-corruption awareness training for its employees.

  The Anti-Bribery and Anti-Corruption Policy is available for reference on the Company's website.

- **Directors' Fit and Proper Policy**

  In April 2022, the Board approved the Directors' Fit and Proper Policy, which outlines the fit and proper criteria for the appointment and re-appointment of Directors. This Policy ensures that each Director possesses the necessary character, experience, integrity, competence and time commitment to effectively discharge their duties.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I) BOARD RESPONSIBILITIES (CONT'D)

7. Sustainability

The Board continues to oversee strategic sustainability matters, across economic, environmental, social and governance aspects. It ensures that sustainability risks and opportunities are integrated into the Group's strategic plans, recognizing the importance of sustainability in business growth and long term value creation for stakeholders.

The Risk Management Committee oversees the Group's key risks, including cyber risk and sustainability risk. The strategic management of material sustainability matters of the Group is driven by the Management.

Annually, the Board assesses its sustainability leadership and ESG related roles through the Board evaluation exercise and provides suggestions for improvement in addressing the Group's sustainability issues.

The Directors continuously participate in training programs to stay updated on the latest sustainability developments and trends. During the year, the Group organized a series of sustainability trainings and workshops, conducted by an external consultant for Directors and Management. These sessions aimed to enhance understanding of sustainability matters, practices, challenges and regulatory requirements, focusing on materiality assessment, ESG KPI and targets setting, and climate risks and opportunities. This aligns with the Board's increasing responsibility to ensure the Group's sustainability activities and disclosures adhere to relevant sustainability reporting frameworks and regulatory requirements.

The Sustainability Statement attached in this report provides an overview of the Group's sustainability performance, commitments, and overall impact on economic, environmental, and social aspects.

8. Key Focus Areas Considered by the Board

In addition to routine matters, key highlights considered by the Board are as follows:

Key Matters 2024
- Reviewed the succession planning for the Board, Board Committees and Key Senior Management.
- Reviewed the Group's annual business plan, including the 2025 budget and the 2024 performance results as well as process digitization and sustainability initiatives.
- Approved the change of financial year end from 30 November to 31 December.
- Approved the appointment of new external auditor for financial period ended 31 December 2024, following the resignation of the previous auditor.
- Approved the disposal of properties of the Group.
- The Board endorsed the engagement of an external consultant, who is a certified IFRS Integrated Reporting adviser, to enhance the Group's ESG information disclosure. This initiative aims to establish baselines and set targets, ensuring reporting aligns with regulatory requirements.
- Reviewed and recommended to the shareholders the Proposed Provision of Financial Assistance of up to RM250.0 million in the form of loan to Chin Hin Group Berhad, the holding company of Ajiya Berhad.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I) BOARD RESPONSIBILITIES (CONT'D)

8. Key Focus Areas Considered by the Board (Cont'd)

Looking Ahead to 2025

- Review of Board Policies to ensure effectiveness and compliance with evolving regulatory requirements and the changing needs of the Group.
- Continue evaluating and exploring opportunities for business diversification, joint venture, merger and acquisition to drive growth.
- Continue reviewing succession planning for the Board and Key Senior Management.
- Continue reviewing and enhance sustainability initiatives relevant to the Group.
- Continue reviewing efforts to optimize operational efficiency.

II) BOARD COMPOSITION

1. Board Composition and Diversity

The Board currently comprises seven (7) members, with the majority being Independent Non-Executive Directors. The composition is as follows:-

- Non-Independent Executive Chairman
- Managing Director
- Non-Independent Non-Executive Director
- 4 Independent Non-Executive Directors

The Board acknowledges the importance of diversity, encompassing gender, ethnicity, age and professional backgrounds, for fostering constructive discussions and enhance effective functioning of the Board. This diverse composition enables the Board to approach decisions from diverse perspectives and insights.

The Board, through the Nomination Committee, conducts an annual review of its size, structure and composition. The Board's skills are assessed annually through self-rating questionnaires. Based on the Board evaluation exercise and review of the Board Diversity and Skill Matrix, the Board considers its current composition remain optimal for effective and objective decision making.

Guided by its Diversity Policy, the Board shall comprise at least one (1) woman Director, and promote the inclusion of more suitably qualified women Directors on the Board. Throughout the year, the Board maintained one woman Director, representing 14% of the current Board size.

The Board believes that the present composition, with a balance mix of executive, independent and non-independent directors, combined with a diverse range of skills, knowledge, background and professional specialization, contributes to effective governance and enhance overall Board effectiveness.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II) BOARD COMPOSITION (CONT'D)

1. Board Composition and Diversity (Cont'd)

The current Board composition and diversity of the Company is as follow:-

Director	Independence		Tenure	Gender		Age			Ethnic		Industry Knowledge/ Experience							
	Independent Directors	Non-independent Directors	Year of Service as Director	Male	Female	40-49 years	50-59 years	60-69 years	Bumiputera	Chinese	Accounting/ Finance / Taxation	Building Material / Property Development	Entrepreneurship	Economics/ Banking/ Business Admin	Sales & Marketing	IT & Digital Strategy	Legal & Regulatory	Internal Controls / Risk Management
Datuk Seri Chiau Beng Teik, JP		√	2	√				√		√		√	√					
Mr. Chiau Haw Choon		√	2	√		√				√		√	√	√				
Mr. Yeo Ann Seck		√	28	√				√		√		√	√		√			
Ms. Er Kian Hong	√		2		√	√				√	√						√	√
Mr. Teh Boon Beng	√		2	√				√		√	√		√	√			√	√
Datuk Hj Mohd Yusri bin MD Yusof	√		2	√			√		√		√	√	√	√	√	√		√
Dato' Boey Chin Gan	√		2	√			√			√	√	√	√	√	√			√

2. Succession Planning

a) Board Succession Planning

- **Appointment to the Board**

The Nomination Committee is responsible for ensuring the Board remains effective with the right composition through succession planning. The Nomination Committee reviews the existing Board composition, identifies the needs and recommends the suitable candidate to the Board. The appointment of new Board members is governed by the Company's Nomination Policy. Additionally, the Board has adopted a Fit and Proper Policy, which outlines the criteria for assessing the suitability of potential Directors before appointment to the Board. All potential Directors are required to declare their fit and propriety, including conflict of interest and directorship.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

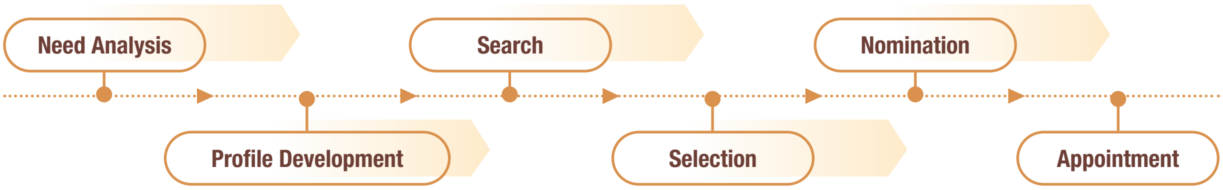
II) BOARD COMPOSITION (CONT'D)

2. Succession Planning (Cont'd)

a) Board Succession Planning (Cont'd)

- **Appointment to the Board (Cont'd)**

The process for appointing a new Director is summarized as below :



The Nomination Committee considers various factors before recommending a candidate to the Board, ensuring a well balance skill set and diverse composition. These include:

- Board composition: assessing the size, skills mix, and the balance between Executive Directors, Non-Executive Directors, and Independent Directors.
- Expertise and experience: evaluating candidates' skills, knowledge, expertise, and professionalism to ensure diverse perspectives.
- Conflict of interest and directorships: reviewing any potential conflicts of interest and the number of directorships held.
- Fit and proper criteria: ensuring candidates meet standards of probity, personal integrity, competence, financial integrity, time commitment, and dedication.

When appointing an Independent Director, the Committee ensures the candidate meets the requirements of independence as defined under the MMLR.

Candidates are sourced from a wide range of independent channels, including existing Board member, Management and major shareholders. The Board remains open to utilizing independent sources to identify suitably qualified candidates, where appropriate.

- **Re-election of Directors**

The Company's Constitution provides that one third of the Directors shall retire by rotation at every Annual General Meeting and that any Director appointed during the year shall retire at the next Annual General Meeting. The Constitution also provides that all Directors shall retire from office once at least in each three years but shall be eligible for re-election.

Accordingly, Datuk Seri Chiau Beng Teik, JP and Ms. Er Kian Hong will retire by rotation and are eligible for re-election, subject to the shareholders' approval at the forthcoming 29th Annual General Meeting. The annual assessment, together with the fit and proper declaration conducted in accordance with the Company's Fit and Proper Policy, form the basis and justification for recommending their re-election. The Board is satisfied with the assessment results of their performance, contribution, experience and their fit and propriety.

The profiles of Directors seeking for re-election are set out in the Profile of Directors section of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II) BOARD COMPOSITION (CONT'D)

2. Succession Planning (Cont'd)

b) Senior Management Succession Planning and Diversity

Senior Management plays a vital role in the implementation of corporate strategies and operational activities of the Group.

The Managing Director and Key Senior Management assist the Nomination Committee in ensuring that an appropriate succession planning framework, talent management and human capital development programs are in place. The Nomination Committee receives updates from the Key Senior Management on succession planning, employees' diversity profile and talent management plans. The Group has developed a structured competency assessment framework for potential successors' talent development. The Management identifies emerging talent and potential successors, both internally and externally, for Senior Management positions.

The Group is committed to fostering a diverse and inclusive workplace, providing equal opportunities based on merit, without discrimination. A diverse workforce brings different perspectives and insights, contributing to the Group's growth. The Board upholds a conducive work environment, free from harassment, where all employees are treated with respect and dignity. The Group's Code of Ethics and Conduct, developed on the principles of integrity, responsibility, trust, discipline, and diligence, is consistently upheld across the Group.

The Group maintains a diverse talent pool with an appropriate gender workforce that aligns with the Group's nature of business. As at 31 December 2024, 19% of employees across the Group are female, with women holding 20% of senior management positions.

Further details on the diversity of the Board and Senior Management are disclosed in the Sustainability Statement of this Annual Report.

3. Board Independence

The Board comprises three (3) Non-Independent Directors and four (4) Independent Non-Executive Directors, ensuring an adequate presence of independence. The majority of Independent Directors provides an effective check and balance, allowing for independent judgment and objective deliberation on relevant issues, safeguarding the interest of all stakeholders.

The Board is guided by the recommended practice of MCCG for retention of Independent Directors beyond the cumulative term limit of nine (9) years. Independent Directors who exceed the cumulative term of nine (9) years shall be re-designated as Non-Independent Director, unless shareholders' approval is sought through a two-tier voting process, with justification provided.

To date, none of the Independent Directors has served on the Board beyond nine (9) years from the date of their appointment.

The Nomination Committee reviews the independence of Independent Directors before their appointment. Annual evaluation is conducted to ensure that they continue to remain independent. Each Independent Director has provided a written confirmation of independence. The Board believes that all the Independent Directors have maintained their independence in their conduct, providing impartial insights into the Group's affairs. They constantly provide objective challenges to the management. The Independent Directors are free from any relationship that could interfere their ability to exercise independent judgement on matters affecting the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II) BOARD COMPOSITION (CONT'D)

4. Meetings of the Board and Board Committees

The Board ordinarily schedules five (5) board meetings in a year, with additional meetings to be convened as and when necessary. At the scheduled Board meetings, the Board receives updates from management on matters related to financial, operational, governance, sustainability, risk management and internal control.

An annual meeting calendar with the scheduled meeting dates for each Board meeting, Board Committees meeting and Annual General Meeting is prepared and circulated in advance to all the Directors. The meeting agenda and board papers shall be distributed electronically and/or in hard copy seven (7) days prior to the meetings. Reminders are also sent in advance. Directors are expected to devote sufficient time to discharge their responsibilities. Where necessary, Key Senior Management will be invited to attend meetings for specific items within their responsibility. The Board may also invite external consultants on specific item on the agenda, when the need arises.

Board and Board Committees meetings will be conducted physically and/or via electronic means, allowing Directors to participate via audio or video conferencing. Where appropriate, the Board may exercise control on matters that require its approval by circular resolutions. Circular resolutions passed by the Directors as well as minutes approved at subsidiary level, are noted at the next Board meeting.

To maintain checks and balances and objective review of matters brought up by the Board Committees, the Board Chairman is not a member of any Board Committee. Board Committees meetings are conducted separately from Board meetings, allowing objective and independent discussion during the meetings. The Chair of each Board Committee briefs to the Board on key matters discussed at the respective Board Committee meetings. Directors are require to disclose any conflict of interest, if any, and abstain from related deliberations and decisions.

Directors are expected to dedicate sufficient time to their roles. It is the Board's policy that each Director shall not hold more than five (5) directorships in listed corporations. Directors are required to notify the Chairman or the Company Secretary of their directorship in other listed and non-listed companies and any changes thereof.

The details of Directors' attendance at Board, Board Committee meetings and General Meetings for financial period ended 2024 are set out as follows:

DIRECTORS	NO. OF MEETINGS ATTENDED						
	Board	AC	NC	RC	RMC	AGM	EGM
Datuk Seri Chiau Beng Teik, JP	4/5	n/a	n/a	n/a	n/a	0/1	1/1
Mr. Chiau Haw Choon	5/5	n/a	n/a	n/a	n/a	1/1	1/1
Mr. Yeo Ann Seck	5/5	n/a	n/a	n/a	n/a	1/1	0/1
Ms. Er Kian Hong	5/5	6/6	1/1	n/a	n/a	1/1	1/1
Datuk Haji Mohd Yusri bin MD Yusof	5/5	6/6	1/1	1/1	1/1	1/1	1/1
Dato' Boey Chin Gan	5/5	6/6	1/1	1/1	1/1	1/1	1/1
Mr. Teh Boon Beng	5/5	n/a	n/a	1/1	1/1	1/1	1/1

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II) BOARD COMPOSITION (CONT'D)

5. Directors' Training Development

To effectively contribute to the Board, the Directors continuously participate in training, seminars and forums to stay updated on regulatory changes and developments in the business environment, in addition to the Mandatory Accredited Programme prescribed by the MMLR.

The Company Secretaries regularly update the Board on new guidelines, corporate governance practices and regulatory requirements to be observed by the Directors and the Company. Additionally, the External Auditors brief the Board on the latest Financial Reporting Standards that impact the Group's financial statements.

Newly appointed Directors will undergo an induction process and factory visits. The induction manual comprises the Board Charter, minutes of the last Board meeting, meeting timetable for the year, and the Company's annual report, providing the newly appointed Director an insight into the Board's function. Factory visits to the Group's operating plants allow new Directors to understand the Group's business operations, structure and management.

During the year, the Directors attended various training and professional development programs focused on areas such as audit matters, finance and taxation, Directors' roles and responsibilities, technology and digitization, ESG matters, and corporate governance. As of 31 December 2024, all Directors have attended the MAP II : Leading for Impact.

Details of training programs attended by the Directors during the financial period 2024 are tabulated as below:

Attended By	Seminar/Program/Briefing
Datuk Seri Chiau Beng Teik, JP	• Roles & Responsibilities of Directors in relation to Financial Statements • Board Briefing on ESG Insights: Trends, Compliance Issues, and Strategic Adoption • MAP Part II : Leading for Impact
Mr. Chiau Haw Choon	• Roles & Responsibilities of Directors in relation to Financial Statements • Board Briefing on ESG Insights: Trends, Compliance Issues, and Strategic Adoption • MAP Part II : Leading for Impact
Mr. Yeo Ann Seck	• Roles & Responsibilities of Directors in relation to Financial Statements • Board Briefing on ESG Insights: Trends, Compliance Issues, and Strategic Adoption • MAP Part II : Leading for Impact
Ms. Er Kian Hong	• E-invoicing – Latest Requirements and Essentials of Implementation • Anti-Bribery & Corruption • Key Amendments to the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad relating to enhances sustainability reporting framework and conflict of interest • Beneficial Ownership Reporting • Roles & Responsibilities of Directors in relation to Financial Statements • Bursa Academy: Conflict of Interest ("COI") and Governance of COI • Introduction to Artificial Intelligence • Thematic Investing – Technological Megatrends Affecting The Global • Brenchmark our ESG Activities to Attract Investors • ISSB: Applying the IFRS Sustainability Disclosure Standards • Securities Commission Malaysia's Audit Oversight Board Conversation with Audit Committees • Board Briefing on ESG Insights: Trends, Compliance Issues, and Strategic Adoption • MAP Part II : Leading for Impact

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II) BOARD COMPOSITION (CONT'D)

5. Directors' Training Development (Cont'd)

Details of training programs attended by the Directors during the financial period ended December 2024 are tabulated as below: (Cont'd)

Attended By	Seminar/Program/Briefing
Mr. Teh Boon Beng	• Climate Change & Carbon Footprint – Getting the Right Financial Risk & Reporting Perspectives • Being Sued as an INED – A Personal Journey • Anti-Bribery & Corruption • ICDM PowerTalk : How Can Boards Make the Most of Blockchain & Digital Assets • Aspiring Directors Immersion Program • Roles & Responsibilities of Directors in relation to Financial Statements • Board Briefing on ESG Insights: Trends, Compliance Issues, and Strategic Adoption • MAP Part II : Leading for Impact
Datuk Hj Mohd Yusri bin MD Yusof	• Malaysia Market Outlook - So Far So Good • Workshop@Bursa 2024: Market Strategy – More Room For Optimism in 2024 • Roles & Responsibilities of Directors in relation to Financial Statements • Board Briefing on ESG Insights: Trends, Compliance Issues, and Strategic Adoption • MAP Part II : Leading for Impact • Audit Oversight Board Conversation with Audit Committee
Dato' Boey Chin Gan	• Bursa Academy: Conflict of Interest ("COI") and Governance of COI • Roles & Responsibilities of Directors in relation to Financial Statements • Board Briefing on ESG Insights: Trends, Compliance Issues, and Strategic Adoption • MAP Part II : Leading for Impact

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II) BOARD COMPOSITION (CONT'D)

6. Board Effectiveness

- **Annual Assessment**

The Board through the Nomination Committee oversees the annual assessment process for the Board, Board Committees, individual Directors and Independent Directors.

The assessment was conducted through questionnaires in accordance with the procedures set out in the Company's Evaluation Policy, using a self and peer rating model. The effectiveness of the Board is evaluated based on size and composition of the Board, boardroom administration and process, provision of information to the Board, relationship with Management, and deliberation of ESG sustainability matters. The Board Committees' evaluation focused on the effectiveness of the Committees' practices, structures, expertise and meeting administration. For Individual Director, the assessment criteria included fit and proper, contribution and participation, calibre and personality.

The 2024 Board effectiveness assessment was conducted internally, facilitated by the Company Secretaries. The Nomination Committee deliberated at length on the Report of Board Evaluation, Diversity and Skill Matrix presented by the Company Secretaries, which included suggested enhancements from the Board members. The report, with recommended areas for improvement was subsequently presented to the Board.

Based on the 2024 assessment results, the Board was satisfied with the performance of each Director, the Board, and the Board Committees, and concluded that the current Board size and composition remain optimal, and the Board Committees had been effective in fulfilling their functions within the respective Terms of Reference. The assessment results indicated that each individual Director has discharged their duty effectively. These results form the basis for the Nomination Committee's recommendations to the Board for the re-election of Directors at the forthcoming Annual General Meeting.

The Nomination Committee also conducts performance assessment of each Independent Director. The Board was satisfied that all the Independent Directors demonstrated impartially, approached transactions with inquiring minds, provided valuable feedbacks, and scrutinize the Group's performance. They have devoted sufficient time and attention to their responsibilities.

- **Nomination Committee**

As of the date of this statement, the Nomination Committee comprises three (3) members, all of whom are Independent Non-Executive Directors. The roles and responsibilities of the Nomination Committee are guided by its Terms of Reference.

The Nomination Committee meets at least once a year or as needed. In 2024, the meeting was conducted in January, with all members in attendance. Key issues discussed and recommendations made during the meeting were subsequently reported to the Board by the Committee Chairman.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II) BOARD COMPOSITION (CONT'D)

6. Board Effectiveness (Cont'd)

- **Nomination Committee (Cont'd)**

  The activities carried out by the Nomination Committee during the financial period ended 31 December 2024 included:-

  - Conducted annual assessment and reviewed the findings of performance evaluation of the Board, Board Committees, and individual Director.
  - Reviewed the Board diversity and skill matrix, assessing the size, composition and competencies of Board members in conjunction with the Board evaluation exercise.
  - Assessed the independence of Independent Directors.
  - Recommended to the Board the re-election of retiring Directors.
  - Oversight the succession planning of Key Senior Management.
  - Reviewed the trainings attended by Directors during the financial period ended 31 December 2024.

III) REMUNERATION

The Board has established a Remuneration Policy setting out the guiding principles for determining the remuneration of Directors and Key Senior Management. The Remuneration Policy aligns with the Group's business strategies and long term objectives, ensuring the remuneration remains competitive to attract, retain and reward Directors and Key Senior Management. The Board is assisted by the Remuneration Committee in implementing this Remuneration Policy.

The Remuneration Committee comprises entirely Independent Non-Executive Directors. The role and responsibilities of the Committee are guided by its Terms of Reference. The Remuneration Committee conducts annual evaluation of Directors' remuneration to ensure its competitiveness and reflects their responsibilities, time commitment and the Company's business performance.

All Executive and Non-Executive Directors receive fixed Directors' fees and meeting allowances for attending each Board and Board Committee meetings.

The Managing Director, who also serves as the Chief Executive Officer, does not receive any other remuneration apart from Director's fees and meeting allowances in his capacity as an executive director.

The remuneration of Key Senior Management comprises fixed and performance linked elements, considering market competitiveness, experience, responsibilities, individual and Group performance. The Board authorized the Managing Director to review the remuneration packages of Key Senior Management, ensuring alignment with the Group's human resource policies, individual Key Performance Indicators, critical success factors, profitability and other targets set in the respective Business Division's annual performance budget.

The Remuneration Committee meets at least once a year or as needed. In 2024, the meeting took place in March, with full attendance from all members. During this meeting, the Remuneration Committee reviewed and recommended to the Board the Directors' fees for financial year ended 30 November 2023 and the provision for Board and Board Committee meetings allowances. The fees and benefits paid and payable to Directors are subject to shareholders' approval at the Annual General Meeting.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

III) REMUNERATION (CONT'D)

The remuneration of the top 5 Key Senior Management is not disclosed on a named basis considering market competitiveness for executive talent. The remuneration details of the Company's Directors for the financial period ended 31 December 2024 are presented in the table below.

Directors	Company (RM)		Subsidiaries (RM)		Group Total (RM)
	Fees	Meeting Allowances	Salary	Other Emoluments	
Executive Director					
Datuk Seri Chiau Beng Teik, JP *(Non-Independent Executive Chairman)*	45,500	3,000	-	-	48,500
Mr. Chiau Haw Choon *(Managing Director)*	45,500	5,000	-	-	50,500
Independent Non-Executive Director					
Ms. Er Kian Hong	45,500	8,500	-	-	54,000
Mr. Teh Boon Beng	45,500	6,000	-	-	51,500
Datuk Haji Mohd Yusri bin MD Yusof	45,500	9,500	-	-	55,000
Dato' Boey Chin Gan	45,500	9,500	-	-	55,000
Non-Independent Non-Executive Director					
Mr. Yeo Ann Seck	45,500	5,000	10,500	420	61,420
Total	**318,500**	**46,500**	**10,500**	**420**	**375,920**

Note: Other emoluments include statutory contribution.

PRINCIPLE B : EFFECTIVE AUDIT AND RISK MANAGEMENT

I AUDIT COMMITTEE

The Audit Committee assists the Board in overseeing the quality and integrity of the financial reporting process to ensure a true and fair view of the Company and the Group's financial statements. The Committee also reviews the effectiveness of external audit functions, internal control system, conflict of interest situations and related party transactions.

The Audit Committee comprises three (3) members, all of whom are Independent Non-Executive Directors. The Chairman of the Audit Committee is not the Chairman of the Board, ensuring independence and objectivity. None of the members of the Audit Committee are former audit partners. The composition of the Audit Committee was reviewed by the Nomination Committee annually.

The Board has adopted an External Auditors Policy which provides guidelines for the Audit Committee in relation to selection and appointment of External Auditors, as well as the assessment on the suitability, objectivity and independence of the External Auditors. The External Auditors are required to provide confirmation to the Audit Committee that they are and have been independent throughout the conduct of the audit engagement, in accordance with relevant professional and regulatory requirements.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B : EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

I AUDIT COMMITTEE (CONT'D)

In September 2024, ChengCo PLT served notice of resignation as the External Auditor of the Company and the Group. Subsequently, UHY Malaysia PLT was appointed as the new External Auditor for the financial period ended 2024. In assessing the suitability of the new External Auditor, the Audit Committee was guided by its External Auditors Policy and Paragraph 15.21 of the Listing Requirements.

The Terms of Reference of the Audit Committee were revised and approved by the Board in October 2023 and are available on the Company's website.

More information about the activities carried out by the Audit Committee during the financial period 2024 are set out in the Audit Committee Report of this Annual Report.

II RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board is responsible for establishing and maintaining a sound risk management and internal controls framework to safeguard the Group's assets and stakeholders' interests.

The Risk Management Committee assists the Board in identifying and reviewing the framework and process for managing risk within the Group. The Risk Management Committee comprises three (3) members, all of whom are Independent Non-Executive Directors. The composition of the Risk Management Committee was last reviewed by the Nomination Committee in February 2025.

The Risk Management Committee is responsible for overseeing the implementation and effectiveness of the Risk Management Framework, reviewing the risk exposures and evaluating the risk mitigation measures undertaken by the Management, as well as providing oversight on key risks, including cyber risks and sustainability risks. The Risk Management Framework was last reviewed by the Risk Management Committee and approved by the Board in October 2022.

The role and responsibilities of the Risk Management Committee are guided by its Terms of Reference.

The Risk Management Committee is supported by the Risk Management Steering Committee ("RMSC") at operational level to ensure the effective implementation of risk management framework across the Group.

The Internal Auditors perform the internal audit function and support the Audit Committee in assessing the effectiveness of the Group's governance, risk management and internal control processes.

The Board through the Audit Committee and Risk Management Committee, continues to provide independent assessment of the adequacy of risk management process and internal control system. Further, with the support from the Internal Auditors and RMSC, the Board is of the view that the system of internal control and risk management in place during 2024, is sound and sufficient to safeguard the Group's assets and shareholders' interest.

A review of the state of risk management and internal controls within the Group during the financial period 2024 is set out in the Statement on Risk Management and Internal Control of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C : INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I COMMUNICATION WITH STAKEHOLDERS

The Board values the importance of maintaining regular and fair communication with its shareholders and various stakeholders, providing meaningful information on the Group's financial, operational and sustainability performance. The Board ensure timely and equal dissemination of information to all stakeholders.

The Board had formalized an Investor Relation Policy and Disclosure Policy for handling the disclosure of material information to shareholders and investors. The policies ensure public communications adhere to obligations imposed by Bursa Securities and other regulators. Investors' feedback and inquiries may be directed to "Contact Us" section of the Company's website.

The Group engages with its stakeholders through various channels, including the Company's corporate website, social media platforms, announcement via Bursa Link, quarterly results, annual reports, general meetings, dialogues with investing public and financial analysts, roadshows with local communities and customers, participation in industrial association activities and institutional forum. Further details on stakeholder engagement is available in the Sustainability Report of this Annual Report.

Notwithstanding the above, the Board remain mindful of the legal requirement governing the release of material and price-sensitive information.

II. CONDUCT OF GENERAL MEETINGS

General meetings remain the principal event for Directors and Senior Management to interact with the shareholders.

The Company adopts the practice of dispatching the Annual General Meeting notice at least 28 days in advance, ensuring the shareholders have sufficient time to consider the proposed resolutions to be discussed at the Annual General Meeting.

In 2024, the 28th Annual General Meeting and Extraordinary General meeting were held virtually by leveraging technology to facilitate remote participation and electronic voting for all shareholders. Shareholders were encouraged to raise questions through real-time submission of typed texts via query box facility. The proceedings of the 28th Annual General Meeting included the Company's response to questions submitted in advance from the Minority Shareholders Watchdog Group, and a presentation by Key Senior Management on the qualitative and quantitative performance of the Group, including the market outlook for the construction sector in 2024.

The minutes of the General Meetings were published on the Company's website no later than 30 business days after the meetings.

COMPLIANCE STATEMENT

The Corporate Governance Overview Statement together with the CG Report 2024 were approved by the Board of Directors on 8 April 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

ADDITIONAL DISCLOSURE STATEMENTS

1. Directors' Responsibilities Statement

The Directors are required under the Companies Act, 2016 ('the Act"), to prepare financial statements which have been drawn up in accordance with the applicable approved accounting standards which give a true and fair view of the financial position of the Company and of the Group as at the end of the financial year and of the results and cash flows of the Company and the Group for the financial year.

In addition, the MMLR set out that the Board must ensure an additional statement is included in the Company's Annual Report explaining the Board's responsibility for preparing the annual audited financial statements.

The Directors are of the view that, in preparing the financial statements of the Company and the Group for the period ended 31 December 2024, the Board has adopted appropriate accounting policies that are consistently applied and supported by reasonable and prudent judgements and estimates and that the financial statements are prepared on the going concern basis.

The Directors are responsible for ensuring that the Company keeps adequate accounting records that disclose with reasonable accuracy the financial position of the Company and the Group to enable them to ensure that the financial statements comply with the requirements of the Companies Act, 2016 and all applicable accounting standards in Malaysia.

The Directors also have general responsibilities for taking such steps to safeguard the assets of the Group, and to prevent fraud and other irregularities.

The Statement by Directors pursuant to Section 251(2) of the Companies Act, 2016 is set out on page 146 of this Annual Report.

2. Audit Fees and Non-Audit Fees

Detail of audit fees and non-audit fees paid to the Company's External Auditors for the financial period ended 31 December 2024 are as follows:

	Group (RM)	Company (RM)
Auditors' remuneration		
(a) Statutory - UHY Malaysia PLT	266,500	110,000
(b) Statutory - Other auditor	20,799	-
(c) Non-statutory - UHY Malaysia PLT	5,000	5,000
(d) Non-statutory - Other auditors	63,631	-
	355,930	115,000

The non-stautory audit fees are in respect of the review of Statement on Risk Management and Internal Control and professional services for special review of the financial statements of the subsidiaries.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

ADDITIONAL DISCLOSURE STATEMENTS (CONT'D)

3. Material Contracts

Save as disclosed below, there were no material contracts entered into by the Company and its subsidiaries involving the interests of Directors, chief executive (who is not a Director) or major shareholders, either still subsisting at the end of the financial period or entered into since the end of the previous financial year:-

Loan Agreement dated 10 May 2024 (subsequently varied via a Supplemental Loan Agreement dated 21 June 2024) entered into between the Company and Chin Hin Group Berhad ("CHGB"), the holding company of the Company, for the provision of financial assistance of up to RM250.0 million.

The loan facility, available for drawdown over a 24-month period, carries an interest rate of 7.5% per annum and is intended to support CHGB's corporate initiatives, including acquisitions, expansion of its building materials and construction divisions, and other investment purposes.

The financial assistance is deemed to be a related party transaction under Paragraphs 8.23(2)(b) and 10.08(2) of the Listing Requirements in view of the following relations:

a) CHGB is a major shareholder of Ajiya;
b) Datuk Seri Chiau Beng Teik, JP and Mr. Chiau Haw Choon are both Directors and major shareholders of Ajiya* and CHGB;
c) Datuk Hj Mohd Yusri Bin MD Yusof is a Director in both Ajiya and CHGB.

Datuk Seri Chiau Beng Teik, JP who is the director and major shareholder of CHGB has provided a personal guarantee in favour of Ajiya for the purpose of guaranteeing the repayment of the Loan by CHGB. The principal repayment structure and interest payment schedule as set out in the agreement.

The transaction was approved by non-interested shareholders at the Extraordinary General Meeting ("EGM") held on 15 July 2024.

Note:
* *Deemed interest pursuant to Section 8 of the Companies Act 2016, by virtue of their shareholdings in PP Chin Hin Realty Sdn Bhd, which is the holding company of Divine Inventions Sdn Bhd, which in turn hold shares in CHGB.*

4. Utilisation of Proceeds

There were no proceeds raised from the Company's corporate proposal during the financial period under review.

5. Employees Share Option Scheme

The Group has not implemented the Employees Share Option Scheme during the financial period under review.

6. Recurrent Related Party Transactions of a Revenue Nature ("RRPT")

The Company had, at the last Annual General Meeting held on 29 April 2024, obtained a shareholders' mandate for RRPT entered into by the Company and the Group. The details of the RRPTs for the financial period ended 31 December 2024 are as follow:

CORPORATE GOVERNANCE OVERVIEW STATEMENT

ADDITIONAL DISCLOSURE STATEMENTS (CONT'D)

6. Recurrent Related Party Transactions of a Revenue Nature ("RRPT") (Cont'd)

Transacting Party	Related Party	Nature of Transaction	Value of Transaction (RM)	Nature of the Relationship
Asia Roofing Industries Sdn Bhd ("ARI")	Seng Hiap Glass (Segamat) Sdn Bhd ("SHGS")	Sale of metal roll forming products by ARI.	365,128	Yeo Ann Seck is the director and major shareholder of Ajiya and a director of ARI. Yeo Ann Seck is the director of SHG. Yeo Ann Seck is the major shareholder of JS and SHG. Yeo Ann Ling, the brother of Yeo Ann Seck, is the director and shareholder of SHGS. Yeo Tun Hong, Yeo Fei Lu, Yeo San San and Yeo Huei Shuang, the children of Yeo Ann Seck, are the shareholders of JS and SHG. Yeo Tun Hong and Yeo Fei Lu are the directors of SHG, JS and NC. Yeo Tun Hong, Yeo Fei Lu, Yeo San San, Yeo Huei Shuang and Yeo Tun Hian, the children of Yeo Ann Seck, are the shareholders of NC.
	Seng Hiap Glass Sdn Bhd ("SHG")	Sale of metal roll forming products by ARI.	61,371	
	Jin Sing Sdn Bhd ("JS")	Sale of metal roll forming products by ARI.	24,000	
		Renting of factory by ARI	36,000	
	Network Command Sdn Bhd ("NC")	Sale of metal roll forming products by ARI.	18,300	
Ajiya Safety Glass Sdn Bhd ("ASG")	Firm Development Sdn Bhd ("FD")	Sale of safety glass by ASG	383,138	Yeo Ann Seck is the director and major shareholder of Ajiya and the director of ASG. Yeo Ann Seck is the director and major shareholder of SHG. Yeo Ann Ling, the brother of Yeo Ann Seck is the director and shareholder of FD and SHGS. Yeo Tun Hong, Yeo Fei Lu, Yeo San San and Yeo Huei Shuang, the children of Yeo Ann Seck, are the shareholders of SHG. Yeo Tun Hong and Yeo Fei Lu are the directors of SHG and NC. Yeo Tun Hong, Yeo Fei Lu, Yeo San San, Yeo Huei Shuang and Yeo Tun Hian, the children of Yeo Ann Seck, are the shareholders of NC.
	Seng Hiap Glass Sdn Bhd ("SHG")	Sale of safety glass by ASG	388,861	
	Seng Hiap Glass (Segamat) Sdn Bhd ("SHGS")	Sale of safety glass by ASG	620,225	
	Network Command Sdn Bhd ("NC")	Sale of safety glass by ASG	975,686	

CORPORATE GOVERNANCE OVERVIEW STATEMENT

ADDITIONAL DISCLOSURE STATEMENTS (CONT'D)

6. Recurrent Related Party Transactions of a Revenue Nature ("RRPT") (Cont'd)

<table>
<tr><th>Transacting Party</th><th>Related Party</th><th>Nature of Transaction</th><th>Value of Transaction (RM)</th><th>Nature of the Relationship</th></tr>
<tr><td rowspan="2">Ajiya Group</td><td rowspan="2">Signature International Berhad, its subsidiaries and associates ("Signature Group")</td><td>Supply of metal roll forming, zinc and aluminium products for roof building, ceiling, window and door frame, safety glass related products and other building materials by Ajiya Group based on prevailing market price.</td><td>37,568</td><td rowspan="2">Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the Directors of Ajiya and Signature International Berhad.

Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the major shareholders of Ajiya [(1)].

Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the major shareholders of Signature International Berhad .

Shelly Chiau Yee Wern, the daughter of Datuk Seri Chiau Beng Teik, JP and sibling of Chiau Haw Choon, is the director of Signature International Bhd.</td></tr>
<tr><td>Provision of project management solution and interior fit out solutions by Signature Group based on prevailing market price.</td><td>431,991</td></tr>
<tr><td>Ajiya Group</td><td>Solarvest Holdings Bhd ("Solarvest"), its subsidiaries and associates ("Solarvest Group")</td><td>Supply and installation of solar PV by Solarvest Group</td><td>23,332</td><td>Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the directors and major shareholders of Ajiya Berhad [(1)].

Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the major shareholders of Solarvest.

PP Chin Hin Realty and Divine Inventions Sdn. Bhd. is a major shareholder of Ajiya and Solarvest.</td></tr>
<tr><td rowspan="2">Ajiya Group</td><td rowspan="2">Chin Hin Group Berhad, its subsidiaries and associates ("CHGB Group")</td><td>Supply of metal roll forming, safety glass, zinc and aluminium products for roof building, ceiling window and door frame and other building materials by Ajiya Group based on prevailing market price.</td><td>7,062,998</td><td rowspan="2">Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the Directors of Ajiya and Chin Hin Group Berhad.

Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the major shareholders of Ajiya [(1)].

Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the major shareholders of Chin Hin Group Berhad.

Shelly Chiau Yee Wern, the daughter of Datuk Seri Chiau Beng Teik, JP and sibling of Chiau Haw Choon, is the director of Chin Hin Group Bhd.</td></tr>
<tr><td>Provision of concrete and polymer products by CHGB Group based on prevailing market price.</td><td>174,986</td></tr>
</table>

CORPORATE GOVERNANCE OVERVIEW STATEMENT

ADDITIONAL DISCLOSURE STATEMENTS (CONT'D)

6. Recurrent Related Party Transactions of a Revenue Nature ("RRPT") (Cont'd)

Transacting Party	Related Party	Nature of Transaction	Value of Transaction (RM)	Nature of the Relationship
Asia Roofing Industries Sdn Bhd ("ARI")	ASTEEL Ajiya Sdn Bhd ("AASB")	Sale of metal roll forming products by ARI	44,310	Ng Wai Luen and Lau Mei Ho are directors of ARI and AASB.
		Licensing agreement with ARI	95,933	
Ari Utara Sdn Bhd ("ARIU")	ASTEEL Ajiya Sdn Bhd ("AASB")	Sale of metal roll forming products by ARIU	345,785	Ng Wai Luen is the director of ARIU and AASB
Ajiya Safety Glass Sdn Bhd ("ASG")	ASTEEL Ajiya Sdn Bhd ("AASB")	Sale of safety glass by ASG	3,320,384	Ng Wai Luen and Lau Mei Ho are directors of ASG and AASB.
		Letting of factory by ASG	258,200	
Ajiya Group	SA Aluminium & Glass Sdn Bhd ("SAAG")	Supply of metal roll forming, safety glass, zinc and aluminium products and other building materials by Ajiya Group.	4,367,373	Er Kian Hong and Teh Boon Beng are the directors of Ajiya and K. Seng Seng Corporation Berhad. K Seng Seng Corporation Berhad is the ultimate holding company of SAAG, SAMW and SADT.
	SA Metalworks Sdn Bhd ("SAMW")	Supply of metal roll forming, safety glass, zinc and aluminium products and other building materials by Ajiya Group.	390,451	
	SA Design & Technology Sdn Bhd ("SADT")	Supply of metal roll forming, safety glass, zinc and aluminium products and other building materials by Ajiya Group.	118,104	

CORPORATE GOVERNANCE OVERVIEW STATEMENT

ADDITIONAL DISCLOSURE STATEMENTS (CONT'D)

6. Recurrent Related Party Transactions of a Revenue Nature ("RRPT") (Cont'd)

Transacting Party	Related Party	Nature of Transaction	Value of Transaction (RM)	Nature of the relationship
Asia Roofing Industries Sdn Bhd ("ARI")	TSJL Trading Sdn Bhd ("TSJL")	Supply of metal roll forming products by ARI.	544,221	Tee Soon Hock, the brother of Tee Sing Huat, is the Director of TSJL. Tee Sing Huat is Director of Ari Utara Sdn Bhd. Ari Utara Sdn Bhd and Asia Roofing Ind Sdn Bhd are subsidiary companies owned by Ajiya Berhad.
Asia Roofing Industries Sdn Bhd ("ARI")	Super Golden Properties Sdn Bhd ("SGP")	Supply of metal roll forming, zinc and aluminium products and other building materials by ARI.	108,236	Yeo Ann Seck is the director of ARI and SGP. Yeo Ann Seck is the major shareholder of SGP. Yeo Tun Hong and Yeo Fei Lu, the children of Yeo Ann Seck, are the director and shareholders of SGP. Yeo Ann Ling, the brother of Yeo Ann Seck, is the shareholder of SGP. Yeo San San and Yeo Huei Shuang, the children of Yeo Ann Seck, are the shareholders of SGP.
Ajiya Group	Chin Hin Group Berhad, its subsidiaries and associates ("CHGB Group")	Provision of management services by CHGB Group based on prevailing market price.	531,011	Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the Directors of Ajiya and Chin Hin Group Berhad. Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the major shareholders of Ajiya [(1)]. Datuk Seri Chiau Beng Teik, JP and Chiau Haw Choon are the major shareholders of Chin Hin Group Berhad. Shelly Chiau Yee Wern, the daughter of Datuk Seri Chiau Beng Teik, JP and sibling of Chiau Haw Choon, is the director of Chin Hin Group Bhd.

Notes:
[(1)] Deemed interest pursuant to Section 8 of the Companies Act 2016, by virtual of their shareholdings in PP Chin Hin Realty Sdn Bhd.

AUDIT COMMITTEE REPORT

The Audit Committee continues to assist the Board in overseeing the integrity of financial reporting, adequacy of internal control system, effectiveness of internal and external audits, governance control and regulatory compliance matters across the Company and its subsidiaries ("Group").

The Board is pleased to present the Audit Committee Report for the financial period ended 31 December 2024.

1. COMPOSITION

The Audit Committee was established on 12 November 1996, with duties and responsibilities guided by its Terms of Reference.

As of the date of this Report, the Audit Committee comprises three (3) members, all of whom are Independent Non-Executive Directors. The Chairman of the Audit Committee is not the Chairman of the Board, ensuring independence and objectivity. None of the Audit Committee members serve as alternate director, and no former key audit partner has been appointed as a member of the Audit Committee.

All Audit Committee members are financially literate and possess the necessary expertise and professional experience in finance, management, internal control and risk management, and are able to understand, analyse, and objectively review matters under the purview of the Audit Committee.

All the Independent Non-Executive Directors meet the independence criteria prescribed under the Bursa Malaysia Securities Berhad Main Market Listing Requirement ("MMLR"). The composition of the Audit Committee complies with the requirements of Paragraph 15.09(1)(a), (b) and (c)(i) of the MMLR and Practice 9.1 to 9.5 under Principles B of the revised Malaysian Code on Corporate Governance ("MCCG").

Chairman :	Ms. Er Kian Hong (Independent Non-Executive Director)
Members :	Datuk Hj Mohd Yusri bin MD Yusof (Independent Non-Executive Director)
	Dato' Boey Chin Gan (Independent Non-Executive Director)

2. TERMS OF REFERENCE

The Terms of Reference set out the authorities, responsibilities and operating procedures of the Audit Committee. The Terms of Reference are reviewed periodically to ensure they remain relevance, with the last revision carried out in October 2023. The Terms of Reference are accessible on the Company's website.

3. MEETINGS

The Audit Committee held six (6) committee meetings during the financial period ended 2024. All meetings were properly scheduled, with notices and agendas distributed in advance.

AUDIT COMMITTEE REPORT

3. MEETINGS (CONT'D)

The Managing Director, Key Senior Management, Financial Controller, Internal Auditors and External Auditors were invited to attend the meetings to provide clarification on audit issues, financial matters and the Group's business operations. The Audit Committee may invite other Board members, Management members and any other person deemed necessary to attend the meetings when appropriate.

The External Auditors attended four (4) Audit Committee meetings held during the financial period ended 2024. Additionally, two private sessions between the Audit Committee and the External Auditors, without the presence of executive Board members and Management, were held on 22 January 2024 and 30 October 2024 to discuss any concerns raised by the External Auditors.

All proceedings of the Audit Committee meetings are duly recorded and confirmed at the next Audit Committee meeting. Minutes of the Audit Committee meetings are included in the Board meeting papers to keep the Board informed of the Audit Committee's activities. The Chairman of the Audit Committee also briefs the Board on significant matters discussed.

The attendance of Audit Committee members at meetings held during the financial period 2024 is tabled as follows:-

Audit Committee Members	No. of Meetings Attended
Ms. Er Kian Hong	6/6
Datuk Haji Mohd Yusri bin MD Yusof	6/6
Dato' Boey Chin Gan	6/6

4. SUMMARY OF ACTIVITIES

The summary of activities and main matters carried out by the Audit Committee during the financial period ended 2024 are described below:-

(i) Financial Reporting

a. Quarterly Financial Statements
The Audit Committee reviewed the unaudited quarterly financial statements of the Company and the Group, prior to its recommendation to the Board for approval.

b. Annual Audited Financial Statements
On 11 March 2024, the Audit Committee discussed with the Management and the External Auditors the audited financial statements for the financial year ended 30 November 2023.

c. Change of Financial Year End
In its meeting held on 29 April 2024, the Audit Committee reviewed and recommended to the Board the change of financial year end of the Company from 30 November to 31 December, to align with the financial year end of its holding company, Chin Hin Group Berhad. The current audited financial statements of the Company is made up from 1 December 2023 to 31 December 2024, covering a period of 13 months, with subsequent financial years ending on 31 December.

The Audit Committee's recommendation was presented to the Board for approval on 17 May 2024.

In reviewing the unaudited financial results and annual audited financial statements, the Audit Committee focuses on ensuring the integrity of the financial reporting. The Committee ensures that appropriate accounting policies are adopted and complied with applicable financial reporting standards and regulatory requirements.

AUDIT COMMITTEE REPORT

4. SUMMARY OF ACTIVITIES (CONT'D)

(ii) Oversight Matters Relating to External Audit

a) The Audit Committee had on 22 January 2024, reviewed the Audit Review Memorandum for financial year ended 2023, presented by External Auditors, ChengCo PLT. The Memorandum outlined areas of audit emphasis, commentary on accounting systems and internal controls, outstanding matters, key audit matters and judgements made by the Management.

At the same meeting, ChengCo PLT provided a written assurance confirming their independence throughout the audit engagement for the financial year ended 2023, in accordance with the By-law (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants.

b) The Audit Committee deliberated the final draft of Financial Statements for the financial year ended 30 November 2023, with the External Auditors, held on 11 March 2024.

c) At the Audit Committee meeting held on 20 September 2024, the Committee, with the assistance from the Group Chief Financial Officer and Financial Controller, assessed and proposed the appointment of UHY Malaysia PLT ("UHY") as the new external auditor, replacing the resigning auditor, ChengCo PLT. The suitability of the external audit firm was deliberated based on the criteria set in the External Auditors Policy. The Audit Committee recommended and the Board has approved the appointment of UHY as the Company's External Auditor for the financial period ended 31 December 2024.

d) Following the appointment of UHY, the Audit Committee reviewed the Audit Planning Memorandum for the financial period ended 31 December 2024, presented by UHY on 30 October 2024. The Memorandum outlined the audit engagement team, audit phases, Group audit scope, significant risks and areas of audit focus, internal control plans, and reporting timelines. UHY in its presentation of the Audit Review Memorandum, provided a written assurance that they are independent from the Group.

e) At the same meeting held on 30 October 2024, the Audit Committee reviewed the proposed provision of audit and non-audit fees, for the financial period 2024. The Audit Committee having reviewed the nature and amount of the non-audit fees, was satisfied that the non-audit services would not impair the independence of the External Auditor .

The details of the audit fees and non-audit fees paid to the External Auditor for the financial period 2024 are set out in the Additional Disclosure Statements of this Annual Report.

f) Throughout the financial period 2024, the Audit Committee held two private sessions with the External Auditors, in January and October 2024. These sessions were conducted without the presence of executive Board members and Management, allowing for a free exchange of views and opinions concerning audit matters, including the level of cooperation received from the staff throughout the engagement. No major concerns were raised that required the attention of the Board of Directors.

g) The performance, suitability, and independence of UHY throughout the financial period 2024 was reviewed by the Audit Committee, Group Chief Financial Officer and Financial Controller in February 2025. The assessment was carried out in accordance with the External Auditors Policy, based on criteria amongst others, the caliber of the audit team, quality processes, sufficiency of resources, independence and objectivity, audit scope and planning, audit fees, and communication. The Audit Committee was satisfied with the External Auditors' overall performance, competency, and independence and recommended their reappointment to the Board for shareholders' approval at the forthcoming Annual General Meeting.

AUDIT COMMITTEE REPORT

4. SUMMARY OF ACTIVITIES (CONT'D)

(iii) Oversight Matters Relating to Internal Audit

The Audit Committee reviewed the adequacy and effectiveness of the Group's internal audit function. The internal audit function operates based on a clearly defined audit plan, which was reviewed and approved by the Audit Committee.

During the financial period 2024, the Audit Committee carried out the following:-

a. Reviewed the status of the 2023 audit plan. The inhouse Governance, Risk and Compliance ("GRC") team completed the audit works according to the approved 2023 Annual Audit Plan.

b. Reviewed and approved the Internal Audit Annual Plan 2024 proposed by GRC. The Internal Audit Annual Plan was developed based on risk based approach, outlining the audit coverage and scope.

c. Reviewed and deliberated the Internal Audit Report tabled by the Internal Auditors. At the meetings, the Audit Committee discussed the audit findings, management responses and recommendations for improvement.

d. In October 2024, the Audit Committee conducted an assessment on Internal Auditors' performance. The assessment focused on the scope, adequacy of resources and manpower, competency, and their collaboration with External Auditors. The results of the assessment were presented to the Audit Committee by the Company Secretaries on 24 February 2025. The Audit Committee was satisfied with the effectiveness of the internal audit function.

(iv) Related Party Transaction & Conflict of Interest Situation

a. The Audit Committee regulary reviewed the Related Party Transaction and Recurrent Related Party Transaction entered into by the Company and/or its subsidiaries with related parties. The Committee ensured compliance with the disclosure requirements of the Main Market Listing Requirements.

b. At the same meetings, the Audit Committee reviewed the register of conflict of interest situations declared by the Directors and Key Senior Management.

c. At its meeting held in March 2024, the Audit Committee reviewed the Circular to Shareholders in relation to the Proposed Renewal of Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transaction of a revenue or trading nature.

d. During the financial period, the Company entered into a Loan Agreement dated 10 May 2024, as varied by a Supplemental Loan Agreement dated 21 June 2024, with Chin Hin Group Berhad ("CHGB"), the holding company of Ajiya. The agreement provides for financial assistance of up to RM250.0 million at an interest rate of 7.5% per annum over a 24-month period.

   Datuk Seri Chiau Beng Teik, JP, Mr. Chiau Haw Choon and Datuk Hj Mohd Yusri Bin MD Yusof are deemed interested parties in this transaction by virtue of their directorships and/or shareholdings in Ajiya and CHGB.

   The Audit Committee (save for Datuk Hj Mohd Yusri bin MD Yusof), after having considered all relevant aspects of the transaction, including but not limited to the estimated funding requirements of CHGB, financial position of Ajiya Group, rationale and effects of the financial assistance as well as the preliminary views of the Independent Adviser, is of the opinion that the financial assistance is fair, reasonable, and on normal commercial terms and is not detrimental to the interests of the non-interested shareholders of the Company.

(v) Other Matters Considered by the Audit Committee

a. Reviewed the findings on whistleblowing cases on quarterly basis, if any.
b. On 11 March 2024, reviewed and recommended for the Board's approval the Corporate Governance Overview Statement, CG Report, Audit Committee Report, Statement on Risk Management and Internal Control for inclusion in the Annual Report 2023.
c. Reviewed other reports and/or circulars notification issued by the Company, which fall under the purview of the Audit Committee's responsibilities.

AUDIT COMMITTEE REPORT

5. AUDIT COMMITTEE PERFORMANCE ASSESSMENT

The Board through the Nomination Committee, conducted an annual assessment of the Audit Committee's performance. The Audit Committee members also carried out self and peer evaluations of one another.

Based on the assessment, the Board was satisfied that the Audit Committee is functioning effectively, with all members discharging their duties, functions and responsibilities in accordance with the Audit Committee's Terms of Reference. The Board also concluded that the Audit Committee members possess the relevant knowledge, experience and attributes to discharge their duties effectively.

6. TRAINING AND REGULATORY UPDATING

During the financial period, the Audit Committee members attended relevant training programs and seminars to stay updated on regulatory changes and developments, details as set out in the Corporate Governance Overview Statement of this Annual Report.

7. INTERNAL AUDIT FUNCTION

The internal audit function forms an integral part of the Group's assurance framework, providing independent and objective assurance on the state of risk management and internal control of key operation and governance procedures. The internal audit function is carried out by the in-house Governance, Risk and Compliance ("GRC") team.

The GRC team conducts independent assessment of the adequacy and effectiveness of the Group's internal controls and governance process. The internal audit function operates independently from the Group's activities, reporting functionally to the Audit Committee and administratively to the Managing Director. The GRC team is free from any relationships or conflicts of interest that could impair its objectivity and independence.

The GRC team is headed by Mr. Benedict Lee Yee Kuan, who has more than 15 years of experience in Enterprise Risk Management, Internal Audit, Corporate Governance, and Business Process Development. He is a Chartered Member of the Institute of Internal Auditors Malaysia and The Chartered Governance Institute of the UK which holds Professional designations CMIIA and CGP.

The GRC team adopts a risk-based approach in planning the Internal Audit Annual Planning. The Audit Committee reviewed and approved the annual audit planning at its first meeting of the year 2024, prior to the commencement of audit activities. The audit scope focuses on key risk processes, including the evaluation of adequacy and effectiveness of internal controls and risk management practices, as well as operational controls. It also examines the extent of compliance with the Group's established policies, procedures, and statutory requirements.

The Internal Auditors performed periodic audits on various operating units within the Group based on the yearly risk-based Internal Audit Plan approved by the Audit Committee, and the works are carried out in accordance with the International professional Practices Framework set by the Institute of Internal Auditors.

Based on the audit review conducted by the GRC, the Board is of the view that there were no significant breakdowns or weaknesses in the internal controls system of the Group that may result in material losses for the financial period ended 2024.

The Audit Committee carried out an annual assessment of the work performed by the inhouse Internal Auditors, GRC team, and was satisfied with the overall performance of the internal audit function.

The total cost incurred in relation to the internal audit function carried out by its in-house internal auditors in 2024 amounting to RM157,500.

8. COMPLIANCE STATEMENT

This Report was approved by the Board of Directors on 8 April 2025.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors ("the Board") is pleased to present the Statement on Risk Management and Internal Control ("Statement"), according to Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("MMLR"), Malaysian Code on Corporate Governance 2021 ("MCCG") and Statement on Risk Management & Internal Control: Guidelines for Directors of Listed Issuers ("Guidelines"). This statement outlines the Group's risk management and internal control framework for the financial period ended 31 December 2024.

BOARD RESPONSIBILITY

The Board recognises its overall responsibility for safeguarding stakeholders' interests and maintaining a good risk management and internal control system to address all key risks the Group considers relevant to the operations. The Group recognizes that effective risk management and a sound internal control system are fundamental to good corporate governance and essential for addressing emerging risks and control deficiencies.

The internal control system is designed to manage, rather than eliminate, risks in achieving business objectives. As such, the Board recognizes the inherent limitations of the internal control system and that it only provides reasonable and not absolute assurance against material misstatement of management and financial information, losses, fraud, or irregularities.

The Board, through its Audit Committee and Risk Management Committee, ensures that the Group implements adequate risk management and internal control practices. The Board continuously improves and embeds controls throughout the Group and maintains the systems under review to ensure they remain fit to cover the financial, risk management, governance, strategy, operational, and compliance aspect of the Group.

RISK MANAGEMENT FRAMEWORK

The Board follows Practices 10.1 and 10.2 of the MCCG to establish an effective risk management and internal control framework. The Risk Management Committee is responsible for identifying risks and ensuring the adequacy of risk management framework and processes within the Group. The Risk Management Committee is supported by Risk Management Steering Committee ("RMSC"), an operational management committee, to ensure a risk management system and governance is embedded throughout the Group. The RMSC works together with the operational department heads to identify, evaluate and manage the significant risks affecting the affairs of the business.

The Board believes a top-down structure with an ongoing risk management process to identify, evaluate, and manage uncertainties is effective. Accordingly, the Managing Director, Key Senior Management and every functional head are involved in the day-to-day risk management process to support the Board in reviewing the risk management process and the effectiveness of the internal control.

The Board is committed to embedding risk management as an integral part of the corporate culture, ensuring its application across all operations and decision-making processes. The Managing Director and the Management team ensure the implementation of policies and guidelines on risks and controls, formulate business processes and structures with the agreed risk parameters, and operate the internal control system to manage the risks.

The business units and key process owners review the identified risks and their potential impact on the Group and periodically reports the risk assessment, monitoring updates and overall risk status to the Management. The Management summarises the risk identification and assessment in the Risk Management Report to the Risk Management Committee for further deliberation. The Management regularly assesses the likelihood of the identified risks and their potential impact on financial and non-financial parameters to determine the risk rating for risk reporting and monitoring.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT FUNCTION

The internal audit function is conducted in-house by the Governance, Risk & Compliance (GRC) team of the Group. This aim is to evaluate the adequacy and effectiveness of the Group's internal control system.

The internal audit function reports administratively to the Managing Director and functionally to the Audit Committee to preserve its objective. The Internal Auditors are free from any relationships which could impair its objectivity and independence of the internal audit function. There is no conflict of interest, and the Internal Auditors do not have direct operational responsibility or authority over any of the activities audited.

The Internal Auditors carry out the internal audit activities according to an annual plan approved by the Audit Committee. The internal audit function adopts a risk-based approach and prepares its annual planning based on risks identified in the risk management report, previous audit cycles, and discussions with the management. The Internal Auditors assess the adequacy and integrity of the Group's system of internal controls, as well as recommendations, if any, to improve the control policies and procedures. The results of the internal audit review are reported periodically to the Audit Committee. The operational management team is responsible for implementing the recommended corrective actions on the reported weaknesses or areas for improvement.

The Internal Auditors asses the effectiveness of the internal control system and align their current internal audit practices with the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors. The Internal Auditors address financial, operational, and compliance risks. The Internal Auditors audit the critical business processes, internal control gaps, effectiveness, and adequacy of the existing procedures and recommends improvements to the internal control process. The internal audit plan is reviewed and approved by the Audit Committee to provide reasonable assurance that such system continues to operate satisfactorily and effectively within the Group.

The internal audit function assists the Board in providing an independent assessment of the effectiveness and adequacy of the Group's system of internal controls. The assessment is through interviews and discussions with the Management, walkthrough tests, review of the relevant established policies and procedures and authority limits, and observing and testing the internal controls.

KEY ELEMENTS OF INTERNAL CONTROL

The Board recognizes that a sound internal control system reduces, but not eliminates, the possibility of poor judgment in decision-making. Thus, the Board maintains key elements of an organizational structure that clearly define levels of responsibility, accountability, authority, lines of responsibility, and delegation of authority. The Board reviews internal control matters and is updated on significant control gaps, if any. The Management will highlight to the Board issues relating to the business operations and any significant fluctuation or exception noted will be acted on time.

Key elements of the internal control system in place during the financial period ended 31 December 2024 and up to the date of this Statement, include:

1. Well-defined Terms of Reference, authorities, and responsibilities of various Board Committees: This encompasses the Audit Committee, Risk Management Committee, Nomination Committee, and Remuneration Committee.
2. Systematically documented and revised Policies and Standard Operating Procedures (SOPs): These are made available to guide employees in their daily operations, ensuring alignment with the business objectives.
3. Clearly defined corporate policies: This includes the Code of Ethics and Conduct, Whistleblowing Policy, and Anti-Bribery and Anti-Corruption Policy.
4. Structured recruitment process: The Group has established a comprehensive recruitment process to bring in talent effectively.
5. Training and development programs: A wide variety of programs are in place to maintain and enhance employee competency.
6. Quarterly review of financial results and management report: Conducted by the Audit Committee and the Board, this ensures ongoing oversight of financial performance.
7. Review of the internal audit report and findings: The Audit Committee systematically reviews internal audit reports and findings to address control deficiencies.
8. Regular management and operational meetings: These meetings focus on business operational performance to ensure that actions are implemented to meet its objectives.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

ASSURANCE FROM MANAGEMENT

The Board continuously reviews and monitors to ensure changes in the Group's business and operating environment are adequately managed to safeguard the interest of the stakeholders.

The Board has received assurance from the Managing Director and Group Chief Financial Officer that, in all material aspects, the Group's risk management and internal control system has operated effectively during the financial period under review and up to date of this Statement. With the assurance, input from the Internal Auditors, and the feedback from External Auditors on our control system, the Board believes that the risk management and internal control system is adequate and has not resulted in any material losses.

REVIEW OF STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL BY EXTERNAL AUDITORS

Under paragraph 15.23 of the MMLR, the External Auditors have reviewed this Statement for inclusion in the Annual Report 2024. UHY Malaysia PLT have reviewed this Statement according to Audit and Assurance Practice Guide 3 (AAPG 3): Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report, issued by Malaysian Institute of Accountants ("MIA") for the financial period ended 31 December 2024. The External Auditors have reported to the Board that, based on their review, nothing has come to the attention that causes them to believe this Statement is not been prepared, in all material aspects, in accordance with the disclosures required by paragraphs 41 and 42 of the Guidelines or that it contains factual inaccuracies.

CONCLUSION

The Board is of the view that the risk management and internal control system is adequate to safeguard the stakeholders' interests. The Board recognises the need for continuous improvement to evolve the system in meeting the rapidly changing business environment. Accordingly, the Board remains committed to continuously strengthening and enhancing the risk management and internal control systems to support the Group's objectives.

This Statement of Risk Management and Internal Control was approved by the Board on 8 April 2025.

SUSTAINABILITY STATEMENT

INTRODUCTION

Our world faces unprecedented challenges, and every choice we make has a profound impact on the planet and its people. Sustainability is the guiding principle for a future where we can thrive while protecting our environment. At Ajiya Berhad ("Ajiya" or "the Group") and its subsidiaries, we understand that business success must go hand-in-hand with environmental stewardship and social responsibility.

Sustainability is deeply ingrained in our company culture. We integrate it into every aspect of our operations, from high-level strategic planning to the daily work on the factory floor. We strive to understand and address the economic, environmental, social, and governance ("EESG") impacts of our activities. This holistic approach ensures that we are constantly working towards our sustainability goals, creating a more resilient, responsible, and prosperous future for all.

The Board of Directors of Ajiya ("the Board") are pleased to present this Sustainability Statement ("Statement" or "SS2024") for the financial period ended 31 December 2024 ("FPE2024"). This statement outlines our progress and strategic approach to addressing both the challenges and opportunities related to sustainability. It underscores our unwavering commitment to creating a positive and lasting impact across all aspects within the EESG landscape.

ECONOMIC • ENVIRONMENTAL • SOCIAL • GOVERNANCE

OUR PURPOSE
To Build Trust & Commitment Together

OUR VISION
To Enrich Wellbeing for the Community

OUR MISSION
Explore New Frontiers

REPORTING SCOPE AND BOUNDARIES

This Statement provides an annual overview of Ajiya and its subsidiaries' sustainability strategies, practices, and performance. It covers the period from December 1, 2023, to December 31, 2024, unless otherwise noted. The performance data included in this Statement is sourced from all operating entities within Malaysia under full operational control by Ajiya.

Metal Base Division ("AMG")	Glass Base Division ("AGG")
Asia Roofing Industries Sdn Bhd	Ajiya Safety Glass Sdn Bhd
Ari Utara Sdn Bhd	
Ari Timur (KB) Sdn Bhd	

The preparation of this Statement was guided by a robust scoping methodology. We conducted a comprehensive double materiality assessment to identify the most significant issues relevant to our business and stakeholders. This assessment involved internal analysis, external benchmarking, and stakeholder engagement. The resulting materiality matrix informed the selection of our key performance indicators and the scope of our reporting.

STATEMENT OF ASSURANCE

This Sustainability Statement presents data sourced internally from within the Group, which is compiled and measured against industry standards, aligning with our sustainability targets. While the Statement has not been subjected to an assurance process, the information and data disclosed have been reviewed by the data owners of respective business divisions to ensure the Statement provides a fair and accurate account of Ajiya's sustainability efforts and outcomes.

Our Management diligently verifies the results, followed by a review conducted by the Sustainability Management Committee ("SMC") before presentation to the Board. To continually improve our reporting, the Group is actively working to enhance data collection processes, address any reporting gaps, and expand the assurance provided for the disclosures made in this report.

This Statement was prepared based on all available internal information in accordance with Paragraph 29, Part A of Appendix 9C and Practice Note 9 of Bursa Malaysia Securities Berhad's ("Bursa Securities") Main Market Listing Requirements ("MMLR") relating to sustainability statement and its Sustainability Reporting Guide 3rd Edition, and other international sustainability frameworks or standards as follows: -

- *Bursa Malaysia Sustainability Reporting Guide (3rd Edition)* — **IN ACCORDANCE**
- *Task Force on Climate-Related Financial Disclosures ("TCFD")* — **WITH REFERENCE**
- *Sustainability Accounting Standards Board ("SASB") Sector-Specific Disclosures* — **WITH REFERENCE**
- *Global Reporting Initiative ("GRI") 2021 (Core Option)* — **WITH REFERENCE**
- *FTSE4Good Bursa Malaysia ("F4GBM") Index* — **IN ALIGNMENT**
- *United Nations Sustainable Development Goals ("UNSDGs")* — **WITH REFERENCE**

SUSTAINABILITY STATEMENT

MEMBERSHIPS OF ASSOCIATIONS

We actively support the mission to promote the sustainable development of the steel and glass industry, contributing to industry standards, best practices, and advancements in construction technology. This is achieved through our steadfast membership and association with the following industry bodies:

- Construction Industry Development Board ("CIDB")
- Malaysia Green Building Council ("malaysiaGBC")
- Malaysia Facade Industry Association ("PIFM")
- Malaysian Iron and Steel Industry Federation ("MISIF")
- Federation of Malaysian Manufacturers ("FMM")
- Malaysia Glass Association ("MGA")
- Safety Glass Processors Association of Malaysia ("SGPAM")
- Malaysian Interior Industry Partners Association ("MIIPA")

EXCLUSIONS, LIMITATIONS, AND DISCLAIMERS

The Group acknowledges ongoing challenges in collecting data for certain indicators. Ajiya is actively working to improve its data tracking and collection systems to enhance future reporting accuracy.

This report includes forward-looking statements regarding targets, future plans, and the Group's performance – which are based on current business trends and reasonable assumptions. As Ajiya's business is subject to inherent risks and unforeseen events, readers are cautioned against undue reliance on these statements as actual results may differ.

REPORT AVAILABILITY AND FEEDBACK

Readers can download SS2024 from the Ajiya corporate website at www.ajiya.com as well as on the Bursa Malaysia Securities Berhad website. The Group welcomes any feedback, inquiries, suggestions and concerns to facilitate continuous improvement, where all comments or inquiries can be directed to:

Sustainability Management Committee
Email: enquiry@ajiya.com

SUSTAINABILITY STATEMENT

MESSAGE FROM THE MANAGING DIRECTOR

DEAR STAKEHOLDERS,

At Ajiya Berhad, we recognise that sustainability is not merely a corporate responsibility, but a fundamental pillar of our long-term success. As a leading manufacturer of building materials, we are committed to operating in a manner that minimises our environmental impact, fosters social equity, and ensures good governance throughout our value chain.

FPE2024 marked a pivotal year in our journey towards a more sustainable future. We embarked on and reached significant milestones, including our inaugural double materiality assessment, a rigorous climate risk assessment aligned with the TCFD and IFRS S2 frameworks, and the setting of ambitious targets. These initiatives reflect our commitment to creating lasting stakeholder value and solidifying Ajiya's position as a leader in ESG practices.

Guided by our core purpose of building trust and commitment together, our sustainability objectives drive us towards delivering sustainable growth and pioneering innovative solutions. In FPE2024, we enhanced our reporting framework and strengthened data collection processes, enabling us to closely monitor key performance indicators such as resource and material consumption, and employee diversity and development. We are especially proud to have established our GHG inventory, encompassing Scope 1-3 in the past year. This increased transparency and accountability allows us to effectively integrate sustainability principles across all our operations.

As we strive to actively catalyse and champion environmentally and socially responsible practices, we recognise the importance of close collaboration with our key stakeholders. Together, we can lead with a difference, creating meaningful, positive, and impactful changes across our operational regions to build a brighter future for all.

Sincerely,

Chiau Haw Choon
Managing Director

IN FPE2024, WE ENHANCED OUR REPORTING FRAMEWORK AND STRENGTHENED DATA COLLECTION PROCESSES, ENABLING US TO CLOSELY MONITOR KEY PERFORMANCE INDICATORS SUCH AS RESOURCE AND MATERIAL CONSUMPTION, AND EMPLOYEE DIVERSITY AND DEVELOPMENT.

SUSTAINABILITY STATEMENT

AJIYA'S SUSTAINABILITY

RM 381.4 M
of economic value generated

ZERO
recalls issued and total units recalled for health and safety reasons

79.12 %
of the total procurement budget spent on local suppliers

GHG Inventory
encompassing Scopes 1 – 3 established

18.96%
of women representation in a total workforce of 786 employees

23 KPIs and Targets
established

SUSTAINABILITY STATEMENT

HIGHLIGHTS

25.85%
of total energy use supplied by renewable energy

69.39%
of total waste generated at **3,333 tonnes** diverted from disposal

4,640 hours
of training provided to employees

ZERO
confirmed incidents of human rights violations

ZERO
confirmed incidents of corruption

ZERO
confirmed incidents of whistleblowing cases

SUSTAINABILITY STATEMENT

SUSTAINABILITY GOVERNANCE STRUCTURE

An impactful sustainability framework hinges on robust governance, effective implementation, and continuous monitoring. To foster effective collaboration between the Board, Management, and the workforce, Ajiya has implemented the following multi-tiered governance hierarchy to make significant strides towards our sustainability goals while continually providing value to our stakeholders:

Body	Role
Board	- Review and approve the Group's overall strategic direction to ensure sustainable performance - Ensures that strategic plans embed sustainability considerations to support long term value creation - Promotes lasting governance culture within the Group - Oversees and evaluates the conduct of the Group's business - Ensures sustainability risks and opportunities are considered in setting strategic direction of the Group
Management Team	- Approves sustainability targets and disclosures - Strategic management of material sustainability matters - Assists the Board in overseeing implementation and effective management of the Group's strategies and initiatives - Embeds sustainable practices within Ajiya's business strategy and decisions - Ensures adequate processes and frameworks are in place to maintain the Group's resilience and sustainable performance **Members:** Managing Director is supported by Key Senior Management and the Sustainability Management Committee ("SMC")
Sustainability Management Committee ("SMC")	- Ensures effective and practical implementation of sustainable strategies and initiatives across the Group - Evaluates overall sustainability risks and opportunities - Oversees departments/functions and recommends revisions to sustainable strategy to Management Team **Members:** Business Divisions CEO, Heads of Departments ("HODs"), with additional support from an independent consultant in sustainable development matters
On-Ground Members	- Ensure processes and controls are in place within departments/functions - Report on process/control performance and management targets - Support sustainable strategy implementation

SUSTAINABILITY STATEMENT

STAKEHOLDERS ENGAGEMENT

In our sustainability management efforts, we prioritise continuous engagement with our stakeholders to better understand their concerns and expectations. This enables us to develop our sustainability strategies and priorities effectively. In FPE2024, we have identified five key stakeholder groups and have engaged with them using a variety of engagement approaches, as detailed below: -

Stakeholders	Areas of Concern	Engagement Approaches	Material Topics
Shareholders, Financiers, and Investors	• Profitability • Dividend • Shareholder value/ responsibility	• General Meetings • Company Website • Annual Reports	• Economic Value Generated • Corporate Governance & Ethical Business • Regulatory Compliance • Market Presence
Clients/Customers, Suppliers, and Industry Partners	• Product and service quality • Timely delivery of products/ projects • Payment terms and timeliness • Product innovation	• Customer satisfaction surveys and supplier evaluation form • Customer service platforms, including phone calls and emails • Face-to-face meetings • Events and site visits • Company policies compliance declarations • Social media platforms • Exhibitions	• Quality Assurance • Customer Satisfaction • Supply Chain Management • Innovation and Technology • Market Presence
Employees	• Business performance and direction • Career development • Learning and development • Employee welfare and benefits • Employee wellness • Health and safety	• Regular meetings and discussions • Townhall meetings • Annual performance appraisal • Forums, trainings, and workshops • Sports clubs • Employee events including festive celebrations and annual gathering) • Company policies compliance declarations	• Occupational Safety & Health • Human Rights & Labour Practices • Talent Management & Development • Diversity, Equality & Inclusion • Community Development
Local Communities, Industry Associations, Academia and Non-Governmental Organisations ("NGOs")	• Company reputation and branding • Corporate social responsibility • Best management practices and industry-related research • Partnerships • Research and collaborations with the industry and academic institutions	• Community outreach and development programs • Annual Reports • Educational factory visits • Briefings and trainings	• Community Development • Environmental Management • Human Rights & Labour Practices • Diversity, Equality & Inclusion
Regulators and Government Authorities	• Compliance with laws and regulations • Certifications/awards • Industry best practices and updates	• Compliance and certification exercises • Periodic site visits and audits • Company representation at initiatives/ technical working groups • Briefings and trainings	• Regulatory Compliance • Occupational Safety & Health • Environmental Management • Anti-Corruption

SUSTAINABILITY STATEMENT

MATERIALITY ASSESSMENT

Materiality Assessment Process

At Ajiya, the Board recognises materiality assessment as a critical process for identifying, evaluating, and prioritising key sustainability risks and opportunities that are most relevant to the Group and its stakeholders.

In FPE2024, Ajiya undertook its inaugural double materiality assessment, representing a significant shift from the traditional focus on impact materiality to a dual perspective considering financial materiality. This approach evaluates how the Group impacts the environment and society and how ESG topics influence enterprise value creation.

The process for this double materiality assessment involved five key stages:

STEP 1
Identification of Topics

Relevant sustainability matters were identified based on stakeholders concerns, established framework, historical topics, risks and opportunities within the Group's operating context, and industry benchmarking against peers.

STEP 2
Assessment

Development and launch of an online survey to assess and prioritise the 20 shortlisted topics across 4 sustainability pillars, with feedback solicited from internal and external stakeholders.

STEP 3
Prioritisation

Stakeholders prioritisation assigned weightage to stakeholder groups, enabling the ranking of material matters based on their degree of impact on the Group and stakeholders.

STEP 4
Deliberation

The outcomes of the assessment were deliberated and adjusted by the SMC to ensure alignment with Ajiya's strategic priorities.

STEP 5
Approval

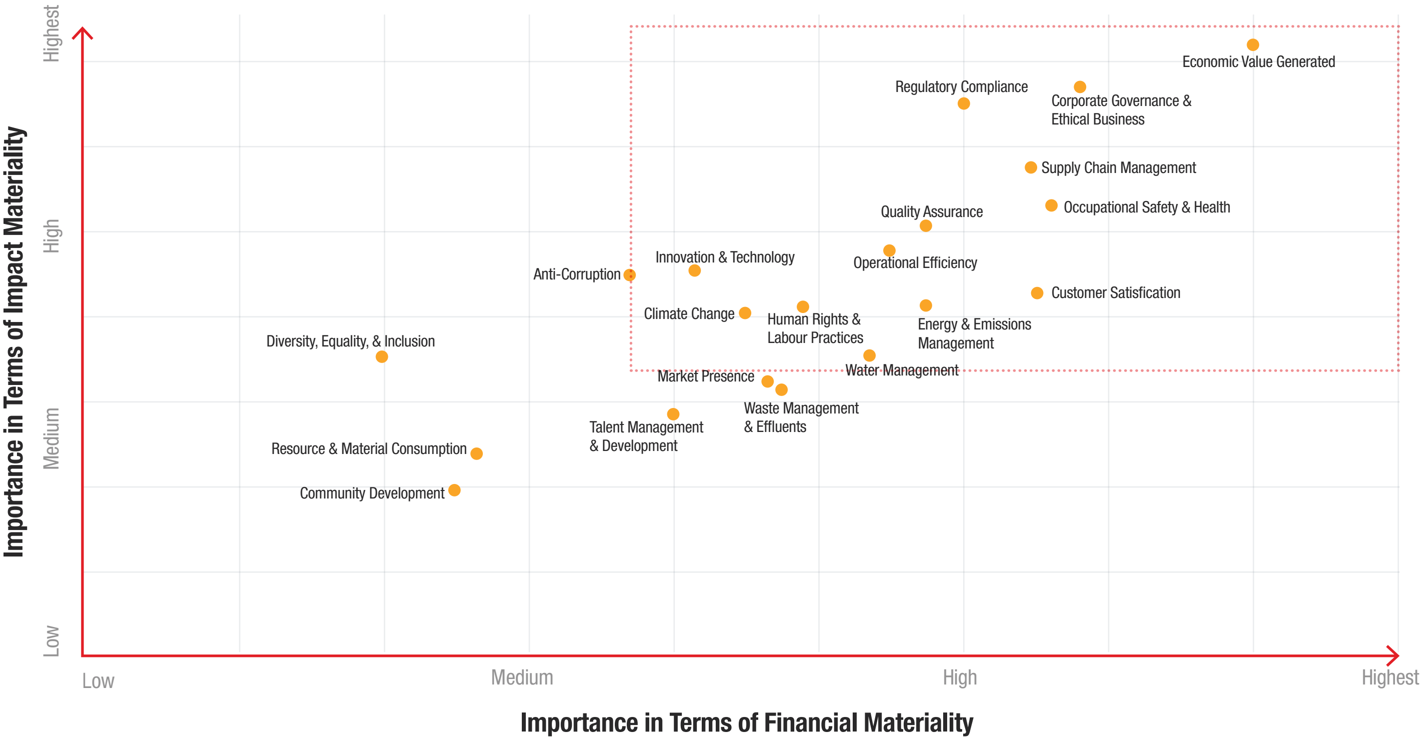
The final materiality matrix and findings from the materiality assessment survey were presented to the Board for validation and has been approved and endorsed on 8 April 2025.

This robust process ensures that our materiality assessment aligns our sustainability strategies with the expectations of our stakeholders, while effectively managing risks and capitalising on opportunities that are crucial to the Group's long-term success. Twenty (20) sustainability matters were identified and selected for their relevance to our business operations.

SUSTAINABILITY STATEMENT

MATERIALITY MATRIX

The Materiality Matrix visually represents the relative importance of each identified matter. This matrix serves as a strategic tool to assess the significance of sustainability issues.



ECONOMIC

- Economic Value Generated
- Quality Assurance
- Innovation & Technology
- Customer Satisfaction

EVIRONMENTAL

- Operational Efficiency
- Energy & Emissions Management
- Climate Change
- Water Management
- Waste Management & Effluents
- Resource & Material Consumption

SOCIAL

- Occupational Safety & Health
- Market Presence
- Talent Management & Development
- Human Rights & Labour Practices
- Diversity, Equality, & Inclusion
- Community Development

GOVERNANCE

- Corporate Governance & Ethical Business
- Supply Chain Management
- Regulatory Compliance
- Anti-Corruption

SUSTAINABILITY STATEMENT

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Cognisant of the UNSDGs as a framework for a sustainable and equitable future, we have identified the SDGs most relevant to our operations. Ajiya is committed to supporting and advancing the SDGs that are most pertinent to our business.

UNSDGs	Material Topics
Economic	
8 Decent Work and Economic Growth; 9 Industry, Innovation and Infrastructure; 12 Responsible Consumption and Production; 13 Climate Action; 17 Partnerships for the Goals	• Economic Value Generated • Quality Assurance • Innovation & Technology • Customer Satisfication
Environmental	
6 Clean Water and Sanitation; 7 Affordable and Clean Energy; 12 Responsible Consumption and Production; 13 Climate Action; 14 Life Below Water; 15 Life on Land	• Operational Efficiency • Energy & Emissions Management • Climate Change • Water Management • Waste Management& Effluents • Resource & Material Consumption
Social	
3 Good Health and Well-Being; 4 Quality Education; 5 Gender Equality; 8 Decent Work and Economic Growth; 12 Responsible Consumption and Production; 17 Partnerships for the Goals	• Occupational Safety & Health • Market Presence • Talent Management & Development • Human Rights & Labour Practices • Diversity, Equality, & Inclusion • Community Development
Governance	
8 Decent Work and Economic Growth; 10 Reduced Inequalities; 12 Responsible Consumption and Production; 16 Peace, Justice and Strong Institutions; 17 Partnerships for the Goals	• Corporate Governance & Ethical Business • Supply Chain Management • Regulatory Compliance • Anti-Corruption

SUSTAINABLE DEVELOPMENT GOALS

SUSTAINABILITY STATEMENT

KPIS AND TARGETS

By continuing to integrate measurable and actionable KPIs into all aspects of our operations, we enhance our decision-making, optimise resource allocation, and drive impactful outcomes. This approach reinforces a culture of accountability at every level, ensuring our actions are aligned with our sustainability commitments.

	KPIs	Refined Targets	Current Progress
ECONOMIC	**Average customer satisfaction score**	Maintain a CSI of at least 75% (rated good and above)	
	Percentage of complaints resolved	Resolve 90% of customer complaints within 14 working days, measured from the issuance of the Customer Complaint Form by Marketing/CSD personnel until a formal resolution action is issued.	
	Supplier evaluation	Ensure 80% of key raw material suppliers achieve at least 80% in the supplier evaluation by FY2027	
	Percentage of suppliers assessed on environmental criteria	Establish baseline on percentage of raw material suppliers assessed on environmental criteria by FY2025	
	Percentage of annual procurement spend directed towards local suppliers	Allocate at least 70% of procurement spending to local raw material suppliers annually	
ENVIRONMENTAL	**Baseline measurement of Scope 1, Scope 2, and, where feasible, Scope 3 GHG emissions**	To complete a GHG emissions baseline assessment and set reduction targets for Scope 1 and Scope 2 emissions by FY2025, with annual progress reporting	
	Percentage of forklifts converted to electric models	Glass Division: Convert 20% of forklifts to electric models by FY2027, achieving at least a 20% reduction in diesel consumption	
	ISO 14001 certification	To obtain certification of ISO 14001 for AMG Factory by FY2025, and AGG Factory by FY2026	
	Total volume of cullet waste sent for recycling	Divert 100% of cullet waste to recycling facility by FY2025	
	Percentage of scheduled waste recycled	100% of scheduled waste (glass sludge) directed to certified waste treatment facility for recycling (Kualiti Alam) by FY2026	
GOVERNANCE	**Number of whistleblowing cases**	Maintain zero reported justified whistleblowing cases annually	
	Incidents of corruptions, non-compliance or unethical conduct	Maintain zero reported incidents of corruption within the Company	
	Percentage of employees receiving anti-corruption training	100% of employees receiving anti-corruption awareness briefing	
	Percentage of employees/suppliers/ vendors who sign off on Code of Ethics	100% of employees to sign off on Code of Ethics	
	Percentage of suppliers to sign-off on ABAC policy	100% raw material suppliers and transporters to be informed or notified about our ABAC policy	

SUSTAINABILITY STATEMENT

KPIS AND TARGETS (CONT'D)

By continuing to integrate measurable and actionable KPIs into all aspects of our operations, we enhance our decision-making, optimise resource allocation, and drive impactful outcomes. This approach reinforces a culture of accountability at every level, ensuring our actions are aligned with our sustainability commitments.

	KPIs	Refined Targets	Current Progress
	Percentage of operations assessed for corruption risks	Once a year for at least two departments annually	
	Customer data	Maintain zero incidents of customer data leaks	
SOCIAL	**Number of employee training hours**	Conduct a minimum of 8 hours of training annually for 65% of employees at the executive level and above	
SOCIAL	**Number of human rights violations**	Zero incidents of human rights violations and complaints	
SOCIAL	**Percentage of female employees in Senior Management positions**	Achieve at least 20% female representation in Senior Management positions by FY2025	
SOCIAL	**Number of workplace fatalities**	Maintain zero workplace fatalities	
SOCIAL	**Lost Incident Time Rate**	Maintain zero LTIR annually	
SOCIAL	**Number of safety training**	Conduct at least 2 safety trainings per year, starting in FY2025	

Legends:

Achieved

To be Implemented

Not Achieved

SUSTAINABILITY STATEMENT

PILLAR 1:
ECONOMIC PERFORMANCE

ECONOMIC IMPACTS

Ajiya views economic and ESG considerations as interconnected and mutually reinforcing. We believe that generating sustainable economic value is essential for achieving our environmental and social goals. By prioritising both financial and non-financial performance, we can create a thriving business that benefits all stakeholders.

Ajiya has the potential to capitalise on the burgeoning market for green products. By focusing on energy-saving solutions and sustainable practices, Ajiya can contribute to both environmental sustainability and economic growth. A key policy objective is to strike a balance between financial performance, environmental responsibility, and social well-being while aligning with evolving market expectations for ESG performance.

Ajiya's economic performance is intrinsically linked to our ability to navigate market dynamics, uphold product quality, and maintain strong procurement practices. By optimising resource allocation, enhancing operational efficiency, and strengthening supplier partnerships, we drive sustainable financial growth while mitigating economic uncertainties. Our commitment to high product standards and customer satisfaction fosters long-term business resilience, reinforcing trust among stakeholders. Through strategic investments and continuous process improvements, we remain focused on delivering value across our supply chain, ensuring competitiveness and sustained economic contribution.

To achieve these goals, Ajiya will implement specific, measurable, achievable, relevant, and time-bound ("SMART") Key Performance Indicators ("KPIs"). Furthermore, Ajiya will set measurable ESG-related financial goals, such as increasing revenue from sustainable products and reducing costs through operational efficiencies like solar panel installation.

Economic value creation is deeply intertwined with our daily operations, and in FPE2024 we set our baseline for relevant, economic quantitative data to showcase our commitment to business transparency. We generate revenue and profits, support local employment, and contribute to the national economy through tax payments. Our approach focuses on investments that stimulate local economies, create jobs, and enhance community services. Simultaneously, we invest in our stakeholders and communities by prioritising ethical and sustainable practices within our supply chain. This interconnected approach enhances the quality of life for surrounding communities and strengthens our role as a responsible corporate entity.

Group	FY2022 RM'000	FY2023 RM'000	FPE2024 RM'000
Economic Value Generated	294,049	304,812	381,428
Economic Value Distributed			
i. Total Procurement Spend*	222,282	203,914	267,395
ii. Staff Costs	35,151	40,938	41,645
iii. Income Tax Expenses	5,689	3,269	8,947
iv. Repayments To Financiers	0.00	0.00	0.00
Economic Value Retained	30,927	56,691	63,441

Note:
* Total procurement spend in this table encompasses all types of procurement, whereas in the Local Procurement section below, only raw materials and sub-raw material spending is covered.

SUSTAINABILITY STATEMENT

The Group achieved remarkable results in FPE2024, increasing our production levels and generating economic value of over RM381.4 million. This success underscores the effectiveness of our strategic initiatives to improve operational efficiency. We believe that our continued focus on ESG practices will further enhance our financial performance and drive sustainable value creation for Ajiya in the years to come.

THE GROUP ACHIEVED REMARKABLE RESULTS IN FPE2024, INCREASING OUR PRODUCTION LEVELS AND GENERATING ECONOMIC VALUE OF OVER RM381.4 MILLION.

INFRASTRUCTURAL INVESTMENT

Investing in employee well-being is a key priority for our company. Ajiya offers comprehensive health insurance schemes to support the physical and mental health of our workforce. Furthermore, we actively promote a "Know Your Wellness Goal" program to encourage employees to prioritise their health and well-being. By supporting community health programs, sponsoring educational workshops, and contributing to local infrastructure improvements, we strive to enhance the overall quality of life for our employees. This focus on employee well-being fosters a positive work environment, improves work-life balance, and ultimately contributes to increased efficiency, job performance, and employee satisfaction.

Ajiya's commitment to sustainability includes a focus on environmental responsibility. We directly reduce our carbon footprint through the installation of solar panels and the use of "green" building materials. These initiatives also contribute to the creation of local job opportunities. However, it is crucial to acknowledge that unchecked economic growth can lead to the depletion of natural resources. We are committed to finding a balance between our economic progress and environmental sustainability.

QUALITY & SATISFACTION

Quality and customer satisfaction exert a profound influence on economic, environmental, and societal spheres.

- Economically, while quality initiatives can drive growth and foster a competitive edge, they can also increase costs and hinder market entry for new players.
- Environmentally, while promoting sustainability and resource efficiency, quality efforts can also be resource-intensive and strain natural resources.
- Socially, while enhancing consumer well-being and boosting employee morale, quality improvements can also increase pressure on the workforce and lead to consumer waste and unrealistic expectations.

To address these considerations, the Group has implemented several key policies. These include strict adherence to customer and regulatory requirements, a commitment to continuous improvement of the Quality Management System ("QMS"), ensuring on-time and accurate delivery to customers, and maintaining fair and competitive pricing.

TO ADDRESS THESE CONSIDERATIONS, THE GROUP HAS IMPLEMENTED SEVERAL KEY POLICIES. THESE INCLUDE STRICT ADHERENCE TO CUSTOMER AND REGULATORY REQUIREMENTS, A COMMITMENT TO CONTINUOUS IMPROVEMENT OF THE QUALITY MANAGEMENT SYSTEM ("QMS"), ENSURING ON-TIME AND ACCURATE DELIVERY TO CUSTOMERS, AND MAINTAINING FAIR AND COMPETITIVE PRICING.

Quality assurance ("QA") and customer satisfaction are overseen by distinct departments within Ajiya – the QA/Quality Control ("QC") Department and the Customer Service ("CS") Department. These departments collaborate closely to ensure high product or service quality and customer satisfaction. While the QA/QC Department focuses on preventing defects and improving processes before products or services reach the customer, ensuring adherence to quality standards throughout the production cycle, the CS Department directly engages with customers, addressing their needs and concerns.

To measure progress, Ajiya utilises KPIs such as customer satisfaction scores to track and evaluate performance. Furthermore, significant organisational resources are allocated to quality initiatives, including budgets for testing costs and continuous employee training programs.

SUSTAINABILITY STATEMENT

Metal Division	FY2022	FY2023	FPE2024
Customer Satisfaction Scores (%)	81.0	84.0	92.1
Customer complaints received	182	228	233
Customer complaints resolved	182	228	233

Glass Division	FY2022	FY2023	FPE2024
Customer Satisfaction Scores (%)	85.0	78.3	66.4
Customer complaints received	209	275	444
Customer complaints resolved	209	275	444

Customer grievances are identified through various mechanisms, including annual customer satisfaction surveys, formal customer complaints, and informal verbal feedback. In FPE2024, an increase in customer grievances was observed, attributed to several factors. Production growth has likely increased the risk of defects or service lapses. Simultaneously, rising customer expectations can lead to dissatisfaction, even over minor issues.

Quality Data	FY2022	FY2023	FPE2024
Complaints from regulatory bodies	0	0	0
Substantiated complaints concerning breaches of customer privacy and customer data loss	0	0	0
Recalls issued and total units recalled for health and safety reasons	0	0	0

Ajiya has implemented a range of strategies to enhance quality and customer satisfaction. These include the implementation and adherence to robust QMS programs and standards, comprehensive employee training programs, proactive customer feedback collection and analysis, comprehensive after-sales service, transparent communication channels, and the adoption of advanced technologies.

LOCAL PROCUREMENT

Ajiya deeply values the interconnectedness between our business and the communities we serve. We believe that sustainable success is intrinsically linked to the well-being of the regions where we operate. Recognising the vital role local businesses play in driving economic growth and fostering community resilience, we prioritise local procurement as a cornerstone of our responsible business practices. This commitment extends beyond simply sourcing goods and services; it reflects our belief in building strong, mutually beneficial relationships with local suppliers and contributing to a thriving regional ecosystem.

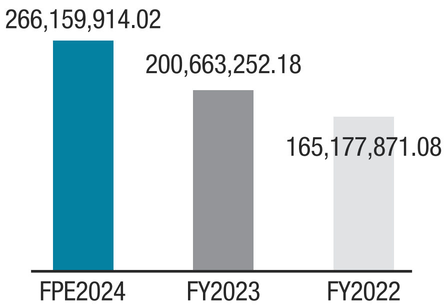
In FPE2024, our total local procurement spend (raw and sub-raw material) amounted to RM266,159,914. Our key local suppliers provide various materials, used for different product manufacturing applications. In FY2025, we remain committed to allocating at least 70% of our procurement spending to local suppliers annually.

By prioritising local suppliers, particularly small and medium enterprises ("SMEs"), we strengthen regional supply chains, stimulate economic activity, and create a positive ripple effect within our communities. This approach not only contributes to job creation and economic growth but also enhances environmental sustainability by minimising transportation distances and supporting local businesses with strong environmental practices.

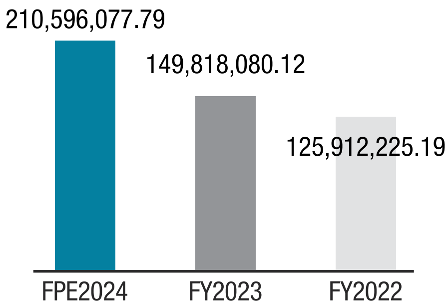
SUSTAINABILITY STATEMENT

Ajiya aims to achieve at least 70% of its annual spending on raw materials from local suppliers. Supplier selection is evaluated based on various factors, including warranty entitlement, delivery lead time, quality assurance, terms of payment, and risk mitigation measures.

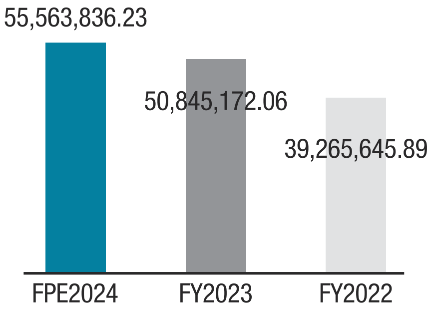
Total Procurement Spending (RM)



Total Local Procurement Spending (RM)



Total Foreign Procurement Spending (RM)



Group	FY2022	FY2023	FPE2024
Total Procurement Spending (RM)	165,177,871.08	200,663,252.18	266,159,914.02
Total Local Procurement Spending (RM)	125,912,225.19	149,818,080.12	210,596,077.79
Total Foreign Procurement Spending (RM)	39,265,645.89	50,845,172.06	55,563,836.23
Percentage of Local Spending (%)	**76.23%**	**74.66%**	**79.12%**

Metal Division	FY2022	FY2023	FPE2024
Total Procurement Spending (RM)	152,033,063.07	182,052,475.55	233,241,089.19
Total Local Procurement Spending (RM)	115,676,225.19	137,578,080.12	194,000,115.79
Total Foreign Procurement Spending (RM)	36,356,837.88	44,474,395.43	39,240,973.40
Percentage of Local Spending (%)	**76.09%**	**75.57%**	**83.18%**

Glass Division	FY2022	FY2023	FPE2024
Total Procurement Spending (RM)	13,144,808.01	18,610,776.63	32,918,824.83
Total Local Procurement Spending (RM)	10,236,000	12,240,000	16,595,962
Total Foreign Procurement Spending (RM)	2,908,808.01	6,370,776.63	16,322,862.83
Percentage of Local Spending (%)	**77.87%**	**65.77%**	**50.41%**

SUSTAINABILITY STATEMENT

For FPE2024, the Group achieved a local procurement spend of 79.12%, encompassing both raw and sub-raw materials. This successful performance is attributed to several factors, including proactive measures to reduce the risk of non-receipt of goods, swift action on quality issues, favourable payment terms, shorter lead times for replenishing common stock, and effective inventory level monitoring.

Metal Division	FY2022	FY2023	FPE2024
Total Number of Suppliers	25	25	27
Total Number of Local Suppliers	20	20	22
Total Number of Foreign Suppliers	5	5	5
Percentage of Local Suppliers (%)	80.00	80.00	81.48

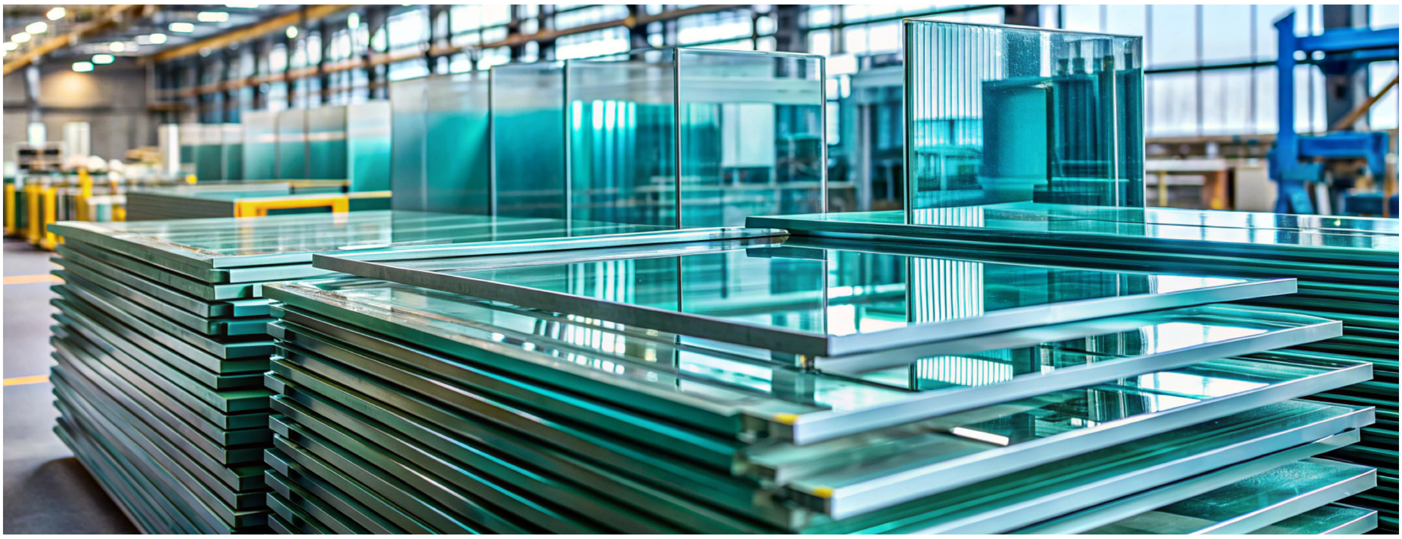
Glass Division	FY2022	FY2023	FPE2024
Total Number of Suppliers	102	99	101
Total Number of Local Suppliers	73	68	68
Total Number of Foreign Suppliers	29	31	33
Percentage of Local Suppliers (%)	71.57	68.69	67.33

With continued business growth in FPE2024, Ajiya maintained a diversified supplier base, marking a marginal increase to reach a total of 128 suppliers, comprising 90 local and 38 international partners.

With the proportion of local suppliers remaining above 70% in FPE2024, this reflects Ajiya's commitment to a diversified and competitive supply chain. The inclusion of international suppliers was necessary in certain areas to fulfil specific requirements and address market gaps, while ensuring cost-efficiency and long-term business growth.

Robust monitoring of our top local suppliers' ESG performance for AGG was also continued within our operations, as shown below.

Glass Division	FY2022	FY2023	FPE2024
Number of suppliers assessed for environmental impacts	102	99	101
Number of suppliers assessed for social impacts	102	99	101



SUSTAINABILITY STATEMENT

PILLAR 2: PROTECTING THE ENVIRONMENT

At Ajiya, environmental stewardship is not merely a corporate initiative but a fundamental tenet of our business ethos. We are acutely aware of our responsibility to harmonise operational excellence with environmental preservation, ensuring that sustainability is intricately woven into the fabric of our processes—from the ethical procurement of raw materials to the implementation of cutting-edge, energy-efficient manufacturing practices.

Our comprehensive environmental strategy is anchored in addressing pivotal material topics, including energy and emissions reduction, water management, waste reduction, sustainable material utilisation, in adherence to the environmental regulations. These focal areas underscore our unwavering commitment to mitigating ecological degradation, conserving finite resources, and fostering environmental resilience.

Through the strategic integration of renewable energy, energy efficiency measures, and environmental monitoring systems, we endeavour to minimise our environmental footprint. By championing sustainable practices and embedding environmental accountability throughout our value chain, we aspire to lead by example, contributing meaningfully to a sustainable, low-carbon future for generations to come.

CLIMATE CHANGE

Ajiya recognises the significant magnitude of addressing climate change, particularly given its implications for industries like ours. Rising global temperatures, extreme weather events, and resource scarcity present significant challenges that directly impact our operations, supply chain, and stakeholders. For Ajiya, tackling climate change is an environmental obligation and a strategic priority to mitigate risks, comply with evolving regulations, and drive innovation toward sustainable growth.

Our long-term aspiration and climate strategy remains guided by the Malaysian government's 12th Malaysia Plan and global frameworks such as the Paris Agreement by leveraging renewable energy adoption, energy efficiency optimisation, and technological advancements. As an advocate of Malaysia's National Energy Policy 2022–2040 and the National Energy Transition Roadmap ("NETR"), we have made substantial investments in renewable energy projects, energy-efficient technologies, and other low-carbon initiatives, including the installation of solar photovoltaic systems across most of our factories in Malaysia.

Combining the key strengths of our Metal Division and Glass Division, we offer integrated and sustainable construction solutions through the development of Ajiya Green Integrated Building Solutions ("AGiBS"). As a modern method of construction aligned with CIDB's initiatives, AGiBS enhances productivity and quality at construction sites while promoting green building practices. This aligns with our broader vision to drive innovation that supports the transition to a low-carbon economy and sustainable urbanisation.

Moreover, Ajiya's leadership extends beyond operational practices, as demonstrated by our founding membership in the Malaysia Green Building Council, reflecting our dedication to promoting green building solutions and fostering sustainable communities. The Group has also been recognised by the Ministry of Environment and Water for its role in phasing out ozone-depleting substances under the Montreal Protocol. These efforts underscore Ajiya's resolve to integrate climate action into every facet of its operations, recognising that tackling climate change is not only a moral imperative but also a strategic stipulation for long-term resilience and sustainable growth within our sector.

SUSTAINABILITY STATEMENT

Climate-Related Strategic Disclosures

Recognising the accelerating climate crisis, the Group has incorporated the Taskforce on Climate-Related Financial Disclosures ("TCFD") recommendations in transition to adopting IFRS S2, to enhance climate change mitigation and adaptation efforts. This includes aligning with relevant metrics and targets to ensure a structured and transparent approach to climate-related risks.

In December 2024, the Group conducted a Climate Risk Assessment to evaluate its exposure to climate-related risks and their potential impacts. This assessment involved representatives from all facets of the Group's operations, providing operational insights in collaboration with external expertise. This approach strengthens the Group's climate resilience and ensures that strategic decisions are informed by comprehensive risk analysis.

GOVERNANCE

Recommended Disclosure a
Describe the board's oversight of climate-related risks and opportunities.

Recommended Disclosure b
Describe management's role in assessing and managing climate-related risks and opportunities.

Ajiya Berhad has established a governance framework to oversee sustainability matters, including climate change-related risks and opportunities. The Board of Directors is responsible for setting the Group's strategic direction to ensure long-term value creation and sustainable performance. This includes embedding sustainability considerations within the corporate strategy, risk management, and operational decision-making.

The Board receives periodic updates on sustainability matters, including climate-related issues, and ensures that key risks and opportunities are adequately addressed within the Group's overall business strategy. Climate-related considerations are incorporated into strategic discussions, investment decisions, and the review of major business initiatives. The Board also oversees the effectiveness of sustainability governance, ensuring alignment with regulatory expectations and industry's best practices.

The Board has delegated the implementation and management of sustainability strategies to the Management Team, which plays a key role in embedding sustainability practices across the organisation. The Management Team, led by the Managing Director and supported by Key Senior Management and the Sustainability Management Committee ("SMC"), is responsible for assessing sustainability-related risks, setting sustainability targets, and monitoring progress against these objectives.

The SMC ensures the effective implementation of sustainability strategies and initiatives across the Group. This includes evaluating sustainability-related risks and opportunities, monitoring regulatory developments, and recommending revisions to the Group's sustainability strategy.

At the operational level, on-ground teams ensure that sustainability processes and controls are in place within respective departments, providing performance updates and supporting the execution of sustainability initiatives. These structured governance mechanisms enable Ajiya to proactively manage sustainability-related risks, including climate change, while ensuring long-term resilience and business continuity.

SUSTAINABILITY STATEMENT

STRATEGY

Recommended Disclosure a
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.

Recommended Disclosure b
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.

Recommended Disclosure c
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Ajiya recognises sustainability, including climate change, as a relevant risk and opportunity to our business. We have identified relevant climate risks, categorised into physical and transition risks by short, medium, and long-term time horizons, considering the useful life of our assets and infrastructure, as well as the manifestation periods of climate-related issues.

The identified climate-related risks could potentially affect various aspects of business operations including existing operations, physical assets, access to financing and markets as well as the availability and costs of necessary inputs for the business model.

The Group's climate risk assessment integrates internationally recognised scenarios, including SSP2-4.5 and NGFS Net Zero 2050, to model potential climate trajectories and their implications on business operations.

For instance, under the SSP2-4.5 scenario, annual precipitation is expected to intensity, coupled with the increase of heavy rainfall days, amplifying the risk of flash floods over the medium to long term, Ajiya anticipates an increased risk rating from Low (Short Term) to Moderate (Long Term), reflecting the potential for more severe climate impacts over this extended timeframe. Emerging risks may necessitate enhanced measures such as strengthened flood prevention infrastructure, advanced monitoring systems, or revised SOPs to address increasingly unpredictable weather patterns. These adaptations could involve higher upfront investment costs if climate conditions become more extreme. Ongoing reviews and adaptive responses will be critical in ensuring mitigation measures evolve in alignment with climate projections and regulatory expectations.

Conversely, in a NGFS Net Zero 2050 scenario—where stringent climate policies drive global warming mitigation—transition risks are heightened, necessitating proactive regulatory compliance and market adaptation strategies. For instance, over the medium-long term, the cumulative effect of regulatory developments—particularly carbon taxes—may begin to materialise, resulting in heightened operational expenditures. The financial impact will largely depend on the initial carbon tax rate and Ajiya's carbon footprint at that time. These transitional developments are expected to evolve further, requiring Ajiya to consistently adapt to changing policies and environmental standards. Although the intensity of new regulations may moderate over time, ongoing investments in sustainable practices, equipment upgrades, and compliance systems will be necessary to uphold operational resilience and regulatory conformity.

Additional information on the climate mitigation and adaptation measures that are currently being implemented across our operations can be found in the following subsections (page 98-103).

SUSTAINABILITY STATEMENT

RISKS

Extreme Rainfall Pattern

Intensifying rainfall and flash floods present challenges such as site shutdowns, damage to inventory and potential supply chain disruptions. These weather events can halt production and delay deliveries, negatively impacting financial performance and customer relations.

S M L

Droughts/Water Scarcity

This may result in operational delays due to water supply cuts. Given the higher reliance on water consumption, the Glass Division may be more susceptible to the risk, as extended periods of drought may disrupt production timelines, in turn leading to decreased operational efficiency.

M L

Compliance and Legal Risks

Non-compliance risks may see gaining traction as more transitional shifts in response to climate change are introduced. For instance, increased environmental disclosure requirements demands additional administrative resources, translating into increased operational expenses.

S M L

Market and Reputation

The financial sector's growing emphasis on ESG performance influences capital availability and financing strategies.

S M L

Rising Temperature

Higher temperatures affect worker health and productivity, while also affecting manufacturing processes that require precise parameter control. If these parameters are not properly adjusted, it may result in inconsistent product quality and defects. Additionally, higher cooling demands contribute to increased operational costs.

S M L

Environmental and Energy Policy Shifts

Escalated demands for the use of green-certified materials or green-certified suppliers may result in higher procurement costs, with potential disruptions in existing supply chain relations – driving up production costs. Policy shifts, such as carbon taxes and increased energy tariffs entail operational complexities and increase expenditures.

S M L

Transition to Low-Carbon

Investments in decarbonisation initiatives may require the Group to balance resource allocation between sustainability efforts and other strategic priorities, such as production expansion, innovation, and acquisitions. While these initiatives support long-term environmental and regulatory goals, they also call for a measured approach to ensure financial sustainability and business growth remain on track.

S M L

OPPORTUNITIES

Renewable Energy Adoption

Long-term investments in renewable energy infrastructure offer substantial cost savings, reduce carbon footprint, and enhance its market positioning.

S M L

Carbon Credits Purchase

Given the inherent challenges of achieving net-zero emissions or carbon neutrality solely through internal initiatives, Ajiya acknowledges the strategic value of carbon credits to address residual emissions. While purchasing carbon credits entails higher upfront costs and may increase compliance expenses in the short term, these costs could be partially offset by potential tax benefits or environmental incentives. In the long run, Ajiya would be well-positioned to mitigate potential financial risks associated with carbon taxation policies that may emerge in the future. Reducing the Group's effective carbon footprint through credits could stabilise production costs and support competitive pricing in a low-carbon economy.

M L

Diversification of Business Activities/Access to New Markets

Diversification efforts focus on developing innovative, sustainable building materials that align with green construction standard to create additional sources of revenue as it enhances competitiveness but also aligns with shifting regulatory trends and consumer preferences toward low-carbon products.

S M L

S refers to short-term (0-2 years). M refers to medium-term (2-10 years). L refers to long-term (>10 years).

SUSTAINABILITY STATEMENT

RISK MANAGEMENT

Recommended Disclosure a
Describe the organisation's processes for identifying and assessing climate-related risks.

Recommended Disclosure b
Describe the organisation's processes for managing climate-related risks.

Recommended Disclosure c
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.

In FPE2024, Ajiya has undertaken a climate change workshop facilitated by the Group's appointed external ESG consultant to guide our Management and the heads of the Group's various operations in identifying the Group's climate change risks and opportunities.

With the collective input of this cross functional workshop, the Group has assessed the potential impacts of various physical and transitional risks and mapped the impact timeframes of these risks on the Group's business and formulated the appropriate mitigation measures. Opportunities arising from climate change has also been similarly identified. Based on climate scenarios like the NGFS Net Zero and SSP2-4.5, Ajiya has also developed adaptation, and mitigation plans to address the various potential business and operational challenges arising from these scenarios.

Under its ISO 31000:2018-aligned Enterprise Risk Management ("ERM") framework, the Risk Management Committee ("RMC") conducts regular reviews and oversees an ongoing risk management process. With the identification of climate-related risks across short-, medium-, and long-term horizons, the Group remains proactive and is currently exploring the integration of climate-related risks into its Risk Register. This initiation aims to strengthen the Group's approach to addressing climate-related risks and leveraging emerging opportunities by adapting operations, enhancing infrastructure, and reinforcing supply chain resilience. The criteria for identifying and prioritising climate risks are based on their severity, likelihood, and potential impact on business objectives. Once integrated, these risks and their corresponding mitigation strategies will be continually assessed to ensure sustained relevance and organisational resilience.

Additionally, the Group undertakes a comprehensive materiality assessment at least once every three years to identify and prioritise Ajiya's material sustainability matters, including climate change, taking into consideration the feedback from all internal and stakeholders. The most recent materiality assessment was carried out in FPE2024. The materiality assessment findings have been tabled to the Board in FPE2024.

All sustainability, including climate-related risks undergo continuous monitoring and review by the RMC, ensuring proactive identification, assessment, and management in harmony with our broader risk management strategy.

METRICS AND TARGETS

Recommended Disclosure a
Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with its strategy and risk management process.

Recommended Disclosure b
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

Recommended Disclosure c
Describe the targets used by the organisation to manage climate related risks and opportunities and performance against targets.

In FPE2024, Ajiya enhanced its emissions management approach by undertaking a comprehensive greenhouse gas ("GHG") inventory that encompasses Scope 1, Scope 2, and selected Scope 3 emissions. Scope 1 covers direct emissions from sources owned or controlled by the Group, primarily arising from fuel consumption in operational activities. Scope 2 reflects indirect emissions from the generation of purchased electricity used across Ajiya's facilities. Meanwhile, Scope 3 includes emissions from employee commuting and business travel, allowing the Group to better understand and manage its broader value chain footprint.

To better quantify emissions in relation to business performance, Ajiya refined its carbon intensity metric in FPE2024 by introducing revenue as a benchmark parameter. This enhancement enables a more accurate reflection of the relationship between operational growth and energy efficiency, offering deeper insights into the Group's environmental impact relative to its economic expansion.

For a more in-depth understanding of our energy and emissions management practices, please refer to the Energy and Emissions Management sections (pages 98-103) of this report.

The emission factor and Global Warming Potential (GWP) values for Scope 1 emission calculations are retrieved from the Intergovernmental Panel on Climate Change (IPCC) database. The emission factor used for grid electricity is based on the United Nations Framework Convention on Climate Change (UNFCCC) Harmonised Grid Factors 2021. Past year data on Scope 2 emissions have been restated due to the restatements of electricity consumption attributed to the enhancement in data collection and emission calculation processes.

In FPE2024, our CO_2e emissions across Scope 1, 2 and 3 are as below:

- Scope 1 = 206.23 tCO_2e
- Scope 2 = 5,515.61 tCO_2e
- Scope 3 = 857.75 tCO_2e
- Total Emissions = 6,579.59tCO_2e

More information is provided in Emissions Management (page 98-103).

Ajiya has set clear targets to manage climate-related risks and opportunities which is to complete a GHG emissions baseline assessment and set reduction targets for Scope 1 and Scope 2 emissions by FY2025, with annual progress reporting.

Other relevant targets can be found in ESG KPIs and Targets (page 85-86), with detailed progress available in the respective sections.

SUSTAINABILITY STATEMENT

ENERGY AND EMISSIONS MANAGEMENT

Energy efficiency and emissions reduction form the foundations of Ajiya's sustainability strategy, underlining our commitment to advancing a low-carbon economy while enhancing operational efficiency.

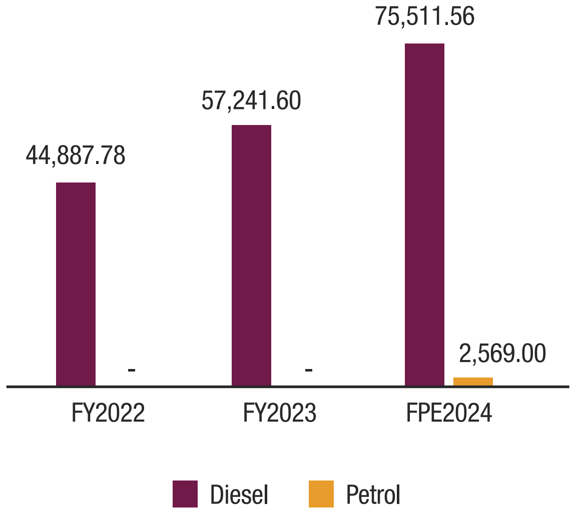
Since 2019, we have progressively integrated solar energy solutions across our manufacturing facilities. To date, we have installed 3.1 megawatts peak (MWp) of solar PV capacity on our factory rooftops, while our forthcoming new factory is also planned to incorporate solar power generation. To optimise energy efficiency, we employ real-time energy monitoring systems to track and assess solar power output, ensuring reliable and efficient energy management.

The Group's energy consumption profile primarily constitutes diesel and petrol usage for fleet movements and industrial machinery, alongside electricity purchased from the national grid, supplemented by on-site solar generation. While the Metal Division's energy demand for operational activities is comparatively lower, the Glass Division's manufacturing processes, particularly for tempered and laminated glass, are inherently energy-intensive, requiring substantial power consumption to sustain high-temperature production processes.

To enhance energy efficiency, mitigate grid dependency, and optimise resource utilisation, we have implemented several energy efficiency measures. Looking ahead, we aim to expand energy-efficient investments, including inverters for air compressors and high-efficiency automation lines, to curb avoidable energy consumption.

In FPE2024, Ajiya recorded a 31.9% increase in diesel consumption, totalling 75,511.56 L, compared to 57,241.60 L in FY2023. The increase was largely attributed to a higher order amount. Additionally, in FPE2024, we initiated petrol consumption tracking, which was used for company fleet and forklifts, marking a step towards comprehensive fuel usage monitoring to support efficiency improvements and emissions reduction initiatives.

FUEL CONSUMPTION (L)



Expanding solar PV installations to supplement energy demand and reduce reliance on grid electricity.

Installing inverters for high-power motors.

Implementing machine scheduling strategies to manage high-power demand and reduce peak load.

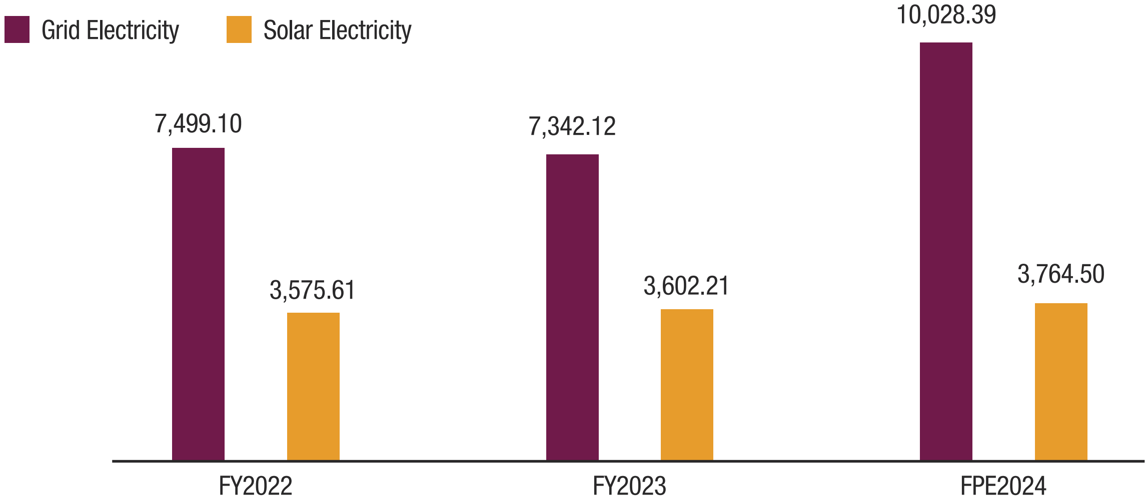
Deploying real-time monitoring solutions to track energy consumption patterns.

Engaging qualified electrical consultants for routine assessment of power supply and solar systems.

SUSTAINABILITY STATEMENT

Meanwhile, total electricity consumption reached 13,792.89 MWh in FPE2024. Notably, 27.29% of this consumption was met through renewable sources, specifically solar energy with total generation reaching 3,764.50 MWh. This transition to clean energy contributed to an estimated avoidance of 2,070.47 tCO_2e, reinforcing our commitment to mitigating greenhouse gas emissions and accelerating the integration of sustainable energy solutions across our operations.

ELECTRICITY CONSUMPTION



Note: The figures of electricity consumption presented in the above charts differ from those of the previous year due to enhanced data collection processes that is incorporated in the current report.

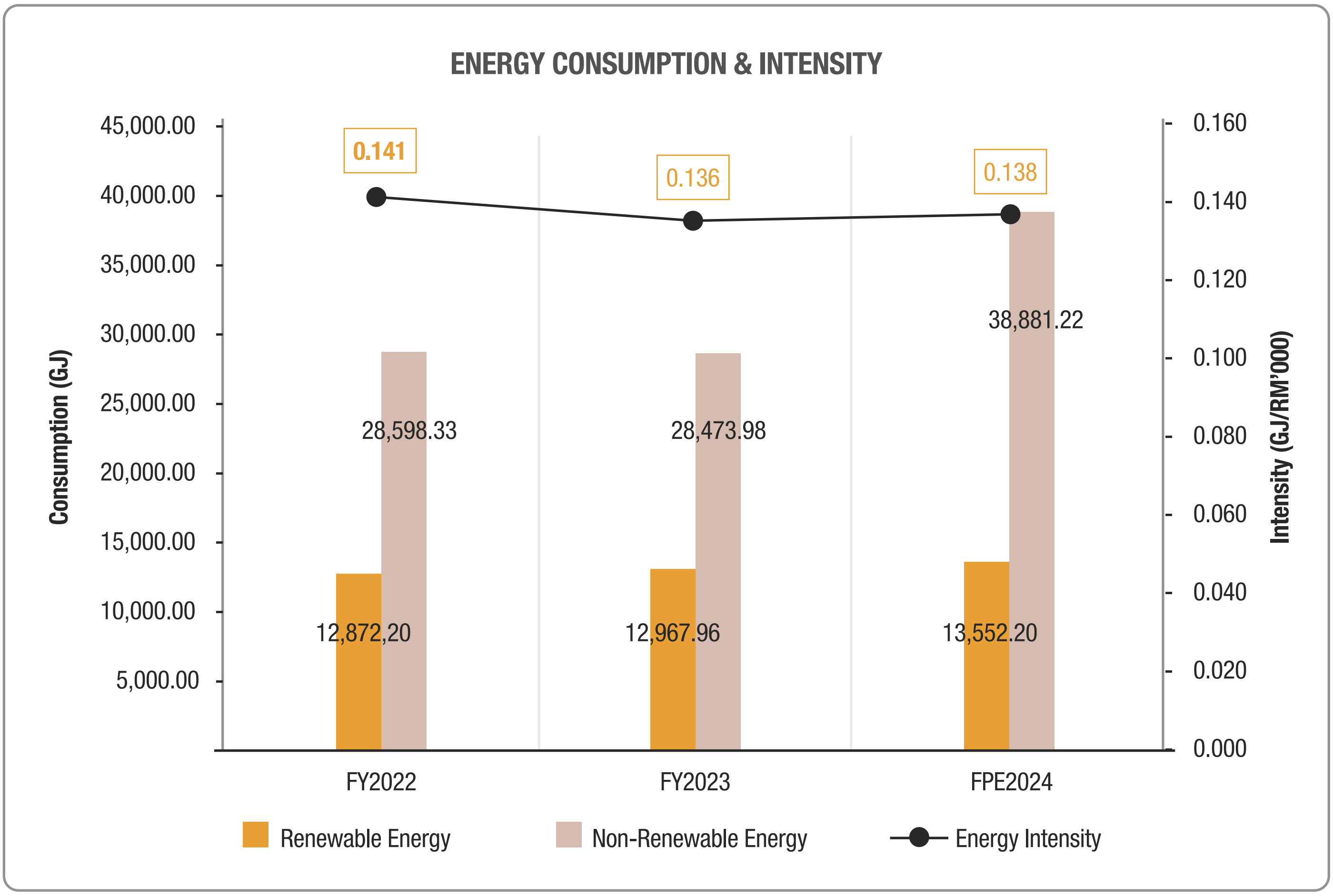
Electricity Consumption (kWh)		FY2022	FY2023	FPE2024
Grid Electricity	**Metal Division**	504,992.00	686,626.60	854,572.00
	Glass Division	6,994,106.00	6,655,490.00	9,173,814.00
Solar Electricity	**Metal Division**	496,960.80	544,667.90	583,380.60
	Glass Division	3,078,651.00	3,057,544.00	3,181,119.00

Compared to FY2023, the consumption of renewable energy has increased by 4.51%, generating a total of 13,552.20 GJ, with consistent progress across both divisions in FPE2024. The incorporation of renewable energy sources has yielded tangible results, achieving a sustainable energy mix, with solar energy supplementing 25.85% of total energy demand. This indicates a substantial reduction in reliance on conventional power sources, reinforcing our role as a staunch advocate of renewable energy adoption.

		FY2022	FY2023	FPE2024
Renewable Energy (GJ)	**Metal Division**	1,789.06	1,960.80	2,100.17
	Glass Division	11,083.14	11,007.16	11,452.03
Non-renewable Energy (GJ)	**Metal Division**	2,810.32	3,692.59	4,869.71
	Glass Division	25,788.01	24,781.39	34,011.51
Total Energy Consumption (GJ)		**41,470.54**	**41,441.94**	**52,433.42**

SUSTAINABILITY STATEMENT

Total energy consumption rose to 52,433.42 GJ, a notable increase from 41,441.94 GJ in FY2023. This rise was mainly attributed to higher electricity and fuel usage due to increased operational demands tied to business growth, leading to a marginal increase in its energy intensity. Ajiya remains steadfast in maintaining operational efficiency amid business expansion. Through ongoing process improvements, enhanced data tracking, and investments in energy-efficient technology, we continue to drive long-term sustainability while reducing our carbon footprint.



Note:

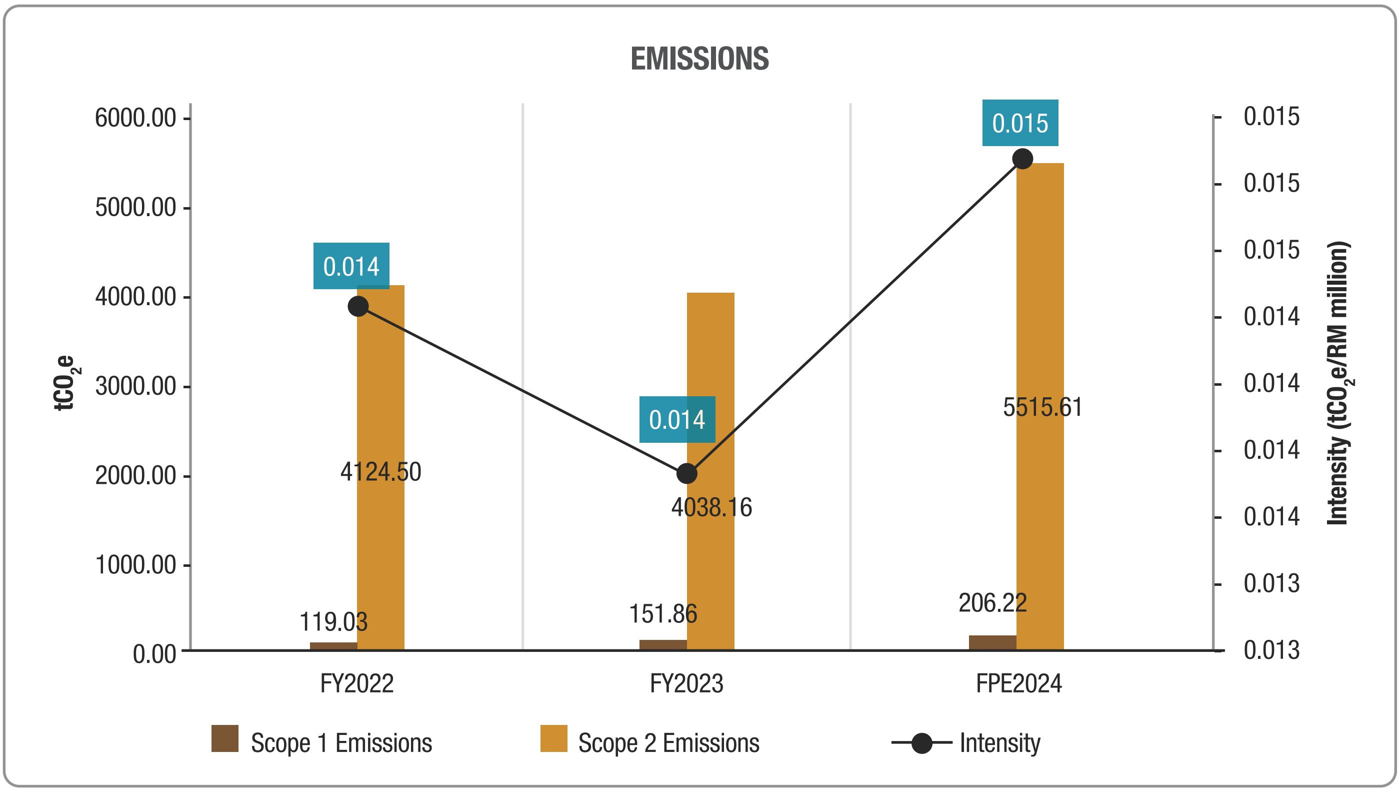
1. *The conversion factor used to convert litres consumption to energy value is based on Malaysia Energy Statistic Handbook 2020.*
2. *Past year data on energy consumption and intensity have been restated due to the new inclusion of fuel consumption and restated electricity consumption attributable to the enhancement in data collection process in FPE2024.*

In FPE2024, Ajiya strengthened its emissions management strategy by initiating a comprehensive greenhouse gas ("GHG") inventory covering Scope 1, Scope 2, and Scope 3 emissions. This structured approach enables systematic tracking, measurement, and management of our carbon footprint while identifying opportunities for emissions reduction across our value chain. Our emissions reporting aligns with the GHG Protocol, ensuring comprehensiveness, accuracy, and transparency.

Scope 1 emissions comprise direct emissions from sources that are owned or controlled by Ajiya, primarily stemming from the fuel consumption used for operational processes. Scope 2 accounts for indirect emissions associated with the generation of purchased electricity consumed by the Group's operations.

SUSTAINABILITY STATEMENT

Operational Emissions (tCO_2e)		FY2022	FY2023	FPE2024
Metal Division	**Scope 1**	73.78	90.77	132.93
	Scope 2	277.75	377.64	470.01
	Total emissions	**351.53**	**468.41**	**602.94**
Glass Division	**Scope 1**	45.30	61.09	73.30
	Scope 2	3,846.76	3,660.52	5,045.60
	Total emissions	**3,892.06**	**3,721.61**	**5,118.89**



Note:

1. *The emission factor and Global Warming Potential (GWP) values for Scope 1 emission calculations are retrieved from the Intergovernmental Panel on Climate Change (IPCC) database.*
2. *The emission factor used for grid electricity is based on the United Nations Framework Convention on Climate Change (UNFCCC) Harmonised Grid Factors 2021.*
3. *Past year data on Scope 2 emissions have been restated due to the restatements of electricity consumption attributed to the enhancement in data collection and emission calculation processes.*

During the year, total Scope 1 and 2 emissions increased by 36.56% to 5,721.83 tCO_2e, primarily driven by higher fuel and electricity consumption resulting from expanded operational activities and higher energy demand linked to increased production levels.

SUSTAINABILITY STATEMENT

To quantitatively evaluate emissions in relation to business activities, Ajiya refined its carbon intensity metric in FPE2024 by incorporating revenue as a measurement parameter. This revision effectively captures the interplay between business expansion and energy efficiency, providing insights into the Group's environmental impact relative to its economic growth. With 25.13% of revenue growth in FPE2024 and a corresponding increase in energy consumption, Ajiya subsequently observed an emission intensity of 0.015 tCO_2e/RM'000, an 9.18% increase compared to FY2023, highlighting the need for continuous optimisation of energy consumption amidst strong business growth.

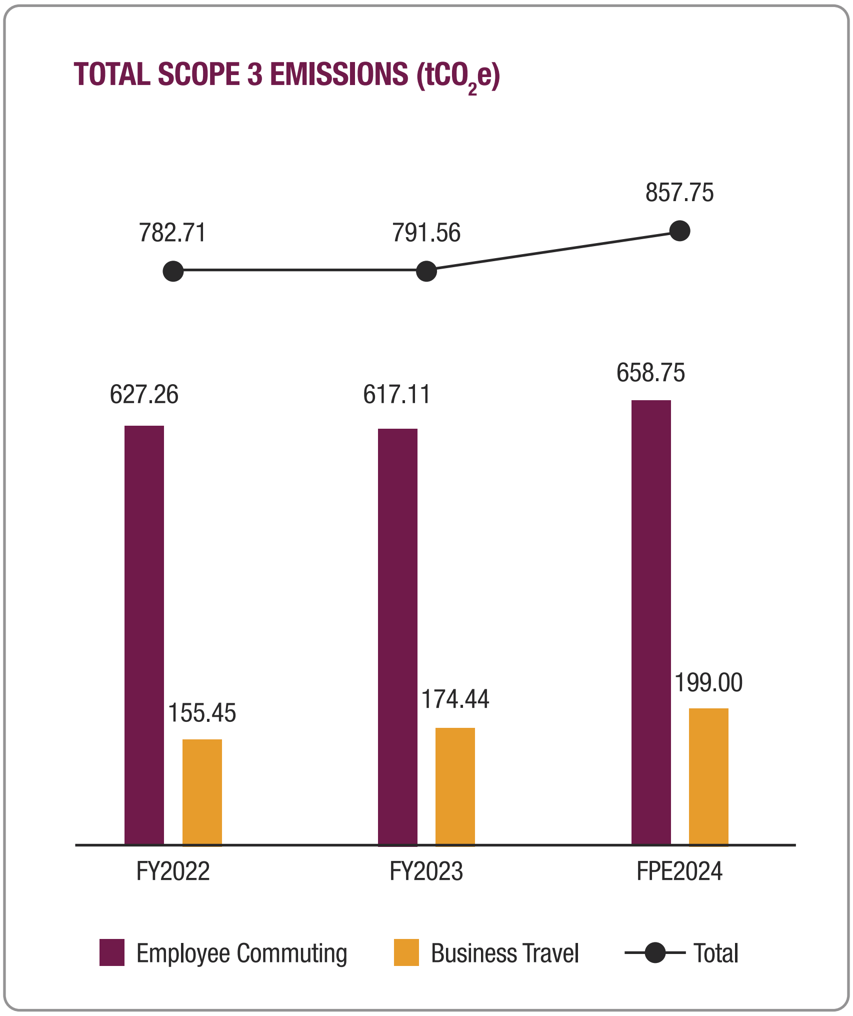
Aligned with our commitment to robust emissions management, we expanded our GHG inventory to include Scope 3 emissions covering employee commuting and business travel categories, enabling us to quantify and manage indirect emissions across the value chain.

Metal Division		FY2022	FY2023	FPE2024
Employee Commuting	Bus	0.04	0.38	0.36
	Motorbike	189.84	182.70	181.61
	Passenger Car	261.90	249.87	277.80
Business Travel	Motorbike	0.13	0.09	0.33
	Passenger Car	96.56	95.31	82.93
Total Scope 3 emissions (tCO_2e)		**548.47**	**528.34**	**543.02**

Glass Division		FY2022	FY2023	FPE2024
Employee Commuting	Bus	0.18	0.18	0.18
	Motorbike	89.27	91.16	96.87
	Passenger Car	86.03	92.84	101.94
Business Travel	Passenger Car	58.76	79.05	115.75
Total Scope 3 emissions (tCO_2e)		**234.24**	**263.22**	**314.74**

SUSTAINABILITY STATEMENT

As we continue to expand our renewable energy capacity and refine emissions management strategies, we are poised to achieve greater energy and emission efficiency, driving meaningful contributions to national and global climate objectives. These efforts reflect our commitment to embedding sustainability into every aspect of our operations and championing environmental stewardship within our industry, ensuring a greener, more resilient future.



WATER MANAGEMENT

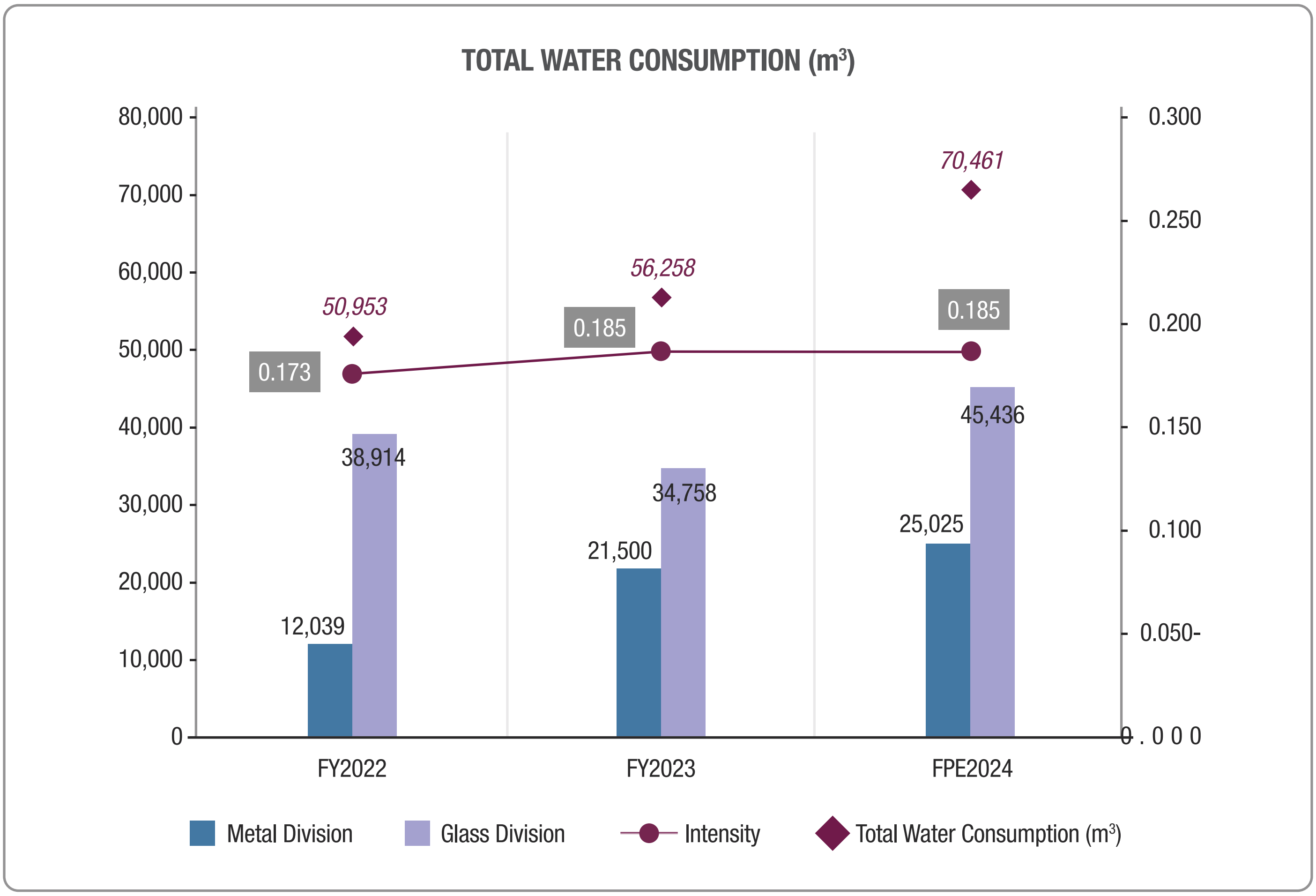
Water is a finite and shared resource, and at Ajiya, we recognise the importance of preserving water across our operational processes. While water consumption in the Metal Division remains minimal and does not present a high-risk factor, it is a critical resource in the Glass Division, particularly for glass grinding and washing activities. Whilst water savings initiatives are not outlined in a formal management policy, the culture of water conservation is integrated in Ajiya's operations through the following measures: -

- Closed-loop water systems – Water used in machinery processes is effectively managed through continuous filtration and recirculation, minimising water consumption while ensuring optimal performance and environmental responsibility. Currently, the practice of replacing water daily helps maintain cleanliness and product quality.

- Water monitoring systems – Flow meters are deployed at incoming water supply points and the internal reverse osmosis water system in the Glass Division for production processing use to optimise water usage efficiency.

Ajiya primarily relies on the municipal water supply to support its operations. In FPE2024, the Group recorded a total water withdrawal of 70,461 m^3, reflecting a 25.25% increase compared to 56,258 m^3 in FY2023. The surge in water withdrawal remains associated with the increase in business orders. To assess water efficiency, Ajiya calculates water intensity as the ratio of total water consumption—including both operational processes and daily facility usage—to annual revenue from directly managed operations, at 0.185 m^3/RM'000 in FPE2024.

SUSTAINABILITY STATEMENT



Note: Water consumption data for FY2022 and FY2023 has been restated to rectify previously reported data discrepancies.

Moving forward, Ajiya remains resolute in its commitment to enhancing water conservation through continuous improvements and innovative solutions. By integrating more efficient technologies and refining our water management practices, we aim to reduce consumption, optimise usage, and minimise environmental impact.

SUSTAINABILITY STATEMENT

WASTE MANAGEMENT AND EFFLUENTS

At Ajiya, we recognise the importance of responsible waste management in mitigating environmental impacts and fostering sustainable practices. Our waste management approach is anchored in minimising waste generation, maximising recycling, and ensuring proper disposal. These efforts align with our overarching goal to divert waste from landfills and champion a circular economy.

REDUCE

Reducing material wastage through efficient resource planning and strategic sourcing.

RECYCLE

Recycling and repurposing packaging materials such as wood, plastic wrapping, and cardboard.

REUSE

Reusing production offcuts to manufacture additional components, where possible.

Segregation of Production Waste
Segregation of production waste, such as wood and steel/metal, at the point of generation, facilitates effective reuse on ensures proper disposal through authorised channels.

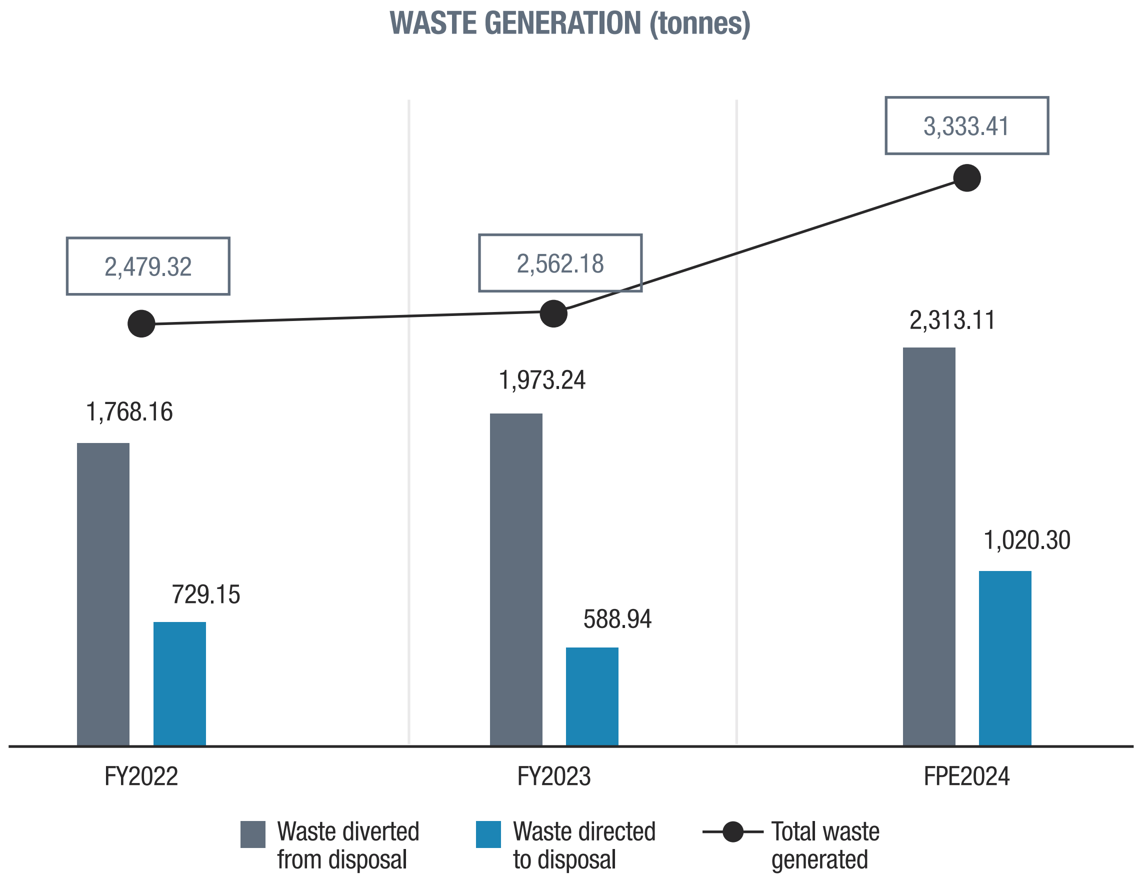
Scheduled Waste Management
Managed with strict adherence to regulatory requirements. This includes systematic on-site monitoring, detailed data recording, and secure storage. All scheduled waste is safety handled and transported by licensed contractors to disposal facilities.

Sustainable Procurement
Strategic sourcing of critical materials (e.g., metals, glass) through long-term supplier relationships and inventory management to minimise material wastage.

The Group generates both hazardous waste (scheduled waste) and non-hazardous waste, including domestic waste, production by-products, and recyclable materials. Mismanagement of waste can result in air and water quality degradation, soil contamination, and hazardous material exposure risks to both employees and nearby communities. Acknowledging these risks, we are steadfast in ensuring that all waste is responsibly handled in compliance with regulatory standards and in alignment with our environmental stewardship principles.

While we observed an 30.10% increase in waste generation, amounting to 3,333.41 tonnes in FPE2024, we have also seen an improvement in our waste management performance, marked by a notable increase of 17.22% in waste diverted from disposal. With minimal waste ending up in disposal facilities, substantial proportions of 74.64% and 67.88% of waste generated from the Metal and Glass divisions, respectively, comprising mainly of production offcuts and scraps were diverted from disposal through certified recycling facilities.

SUSTAINABILITY STATEMENT



Note: Waste-related data for FY2022 and FY2023 has been restated as a result of enhanced data collection processes.

		FY2022	FY2023	FPE2024
Metal Division	**Hazardous waste**	29.77	36.78	57.42
	Recycled waste	426.24	502.55	557.86
	Non-recycled waste	111.59	165.68	132.15
Total Waste Generated (tonnes)		**567.60**	**705.01**	**747.43**

		FY2022	FY2023	FPE2024
Glass Division	**Hazardous waste**	0.5	1.1	0.66
	Recycled waste	1,341.92	1,470.69	1,755.25
	Non-recycled waste	587.29	385.38	830.08
Total Waste Generated (tonnes)		**1,929.71**	**1,857.17**	**2,585.99**

By embedding robust waste management practices across our value chain, Ajiya strives to minimise its environmental footprint while contributing to the broader objectives of sustainable development.

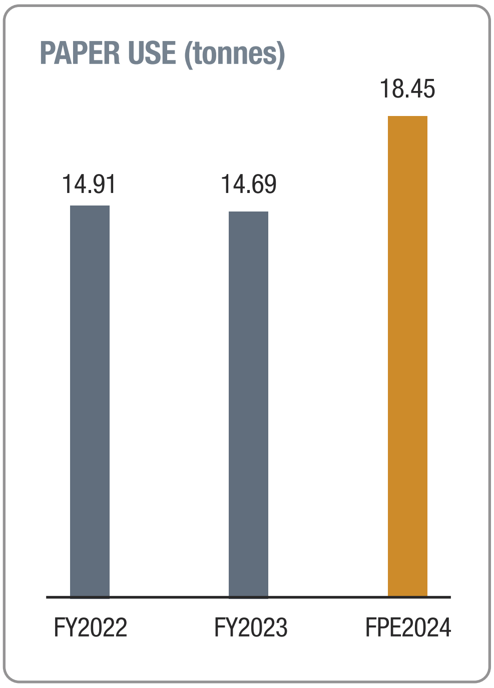
SUSTAINABILITY STATEMENT

RESOURCE AND MATERIAL CONSUMPTION

Ajiya places significant emphasis on sustainable manufacturing by prioritising the use of eco-friendly materials and adopting circular practices across operations. By integrating recycled materials into our processes, reusing reclaimed materials where possible, and recycling packaging materials (timber, plastic wrapping, and cardboard) for an extended lifecycle, we actively reduce our environmental footprint while aligning with the Group's sustainability objectives.

Across both divisions, reclaimed materials are either remanufactured into final products or repurposed into components integrated within them, reinforcing resource circularity without compromising product quality. While exact reuse quantities of reclaimed materials are not currently tracked, they collectively reflect our ongoing commitment to efficient and responsible production practices.

Beyond environmental considerations, we acknowledge the financial implications associated with resource consumption. These include direct procurement costs, transportation expenses, and disposal fees, as well as the shadow costs of environmental impacts. To optimise material efficiency, we adopt strategic sourcing practices, establish long-term supplier relationships, and maintain inventory buffers, specifically for key materials such as metals and glass.



In FPE2024, Ajiya strengthened its material management approach by implementing systematic monitoring and reporting of key materials consumed within both divisions. This includes critical production inputs such as metal sheets and glass, and packaging materials. While our digitalisation efforts are not yet formalised across all divisions, the tracking of paper consumption in offices serves as a foundational step in reducing paper dependency, streamlining digital workflows, and promoting responsible paper use.

Division	Materials	FY2022	FY2023	FPE2024
Metal Division	**Metal sheets**	30,784.75	35,186.78	38,885.13
	Packaging materials	595.90	726.10	758.00
Glass Division	**Glass**	31,003.63	12,713.37	11,226.91
	Process materials	345.96	250.82	211.51
	Packaging materials	33.15	38.40	49.18
Total weight of materials for production and packaging (tonnes)		**62,763.39**	**48,915.47**	**51,130.73**

Moving forward, we remain committed to scaling these initiatives across all operational segments, reinforcing our approach to resource efficiency and sustainable material management. By maximising material usability and minimising waste generation, the Group aims to mitigate environmental impacts, reduce our carbon footprint, and strengthen long-term operational resilience.

SUSTAINABILITY STATEMENT

ENVIRONMENTAL MONITORING AND COMPLIANCE

Ajiya remains steadfast in its commitment to conducting business in an environmentally responsible manner, balancing economic growth with ecological preservation. Guided by the Malaysian Environmental Quality Act 1974, we consistently strive to uphold environmental regulations and integrate sustainable practices across our operations.

Recognising the importance of monitoring environmental impacts, Ajiya is progressively enhancing its capabilities in areas, such as air emissions, effluent discharge, and other potential pollutants. While structured environmental monitoring initiatives for these aspects are yet to be fully implemented, Ajiya has embarked on an essential initiative by pursuing the certification of ISO 14001:2015 Environmental Management System ("EMS") for the main factories of both divisions in FPE2024.

In parallel, we are actively enhancing environmental management capabilities through the following initiatives:

PROCESS IMPROVEMENT

Within the Metal Division, we are transitioning from a paint spraying process to a paint dipping process, reducing airborne amissions and minimising environemntal impact.

LOCAL EXHOUST VENTILATION ("LEV") IMPLIMENTATION

We have installed LEV system at key production sites to direct air emissions for proper dispersion, ensuring compliance with safety and environmental regulations.

INVESTMENT IN NEW MACHINERY

We are investing in advanced machinery to enhance production efficiency while reducing environmental impact.

By fostering a culture of continuous improvement, Ajiya ensures that its policies and practices are aligned with both regulatory requirements and international best practices. Our focus on expanding these efforts accentuates our commitment to responsible environmental management, contributing positively to sustainability and reinforcing our responsibilities as corporate citizens.

BIODIVERSITY

Ajiya recognises the importance of biodiversity conservation in maintaining ecological balance and ecosystem resilience. While our business operations are not located within or adjacent to biodiverse habitats, we remain committed to minimising our environmental footprint through responsible resource management. Our existing sustainability initiatives, such as waste reduction, emissions control, and responsible material sourcing, indirectly contribute to biodiversity conservation by reducing pollution, limiting habitat degradation, and promoting circular economy practices.

As we advance our environmental efforts, we continue to explore opportunities to align our operations with broader conservation objectives, reinforcing our commitment to sustainable growth.

PILLAR 3:
SOCIAL IMPACT

A truly successful business is built on an empowered workforce and a deep-rooted dedication to ethical and responsible practices. At Ajiya, social responsibility is a central principle that shapes the way we carry out operations.

Our social responsibility strategy centres on key material topics such as individual development plans for employees, fair labour practices and human rights, gender diversity, equity and inclusion, occupational safety and health ("OSH"), and responsible local procurement. By focusing on these areas, Ajiya aims to create a workplace that is inclusive, ethical, and supportive while strengthening our supply chain and contributing to sustainable economic growth.

From empowering our workforce to strengthening communities, social responsibility is constructed into every aspect of our business. Through purposeful action and firm commitment, we endeavour to leave a legacy that benefits our employees, society, and future generations.

GENDER DIVERSITY, EQUITY AND INCLUSION

At Ajiya Berhad, we recognise that diversity, equity, and inclusion are fundamental to our growth and success. Our workforce is built on mutual respect, where every individual—regardless of gender, background, or nationality—is valued for their contributions. We believe that cultivating an inclusive environment enhances collaboration and innovation, enabling us to serve our diverse customer base more effectively.

We are committed to fair and merit-based employment practices, ensuring equal opportunities for growth and development for all employees. Our focus on diversity includes initiatives that promote inclusive leadership, equitable hiring practices, and a workplace culture that removes barriers to advancement. Ajiya has set clear KPIs to drive gender diversity, aiming to achieve at least 20% female representation in Senior Management positions by FY2025.

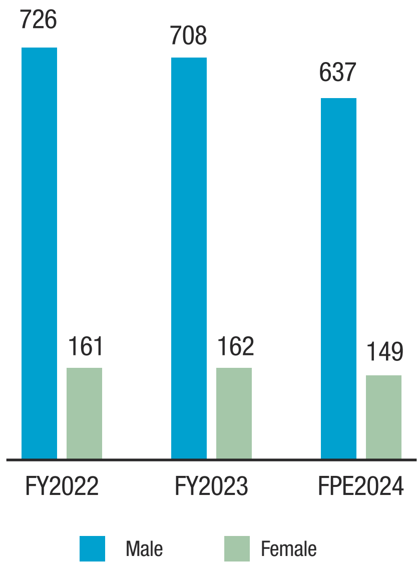
From recruitment to career progression, we uphold a workplace free from discrimination, guided by policies that align with legal requirements and our organisational values. Beyond compliance, we cultivate a culture of belonging through inclusive hiring, employee-led initiatives, and cross-cultural engagement. This commitment is reinforced by our Diversity Policy, first established on April 27, 2018, and last revised on October 28, 2022, which ensures equal opportunities and a supportive environment for all employees across the organisation. Guiding ethical behaviour across the organisation, our Code of Ethics and Conduct, adopted on July 24, 2013, and most recently updated on October 19, 2023, sets clear expectations for integrity, professionalism, and respect in the workplace.

At every level, from our leadership to our teams, we champion diversity as a driver of progress. By investing in skill development and creating equal opportunities, we empower all employees, including those from underprivileged communities, to thrive. We uphold our commitment to build a workplace where everyone feels supported, heard, and empowered to reach their full potential.

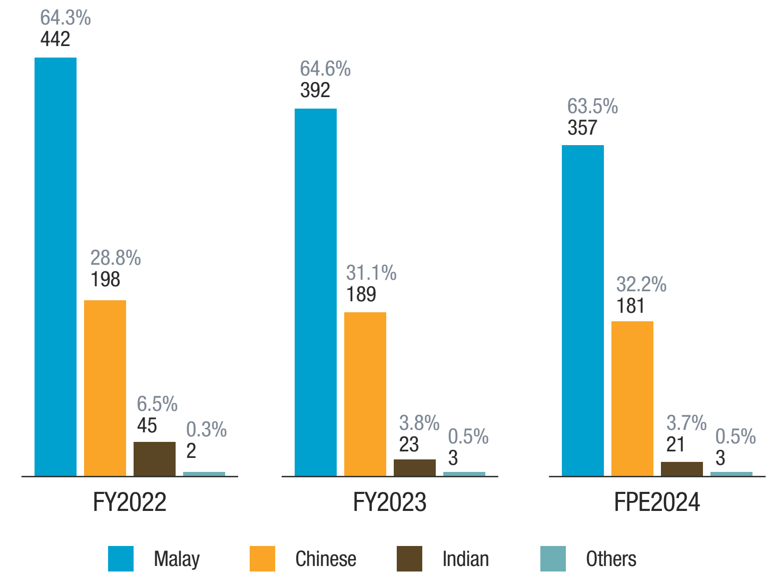
SUSTAINABILITY STATEMENT

As of 31 December 2024, our workforce consists of 786 employees from various backgrounds, broken down as follows:

WORKFORCE BY GENDER

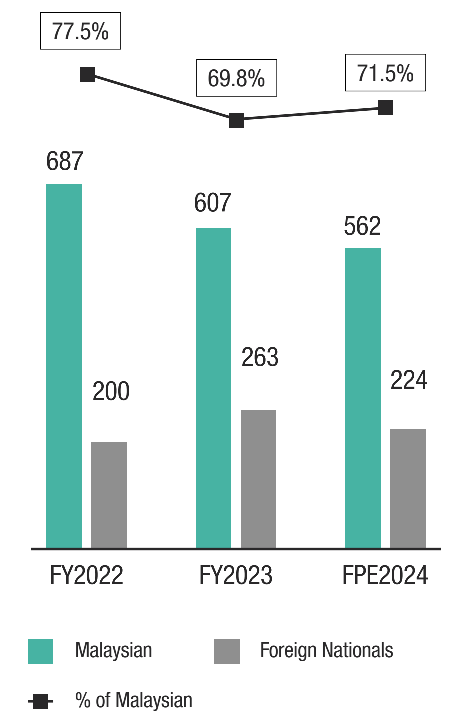


LOCAL WORKFORCE BY ETHNICITY



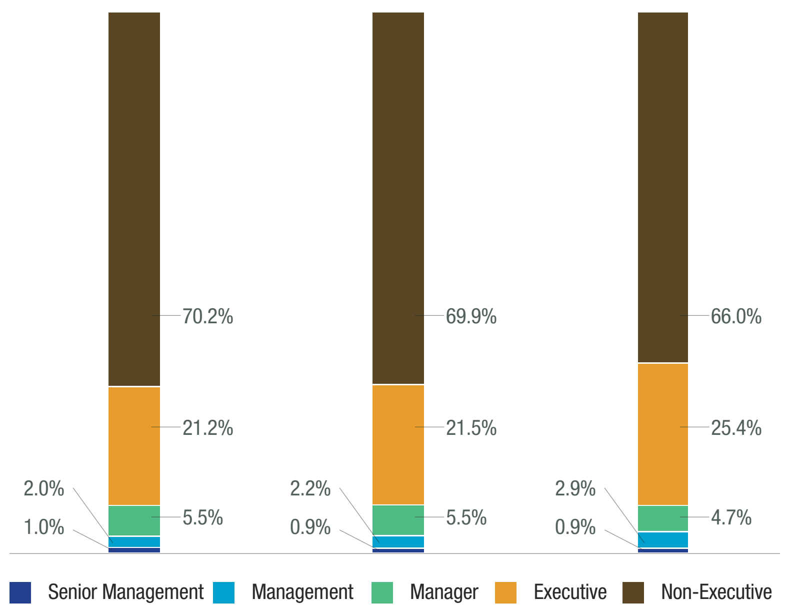
Note: *In this graph, the term 'local' refers to Malaysian citizens. The ethnicities represented are those of the main Malaysian ethnic groups. Data for FY2022 and FY2023 has been restated due to rectified data discrepancies in the previous report.*

WORKFORCE BY NATIONALITY



Note: *Data for FY2022 and FY2023 has been restated due to rectified data discrepancies in the previous report.*

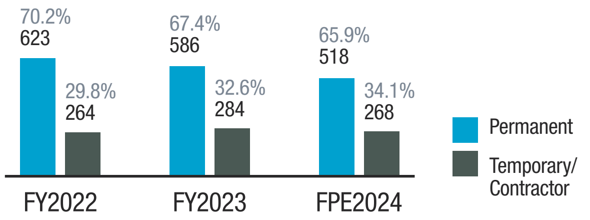
WORKFORCE BY EMPLOYEEE CATEGORY



Note: *Workforce data by employee category has been expanded; figures for FY2022 and FY2023 may differ from those in previous reports.*

SUSTAINABILITY STATEMENT

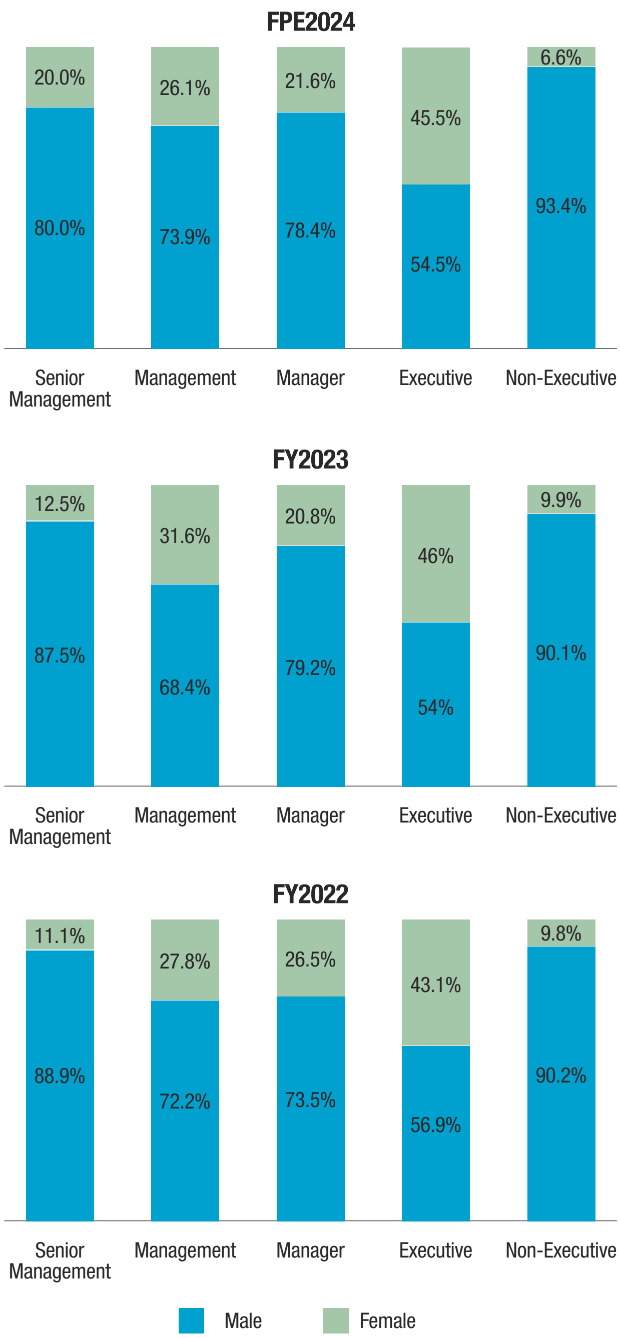
WORKFORCE BY EMPLOYMENT TYPE



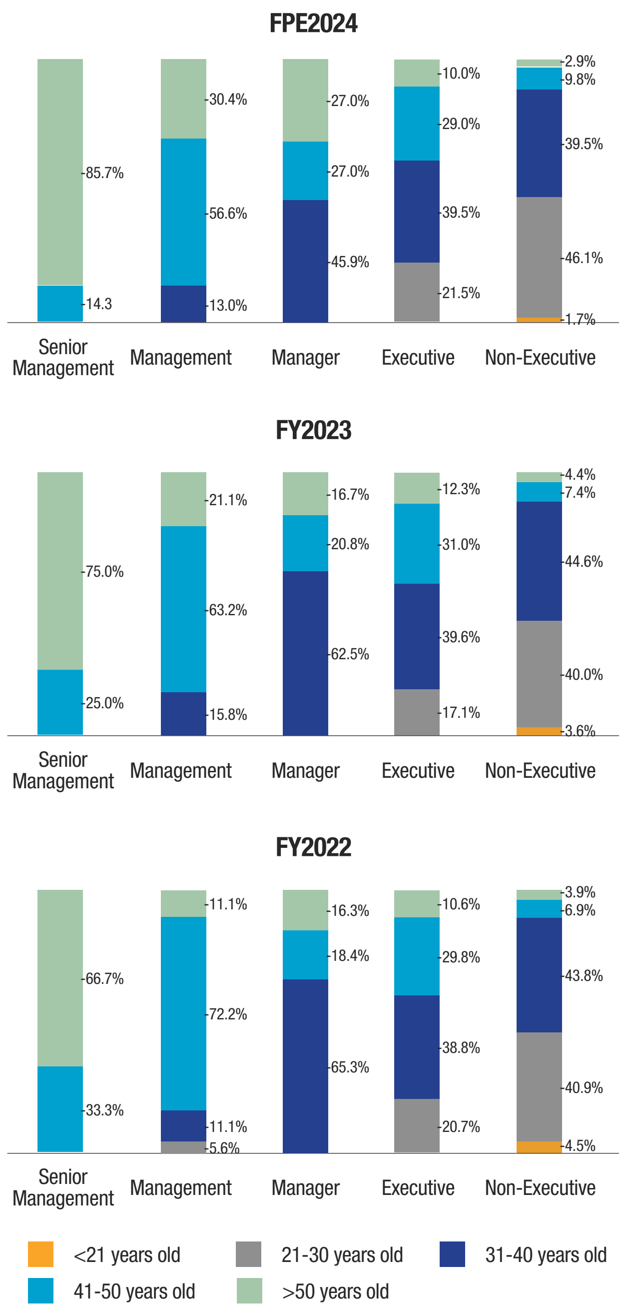
Employees with Disabilities

Year	FY2022	FY2023	FPE2024
Percentage (%)	0.11	0	0

GENDER BREAKDOWN BY EMPLOYEE CATEGORY



AGE BREAKDOWN BY EMPLOYEE CATEGORY



Note: Gender and age breakdown by employee category has been expanded; figures for FY2022 and FY2023 may differ from those in previous reports.

SUSTAINABILITY STATEMENT

EMPLOYEE DEVELOPMENT

At Ajiya Berhad, employee development is rooted in our operational strategies as the growth of our employees are directly related to the future of our organisation. We are committed in nurturing the skills and potential of every individual and provide support in realising their ambitions in alignment with the company's goals. By creating an environment that priorities professional growth, we build pathways for employees to enhance their expertise and advance their careers, delivering a sense of personal career achievement. With this, we provide resources and opportunities needed to support their career progression

TRAINING AND DEVELOPMENT

Ajiya recognises that continuous learning is essential for both individual and organisational success. To ensure that our employees remain equipped with the necessary skills and knowledge, we continuously introduce a variety of targeted learning programs. These initiatives are designed to support both existing employees and new hires, ensuring that everyone has the opportunity to enhance their capabilities and stay ahead in their respective roles. Our approach includes a mix of technical, leadership, and sustainability-focused training to align with our corporate goals and broader industry trends, fostering a workforce capable of driving positive change.

In addition to structured learning programs, we place a strong emphasis on regular performance appraisals as a means of tracking career progression and identifying areas for further development. These annual reviews offer employees valuable feedback on their strengths and areas for improvement, allowing us to tailor development plans that support their professional growth. By addressing any skill gaps that may arise, we ensure that our workforce remains agile and well-prepared for the evolving demands of the business. This holistic approach to training and development underpins our broader sustainability goals, as we build a team that is not only knowledgeable but also empowered to contribute to our long-term objectives.

From FY2025 onwards, the Group aims to conduct a minimum of 8 hours of training annually for 65% of employees at the executive levels and above.

In FPE 2024, we ran a diverse mix of training programmes aimed at keeping our teams sharp, informed, and future ready. A strong focus was placed on staying ahead of regulatory changes and digital transformation, particularly around tax updates, e-invoicing, and compliance matters. At the same time, we continued to build awareness around environmental and occupational health and safety standards, reinforcing our ongoing commitment to responsible business practices.

We also invested in growing our people which included developing leadership capabilities, improving communication, and supporting personal effectiveness at work. Programmes ranged from strategic thinking and emotional intelligence to sales coaching and workplace performance. On the technical side, employees had the chance to strengthen their digital and software skills, while gaining exposure to emerging areas like climate risk and renewable energy. All in all, these learning experiences were designed to build resilience and deepen expertise that will contribute to the success of Ajiya.

SUSTAINABILITY STATEMENT

FPE2024

	FY2022	FY2023	FPE2024
Total training hours as a company	4,315	4,394.5	4,640.5
Average Training Hours Per Employee	4.86	5.05	5.90
Average Training Days Per Employee	0.61	0.63	0.74

	FY2022	FY2023	FPE2024
Total training spend as a company (RM)	117,533.89	180,645.6	190,126.73
Average Training Spend Per Employee (RM)	1,323.51	207.64	241.89

	FY2022	FY2023	FPE2024
Total Employees Attended Training			
Male	247	188	192
Female	134	121	144
Average Training Hours by Gender - Metal			
Male	6.20	6.71	6.42
Female	8.97	9.98	13.71
Average Training Hours by Gender - Glass			
Male	14.7	16.7	17.0
Female	17.5	15.2	15.0

	FY2022	FY2023	FPE2024
Average Training Hours			
Senior Management	2.33	6.50	14.79
Management	19.36	18.18	21.52
Manager	8.17	9.33	13.26
Executive	11.49	12.83	10.15
Non-Executive	2.22	1.89	2.93
Total Training Hours			
Senior Management	21.0	52.0	103.5
Management	348.5	345.5	495.0
Manager	400.5	448.0	490.5
Executive	2,159.5	2,398.5	2,029.5
Non-Executive	1,385.5	1,150.5	1,522.0

Note: Training data for FY2022 and FY2023 has been restated due to rectified discrepancies in the previous reports.

SUSTAINABILITY STATEMENT

HIRING AND ATTRITION

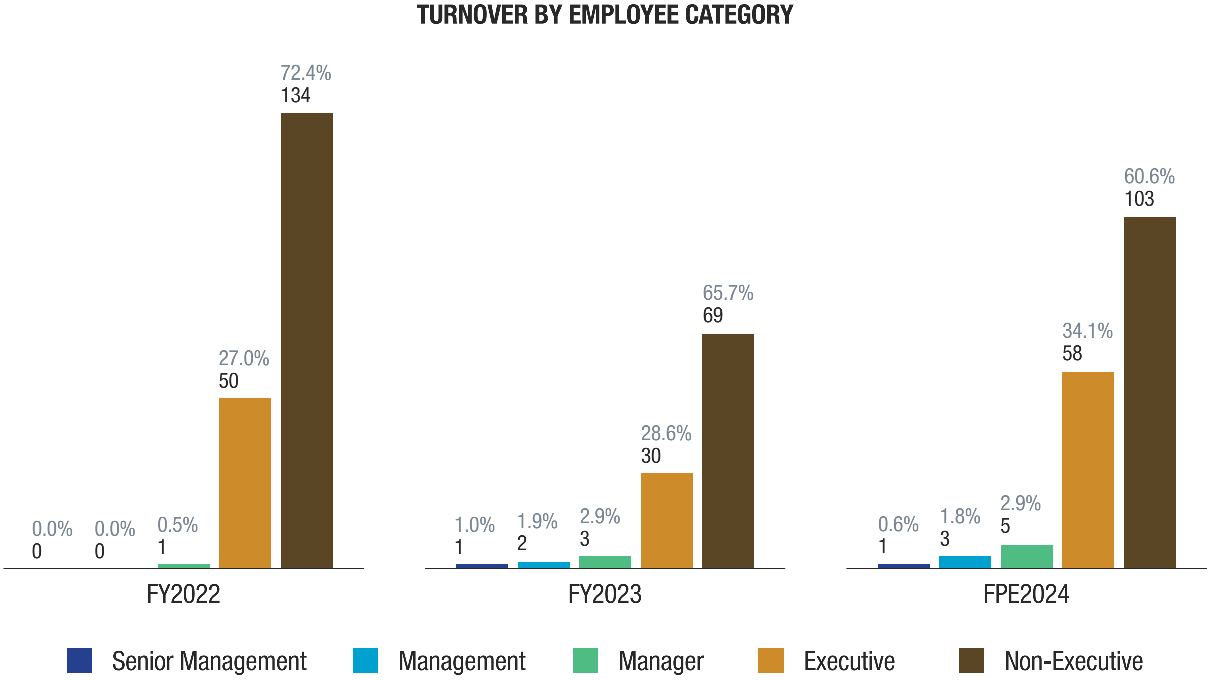
Ajiya prioritises local talent by recruiting across various roles, strengthening our workforce and supporting local employment and economic growth. We also ensure our suppliers meet high standards, reflecting our commitment to quality and community development in both recruitment and sourcing practices. To further enhance employee retention and well-being, we have introduced several initiatives, including service awards, career development training, and improved benefits aligned with Ajiya's holding company, Chin Hin Group Berhad. Beginning in FPE2024, we have increased medical benefits, and from FY2025, we will enhance annual leave, marriage leave, and compassionate leave, while also introducing special leave categories such as natural disaster, caregiver, and graduation/exam/study leave. These efforts reflect our ongoing commitment to creating a supportive and rewarding work environment.

NEW HIRES			
Year	**FY2022**	**FY2023**	**FPE2024**
Total New Hires	270	170	95
Gender			
Male	233	136	71
Female	37	34	24
Age			
< 21 years old	25	17	6
21-30 years old	121	76	50
31-40 years old	117	69	22
41-50 years old	5	7	16
> 50 years old	2	1	1

EMPLOYEE TURNOVER BY GENDER AND AGE			
Year	**FY2022**	**FY2023**	**FPE2024**
Total Turnover	185	105	170
Full-Time Staff Voluntary Turnover Rate (%)	20.9%	12.1%	21.6%
Gender			
Male	157	71	138
Female	28	34	32
Age			
< 21 years old	3	2	3
21-30 years old	104	45	94
31-40 years old	73	47	30
41-50 years old	3	7	32
> 50 years old	2	4	11

Note: Employee turnover fo FY2022 and FY2023 has been restated due to rectified data discrepancies in previous reports.

SUSTAINABILITY STATEMENT



EMPLOYEE BENEFITS AND ENGAGEMENT

The Group understands that employee engagement and satisfaction are pivotal, which is why we place a strong emphasis on the health and well-being of our team. Our comprehensive remuneration and benefits package is carefully tailored to reflect individual roles, experience, qualifications, performance, and tenure. This approach ensures fairness and transparency while adhering to national regulations. To stay competitive and aligned with industry standards, we consistently review and benchmark our benefits against the best practices in the market.

Salary and Remuneration

Year	FY2022	FY2023	FPE2024
Total payments made to employees in terms of salaries, bonuses and benefits	32,072,430	37,336,472	37,733,495
Total statutory payments made for employees' retirement benefits ("EPF")	2,654,263	3,012,829	3,184,613
Total payments in medical insurance ("SOCSO") for employees	424,112	436,626	534,614

Parental Leave

Ajiya recognises the significance of helping employees manage their work and family responsibilities, which is why we offer parental leave for both male and female staff.

Metal Division	FY2022	FY2023	FPE2024
Number of employees entitled to Parental Leave	271	278	276
Number of employees who utilised Paternity Leave	0	11	9
Number of employees who utilised Maternity Leave	5	5	4

SUSTAINABILITY STATEMENT

Glass Division	FY2022	FY2023	FPE2024
Number of employees entitled to Parental Leave	226	197	152
Number of employees who utilised Paternity Leave	0	3	2
Number of employees who utilised Maternity Leave	0	3	0

Post-Parental Leave

Metal Division	FY2022	FY2023	FPE2024
Return To Work Rates			
Male	0.00	100.00	100.00
Female	100.00	100.00	100.00
Retention Rates			
Male	0.00	90.91	87.50
Female	100.00	80.00	75.00

Glass Division	FY2022	FY2023	FPE2024
Return To Work Rates			
Male	0.00	100.00	100.00
Female	0.00	100.00	100.00
Retention Rates			
Male	100.00	100.00	100.00
Female	100.00	80.00	100.00

EMPLOYEE ENGAGEMENT

Ajiya acknowledges the significance of focusing on employee well-being by fostering a work environment that supports both professional development and personal satisfaction. In FPE2024, we have organised a range of activities across our operating companies to enhance team unity and inspire active participation.

Employee Engagement Activities

- Long Service Awards
- Innovation Idea Award
- Anugerah Pelajar Cemerlang (Employee's Children Academic Award)
- Hero In Me (Award to blood donor)
- CNY Celebration
- Hari Raya Celebration
- Deepavali Celebration
- 6-month Physical Wellbeing Challenge
- Reset Health Management-Roczen
- Work-Life Integration
- Stress Management
- Positive Communication at the Workplace
- Health Talk - Metabolic Syndrome
- Virtual Townhall - Senior Management engagement with employees, sharing on company strategy, performance and outlook

SUSTAINABILITY STATEMENT

FAIR LABOUR PRACTICES AND HUMAN RIGHTS

At Ajiya Berhad, we are committed to upholding fundamental human rights and fair labour practices in all aspects of our operations. We fully comply with Malaysian labour laws, including the Employment Act 2022, which covers key areas such as minimum wage, working hours, maternity and paternity leave, and more. We also align with the national minimum wage policy.

Our policies are designed to foster an inclusive, equitable workplace where every employee is given equal opportunities, irrespective of gender, ethnicity, or religion. We maintain a zero-tolerance approach to harassment, discrimination, and exploitation, including child labour and forced labour, across all operations. We strive to exceed minimum wage standards and are dedicated to ensuring fair compensation that meets living wage requirements. Our HR department, supported by management, plays a vital role in communicating and upholding these policies.

In FPE2024, we are proud to report zero complaints related to human rights violations, achieving our KPI and target. Our grievance procedure ensures that any employee dissatisfaction or complaints are addressed in a fair, confidential, and timely manner, contributing to a positive work environment where employees feel heard and valued.

In FPE 2024, we reported zero incidents of workplace discrimination and are committed to strengthening our processes and strategies to maintain ethical and responsible practices.

NUMBER OF SUBSTANTIATED COMPLAINTS CONCERNING HUMAN RIGHTS VIOLATIONS

FPE2024 : 0
FY2023 : 0
FY2022 : 0

NUMBER OF LABOUR RIGHTS VIOLATIONS

FPE2024 : 0
FY2023 : 0
FY2022 : 0

OCCUPATIONAL SAFETY AND HEALTH (OSH)

Ajiya prioritises the safety and well-being of our employees by upholding Occupational Safety and Health ("OSH") standards across the Group. We closely monitor key OSH performance indicators, including Lost Time Incident Rate ("LTIR"), safety training initiatives, and workplace enhancements, to ensure a culture of safety and accountability at all levels. To reinforce our commitment, we have set a target to maintain a zero LTIR annually and conduct at least two safety training sessions per year starting in FY2025. We continuously invest in safety training, equipment, and structured safety programmes to not only maintain regulatory compliance but also foster a proactive and resilient safety culture.

Occupational Safety and Health Management

To strengthen our OSH framework, we have established dedicated Occupational Safety and Health ("OSHA") Committee and an Emergency Response Team ("ERT"). Our OSH policies, aligned with ISO 45001 standards, apply to all employees, contractors, and external stakeholders. These policies ensure a systematic approach to managing workplace safety risks and are communicated through job training sessions and induction programs. The key objectives include:

- Compliance with relevant laws, regulations, and company policies.
- Implementation of Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") to address potential risks.
- Reinforcement of safe behaviours through regular safety meetings and awareness campaigns.

Ajiya adheres to a strict incident reporting and investigation protocol. Any reported incidents undergo thorough investigation, with corrective actions promptly implemented.

To prevent or mitigate occupational health and safety risks related to our operations, products, or services, we conduct rigorous risk assessments and implement robust control measures. In FPE2024, no instances of non-compliance were identified, and no corrective actions were required.

SUSTAINABILITY STATEMENT

OSH Training and Performance

We recognise that fostering a strong safety culture begins with education and training. Our OSHA Committee actively reviews workplace safety and health issues while ensuring the effective implementation of OSH practices. Employees receive comprehensive safety training, including emergency response, basic occupational first aid, machine handling, and fire safety. Regular updates and reminders on safety procedures keep employees informed and vigilant.

By equipping our workforce with essential knowledge and skills, we empower them to identify and mitigate workplace hazards, reinforcing our commitment to achieving zero work-related fatalities. This dedication is reflected in our track record—work-related fatalities have remained at zero since the reporting year, a testament to our stringent precautionary measures.

Various health and safety training programs that were conducted within the Group includes:

FY2022

- Bengkel OSH Coordinator (OSH-C)
- Basic Occupational First Aid, CPR & AED Traning
- First Aid Training (Basic Occupational First Aid, CPR & AED)
- Safe Handling of Forklift Truck Traning
- Overhead Crane Safety and Proficiency Course In-House Program
- Hazard Identification, Risk Assessment and Risk Control (HIRARC)
- Safe Chemical Handling and Spill Control
- Basic Occupational First Aid, CPR & AED Taraining
- Safe Handling of Forklift Truck
- Safe in Operating Overhead Crane
- Induksi Keselamatan & Kesihatan Pekerjaan Binaan
- Safe Handling of Forklift Truck Traning Programme
- Safe in Operating Overhead Crane

FY2023

- OSH Coordinator
- Kursus Asas Keselamatan Kebakaran
- Occupational Safety & Health Coordinator
- OSH Coordinator
- Quality, Safety and Health Management System in Construction Industry
- Basic First Aid & CPR
- Understand of Safety and Health Committee
- Bengkel Stepwise OSH Level Verification and Enhancement for Small and Medium Enterprise SOLVE 4 SME Tahun 2023 (Bengkel1 & 2)
- Pengenalan kepada Akta Keselamatan dan Kesihatan Pekerjaan
- Program Keselamatan (Pergi dan balik kerja) 2023 Strategik 7 Program3
- Kursus Penyelaras Keselamatan dan Kesihatan Pekerjaan (OSH Coordinator)
- Pertolongan Cemas Asas & Pemulihan Kardio-Pulmonari (CPR)
- Ceramah dan Demonstrasi Latihan ERT

FPE2024

- Safety in Workplace - Engineering & Technology Aspects
- Latihan Organisasi Keselamatan Kebakaran
- Kursus Pasukan Keselamatan Kebakaran
- ERT, Fire Drill, Evacuation Training
- Training on Chemical Handling & Spillage
- Safe Handling of Forklift Truck Training
- Hearing Conversation Program With Industry Code of Pratice (ICOP) for Noise Exposure 2019
- Safety in Operating Overhead Crane
- Induksi Keselamatan & Kesihatan Pekarjaan Binaan - Green Card
- Overhead Crane Safety Operation Training
- Forklift Safety Operation Training
- Seminar Hebahan Akta Keselamatan dan Kesihatan Pekerjaan (Pindaan) 2022 dan Akta Kilang dan Jentera (Pemansuhan) 2022 Peringkat Zon Pantai Timur
- Employee Health Awareness Training
- Bengkel Keselamatan dan Kesihatan Pekerjaan Sektor Informal

SUSTAINABILITY STATEMENT

	DIVISION	FY2022	FY2023	FPE2024
Number of Employees Trained on Health and Safety Standards	Metal Division	142	119	162
	Glass Division	51	14	11
	Total	193	133	173
Total Training Hours	Metal Division	133	156	112
	Glass Division	76	40	8
	Total	209	196	120

OSH PERFORMANCE DATA		FY2022	FY2023	FPE2024
Metal Division	Total Manhours (Hours)	725,332	826,723	918,104
	Number of work-related fatalities	0	0	0
	Number of recordable work-related injuries	11	11	6
	Fatality rate	0	0	0
	Injury rate	3.03	2.66	1.31
	Lost-time Injury Rate ("LTIR")	334.19	85.4	33.32
Glass Division	Total Manhours (Hours)	1,123,360	1,074,400	837,760
	Number of work-related fatalities	0	0	0
	Number of recordable work-related injuries	24	27	34
	Fatality rate	0	0	0
	Injury rate	4.27	5.03	8.12
	Lost-time Injury Rate ("LTIR")	0	7.45	14.56

Year	Total manhours worked	Number of work-related fatalities	No. of recordable work-related injuries	Fatality rate	Injury rate	LTIR
FY2022	1,848,692	0	35	0	3.79	131.12
FY2023	1,901,123	0	38	0	4.00	41.34
FPE2024	1,755,864	0	40	0	4.56	24.38

Note: Data for FY2022 and FY2023 has been restated due to rectified data discrepancies in previous reports.

SUSTAINABILITY STATEMENT

COMMUNITY OUTREACH

At Ajiya, we are committed to making a meaningful impact on the communities where we operate. Our outreach initiatives focus on education, skills development, and infrastructure support, empowering individuals and fostering long-term community growth.

Beneficiaries in FPE2024

- Pertubuhan Membantu Pesakit Parah Miskin Malaysia
- Persatuan Kebajikan Kasih Segamat
- The Segamat Buddhist Society
- SJK(C) Jagoh
- Tunku Abdul Rahman University of Management and Technology (TAR UMT)
- Persatuan Penganut Tiong Hua Hian Tuar Keong Kelantan
- Kelantan Kwang Tung Association
- Pertubuhan Mempertinggi Akhlak Chen Chong Khor (CCKMU) Melaka
- Universiti Malaya
- ADGO Design Foundation

Compiled Group data	FY2022	FY2023	FPE2024
Total Amount Invested in the Community (RM)	133,845	84,330	27,602
Number of Beneficiaries from the Community	264	787	392

PILLAR 4:
SUSTAINABILITY GOVERNANCE

At Ajiya, we prioritise the highest standards of governance to ensure ethical business practices across our entire operations. We strictly adhere to all applicable laws and regulations in every region we operate in. Our commitment to ethical conduct is further strengthened by extensive policies, diligent enforcement, and comprehensive risk management strategies. We expect our partners to uphold these same high standards, ensuring integrity and alignment throughout our value chain.

To maintain transparency and accountability, we actively engage with internal and external stakeholders, fostering a culture of integrity, responsibility, and ethical decision-making. Our comprehensive governance framework provides strategic oversight, supports informed decision-making, and enables effective risk management.

By integrating these principles into our operations, we build a strong foundation for governance, advance our sustainability goals, achieve long-term business objectives, and deliver lasting value to all our stakeholders.

SUSTAINABILITY STATEMENT

ANTI-BRIBERY AND ANTI-CORRUPTION

Ajiya maintains a strong commitment to ethical business practices, with a focus on preventing bribery and corruption. The Audit Committee ("AC") and the Board of Directors ("BOD") oversee the implementation of anti-bribery and anti-corruption measures. Ajiya participated in the Malaysian Anti-Corruption Commission's ("MACC") Corruption Free Pledge in 2018, publicly demonstrating its commitment to ethical conduct.

In June 2020, the Group formally adopted an Anti-Bribery and Anti-Corruption Policy. Management personnel have received training to ensure a thorough understanding of the policy requirements, particularly those outlined in Section 17A of the Malaysian Anti-Corruption Commission Act 2009 and its subsequent amendments. In November 2024, the Group conducted in-house training sessions on anti-bribery and corruption for all employees.

	FY2022	FY2023	FPE2024
Total number of directors received training on anti-corruption (%)	0/7 (0.00%)	1/7 (14.30%)	2/7 (28.57%)
Number of hours directors received training on anti-corruption	0	2	6
Group	**FY2022**	**FY2023**	**FPE2024**
Percentage of employees received training on anti-corruption			
- Senior Management	100.00%	100.00%	100.00%
- Management	100.00%	100.00%	100.00%
- Manager	100.00%	100.00%	100.00%
- Executive	100.00%	100.00%	100.00%
- Non-Executive	46.98%	48.31%	52.60%
Training Hours for Anti-corruption			
- Senior Management	13	11	9
- Management	30	29	28
- Manager	45	45	49
- Executive	238	233	243
- Non-Executive	288	285	273
Total Training Hours	**614**	**603**	**602**

Ajiya emphasises employee awareness and adherence to the anti-bribery and corruption policy. All new employees are required to acknowledge their understanding and commitment to the policy during the recruitment process, while existing employees are informed about the policy through various channels, including posters, training sessions, and the company handbook.

The Board of Directors has established a Directors' Fit and Proper Policy to ensure the highest standards of integrity and ethical conduct among its members. This policy outlines the criteria for the appointment and re-appointment of directors, emphasising the importance of character, integrity, competence, and commitment to fulfilling their roles effectively.

External parties engaged in business dealings with Ajiya are required to signify their agreement to adhere to the relevant aspects of the Group's anti-bribery and corruption policy. The Group also communicates its commitment to ethical business practices to external stakeholders through website.

SUSTAINABILITY STATEMENT

A Whistleblowing Policy was implemented on July 24, 2013, and last revised on April 8, 2025, to provide a confidential channel for reporting any suspected wrongdoing. To date, no reports have been received through this channel. Investigations related to any potential misconduct are managed by the Governance, Risk and Compliance ("GRC") department and reported quarterly to the Audit Committee.

Incidents of Anti-Corruption	FY2022	FY2023	FPE2024
Total number of confirmed incidents of corruption	0	0	0
Nature of confirmed incidents of corruption	N/A	N/A	N/A
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0
Total number of confirmed incidents when contracts with suppliers & contractors were terminated or not renewed due to violations related to corruption	0	0	0
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	0	0	0
Actions taken to on dealing with confirmed incidence(s) of corruption in the company, if any.	0	0	0

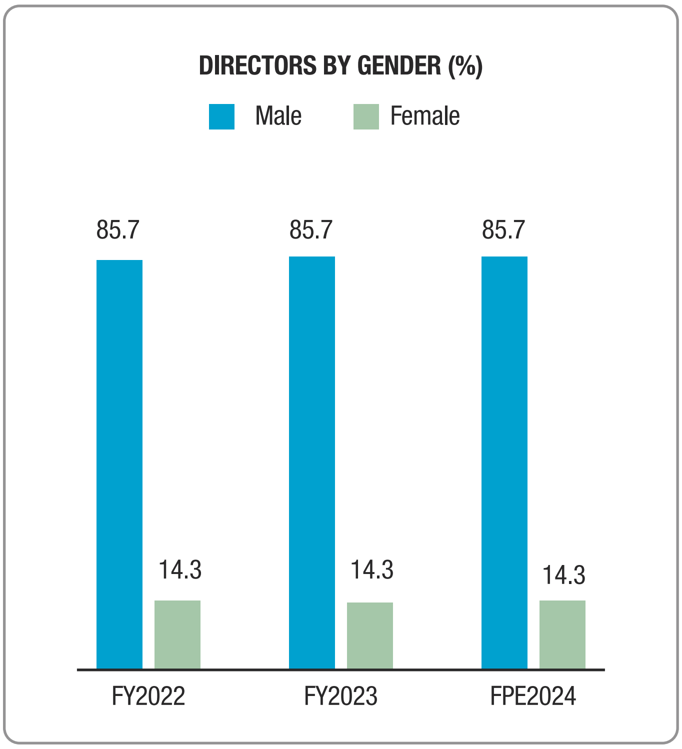
SUSTAINABILITY STATEMENT

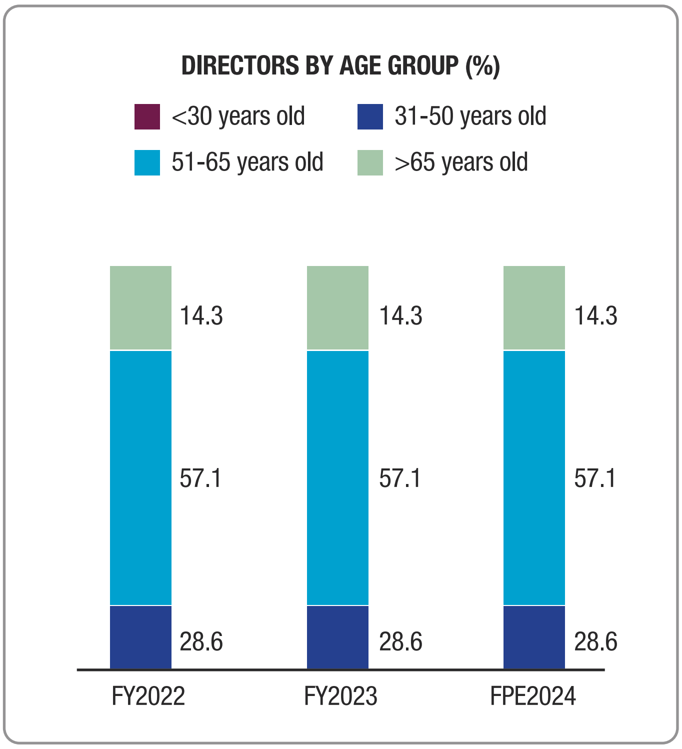
CORPORATE GOVERNANCE

Ajiya has established a comprehensive regulatory compliance framework that is embedded within both Board-level policies and operational policies and procedures. The AC and the BOD are responsible for overseeing the implementation and effectiveness of these policies. Regular training sessions are conducted to ensure that all relevant personnel are familiar with the latest governance best practices. The Group has established and maintains several key policies, including Board Charter, Diversity Policy, Directors' Fit and Proper Policy, External Auditors' Policy, Nomination Policy and Remuneration Policy. To ensure their continued relevance and effectiveness, these policies are reviewed and updated regularly.

The Nomination Policy emphasises diversity on the Board. The Board strives to achieve at least 20% female representation in Senior Management by FY2025 and constantly ensures at least one female director on the Board. At the Board level, our demographic analysis for FPE2024 includes a total of 7 Directors, as outlined in the following charts.

	FY2022	FY2023	FPE2024
Number of Board of Directors	7	7	7
Number of Independent Directors on the Board	4	4	4
Number of women on the Board	1	1	1





The Board is led by Datuk Seri Chiau Beng Teik, JP, who assumed the position of Executive Director on 6 May 2022. Subsequently, he was redesignated as the Non-Independent Executive Chairman on 1 July 2022. The roles of Chairman and Managing Director are held by distinct individuals. The expertise and qualifications of the directors remain consistent with those outlined in our previous annual report. Despite the Chairman holding the position of an Executive Director, the Board is of the view that the power and authority are balanced by the presence of a majority of Independent Non-Executive Directors on the Board. This, in turn, ensures an adequate element of independence. To further uphold the principles of good governance, the Chairman is not a member of any Board Committee, thereby maintaining a clear separation of responsibilities.

SUSTAINABILITY STATEMENT

The Board holds a minimum of five scheduled meetings annually, with additional meetings convened as necessary. The Board addresses conflicts of interest and related party transactions on a quarterly basis. An annual Board evaluation is conducted in accordance with the Board Evaluation Policy.

	Number of Meetings Attended in FPE2024						
Directors	**Board**	**AC**	**NC**	**RC**	**RMC**	**AGM**	**EGM**
Datuk Seri Chiau Beng Teik, JP	4/5	-	-	-	-	0/1	1/1
Mr. Chiau Haw Choon	5/5	-	-	-	-	1/1	1/1
Mr. Yeo Ann Seck	5/5	-	-	-	-	1/1	0/1
Datuk Haji Mohd Yusri Bin MD Yusof	5/5	6/6	1/1	1/1	1/1	1/1	1/1
Dato' Boey Chin Gan	5/5	6/6	1/1	1/1	1/1	1/1	1/1
Mr. Teh Boon Beng	5/5	-	-	1/1	1/1	1/1	1/1
Ms. Er Kian Hong	5/5	6/6	1/1	-	-	1/1	1/1

The AC comprises entirely of three independent non-executive directors, including at least one member with financial expertise. The Risk Management Committee ("RMC") also consists entirely of independent non-executive directors.

The total remuneration for Key Senior Management is disclosed in our CG Report 2024 but not on a named basis, considering market competitiveness for executive talent.

REGULATORY COMPLIANCE

Regulatory compliance is a core component of Ajiya's governance framework, with policies integrated at both the Board and operational levels to ensure the highest standards of regulatory compliance throughout our business.

By rigorously following all applicable laws and industry regulations, we not only build stakeholder trust and maintain stringent safety protocols but also guarantee ethical business practices and effectively manage potential risks. Our compliance extends to all relevant local and international regulations, including Health, Safety, and Environment ("HSE"), human and labour rights, and industry-specific standards. Our corporate governance framework, detailed at https://ajiya.com/corporate-sustainability/, provides clear guidelines for legal and ethical behaviour, embedding accountability across Ajiya.

RISK MANAGEMENT

Aligned with ISO 31000:2018, Ajiya has implemented a robust Risk Management Framework. This proactive framework incorporates a defined risk philosophy, appetite, and governance structure to identify, evaluate, monitor, report, and manage all significant business risks, including those related to ESG factors.

The Board, through the RMC, oversees the development and maintenance of the Risk Management Framework. Designed to support the Group's strategic objectives, this framework addresses a broad spectrum of risks, including financial, non-financial, and ESG factors. This comprehensive approach enables the Group to mitigate potential threats and capitalise on emerging opportunities.

The RMC is supported by the Risk Management Steering Committee ("RMSC"), an operational management committee. The RMSC collaborates with operational department heads to identify, evaluate, and manage significant risks impacting the business.

In FY2023, a risk awareness training program was implemented at the operational level to enhance employees' understanding of risk management best practices, principles, and standards.

SUSTAINABILITY STATEMENT

SASB DISCLOSURE INDEX

Industrial Machinery & Goods

Topic	Code	Metric	Disclosure / Page Reference
Energy Management	RT-IG-130a.1	Total energy consumed	52,433.42 GJ
		Percentage grid electricity	68.85 %
		Percentage renewable	25.85 %
Workforce Health & Safety	RT-IG-320a.1	Total recordable incident rate (TRIR)	4.56
		Fatality Rate	0
		Near miss frequency rate for direct employees	0
		Near miss frequency rate for contract employees	0
Fuel Economy & Emissions in Use-phase	RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	N/A
	RT-IG-410a.2	Sales-weighted fuel efficiency for nonroad equipment	N/A
	RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	N/A
	RT-IG-410a.4	Sales-weighted emissions of (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines and (d) other non-road diesel engines	N/A
Materials Sourcing	RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	Page 107
Remanufacturing Design & Services	RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	RM 0
Activity Metrics	RT-IG-000.A	Number of units produced by product category	3,618,269 units
	RT-IG-000.B	Number of employees	786

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

Statement of Use:	Ajiya Berhad has reported the information cited in this GRI content index for the period 1 December 2023 – 31 December 2024 with reference to the GRI Standards.
GRI 1 Used:	GRI 1: Foundation 2021

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 2: General Disclosures 2021	2-1	Organizational details	-	-	-	-	-	About This Report (page 73 – 76)
	2-2	Entities included in the organization's sustainability reporting	Scope and Basis of Scope	-	-	-	-	About This Report (page 73 – 76)
	2-3	Reporting period, frequency and contact point	Scope and Basis of Scope	-	-	-	-	About This Report (page 73 – 76)
	2-4	Restatements of information	Scope and Basis of Scope	-	-	-	-	Electricity Consumption (page 99); Emissions (page 101); Water Consumption (page 104); Waste Management (page 106); Hiring and Attrition (page 114); Training and Development (page 113); Gender Diversity, Equity and Inclusion (page 110 – 111); OSH Training and Performance (page 119)
	2-5	External assurance	Assurance	-	-	-	-	Statement of Assurance (page 74)
	2-6	Activities, value chain and other business relationships	-	-	-	-	-	About This Report (page 73 – 76) Stakeholder Engagement (page 81)
	2-7	Employees	Labour Practices & Standards C6(b)	Labour Standards	-	SDG5, 8	Principle 6	Gender Diversity, Equity and Inclusion (page 109 – 111)
	2-8	Workers who are not employees	Labour Practices & Standards C6(b)	Labour Standards	-	SDG5, 8	Principle 6	Gender Diversity, Equity and Inclusion (page 109 – 111)

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
	2-9	Governance structure and composition	Sustainability Governance	Corporate Governance		SDG16, 17	Principle 10	Sustainability Governance Structure (page 80)
	2-10	Nomination and selection of the highest governance body						
	2-11	Chair of the highest governance body						
	2-12	Role of the highest governance body in overseeing the management of impacts						
	2-13	Delegation of responsibility for managing impacts						
	2-14	Role of the highest governance body in sustainability reporting						
	2-15	Conflicts of interest			-			Profile of Directors (page 14 – 21)
	2-16	Communication of critical concerns						Fair Labour Practices and Human Rights (page 117)
	2-17	Collective knowledge of the highest governance body						Profile of Directors (page 14 – 21)
	2-18	Evaluation of the performance of the highest governance body						Corporate Governance Overview Statement (page 42 – 64)
	2-19	Remuneration policies						
	2-20	Process to determine remuneration						
	2-21	Annual total compensation ratio						

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
	2-22	Statement on sustainable development strategy		Risk Management; Human Rights & Community			Principle 1, 2, 3, 7, 10	Message from the Managing Director (page 77); UNSDGs (page 84)
	2-23	Policy commitments						
	2-24	Embedding policy commitments						
	2-25	Processes to remediate negative impacts						Fair Labour Practices and Human Rights (page 117)
	2-26	Mechanisms for seeking advice and raising concerns						
	2-27	Compliance with laws and regulations						Regulatory Compliance (page 123)
	2-28	Membership associations						Membership of Associations (page 76)
	2-29	Approach to stakeholder engagement						Stakeholder Engagement (page 81)
	2-30	Collective bargaining agreements		Labour Standards				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	-	-	-	-	Materiality Assessment (page 82 – 83)
	3-2	List of material topics						
	3-3	Management of material topics	Management Approach					
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	-	-	RT-IG-000.A	SDG1, 8, 10, 13	-	Economic Impacts (page 87 – 88)
	201-2	Financial implications and other risks and opportunities due to climate change	TCFD Aligned Disclosure		-			Climate-related Strategic Disclosures (page 93 – 97)
	201-3	Defined benefit plan obligations and other retirement plans	-					N/A
	201-4	Financial assistance received from government	-					

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-	Human Rights & Community	-	SDG5, 8, 10	Principle 6	N/A
	202-2	Proportion of senior management hired from the local community						Gender Diversity, Equity and Inclusion (page 109 - 111)
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	-	Human Rights & Community	-	SDG9, 11	-	Infrastructural Investment (page 88)
	203-2	Significant indirect economic impacts						
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply Chain Management C7(a)	Human Rights & Community	-	SDG8 SDG17	-	Local Procurement (page 89 – 90)
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Anti-Corruption C1(a) C1(b) C1(c)	Anti-Corruption	-	SDG4 SDG16	Principle 10	Anti-Bribery and Anti-Corruption (page 120 – 121)
	205-2	Communication and training about anti-corruption policies and procedures						
	205-3	Confirmed incidents of corruption and actions taken						
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-	-	-	SDG8, 10, 16	Principle 10	N/A
GRI 207: Tax 2019	207-1	Approach to tax	-	Tax Transparency	-	SDG10, 16, 17	-	
	207-2	Tax governance, control, and risk management						
	207-3	Stakeholder engagement and management of concerns related to tax						
	207-4	Country-by-country reporting						

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Materials S5(a)	Pollution & Resources	RT-IG-440a.1; RT-IG-440b.1	SDG7, 12, 13	Principle 7, 8, 9	Resource and Material Consumption (page 107)
	301-2	Recycled input materials used						
	301-3	Reclaimed products and their packaging materials						
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Management C4(a)	Climate Change	RT-IG-130a.1	SDG7, 12, 13	Principle 7, 8, 9	Energy and Emissions Management (page 98 – 102)
	302-2	Energy consumption outside of the organization						
	302-3	Energy intensity						
	302-4	Reduction of energy consumption			-			
	302-5	Reductions in energy requirements of products and services			RT-IG-410a.1 – RT-IG-410a.4			N/A
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water C9(a) Effluents S8(a)	Water Use Pollution & Resources	-	SDG6, 12	Principle 7, 8, 9	Water Management (page 103 – 104)
	303-2	Management of water discharge-related impacts						N/A
	303-3	Water withdrawal						Water Management (page 103 – 104)
	303-4	Water discharge						N/A
	303-5	Water consumption						Water Management (page 103 – 104)

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity S1(a) S1(b) S1(c)	Biodiversity	-	SDG14, 15	Principle 7, 8, 9	Biodiversity (page 108)
	304-2	Significant impacts of activities, products and services on biodiversity						
	304-3	Habitats protected or restored						N/A
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations						
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Emissions Management C11(a) C11(b) C11(c)	Climate Change	-	SDG7, 12, 13	Principle 7, 8, 9	Energy and Emissions Management (page 98 – 102)
	305-2	Energy indirect (Scope 2) GHG emissions						
	305-3	Other indirect (Scope 3) GHG emissions						
	305-4	GHG emissions intensity						
	305-5	Reduction of GHG emissions						
	305-6	Emissions of ozone-depleting substances (ODS)	Emissions - Air Quality/ Pollution S4(a)	Pollution & Resources				N/A
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions						

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Management C10(a) C10(a)(i) C10(a)(ii)	Pollution & Resources	-	SDG6, 12	Principle 7, 8, 9	Waste Management and Effluents (page 105 – 106)
	306-2	Management of significant waste-related impacts						
	306-3	Waste generated						
	306-4	Waste diverted from disposal						
	306-5	Waste directed to disposal						
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Supply Chain (Env) S6(a) S6(b)	Supply Chain (Environment)	-	SDG8, 11, 12, 16	Principle 7, 8	Local Procurement (page 89 – 91)
	308-2	Negative environmental impacts in the supply chain and actions taken						
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Labour Practices and Standards C6(c)	Labour Standards	RT-IG-000.B	SDG5, 8	Principle 6	Employee Development (page 112 – 114)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees						
	401-3	Parental leave						
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	-	-	-	SDG8	-	

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health and Safety C5(a) C5(b) C5(c)	Health & Safety	RT-IG-320a.1	SDG3, 4, 8	-	Occupational Safety and Health (page 117 – 119)
	403-2	Hazard identification, risk assessment, and incident investigation						
	403-3	Occupational health services						
	403-4	Worker participation, consultation, and communication on occupational health and safety						
	403-5	Worker training on occupational health and safety						
	403-6	Promotion of worker health						
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships						
	403-8	Workers covered by an occupational health and safety management system						
	403-9	Work-related injuries						
	403-10	Work-related ill health						
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Labour Practices and Standards C6(a)	Labour Standards	-	SDG4, 5, 8	-	Employee Development (page 112 – 114)
	404-2	Programs for upgrading employee skills and transition assistance programs						
	404-3	Percentage of employees receiving regular performance and career development reviews						

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Diversity C3(a) C3(b)	Labour Standards	-	SDG5, 8, 10	Principle 6	Profile of Directors (page 14 – 21); Gender Diversity, Equity and Inclusion (page 109 – 111)
	405-2	Ratio of basic salary and remuneration of women to men						N/A
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	-	Labour Standards	-	SDG5, 8, 10, 16	Principle 6	Gender Diversity, Equity and Inclusion (page 109 – 111)
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	Labour Standards	-	SDG5, 8, 10, 16	Principle 1, 2, 3	Fair Labour Practices and Human Rights (page 117)
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	-	Labour Standards	-	SDG8, 10, 16	Principle 1, 2, 5	Fair Labour Practices and Human Rights (page 117)
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-	Labour Standards	-	SDG8, 10, 16	Principle 1, 2, 4	
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	-	-	-	SDG4, 16	Principle 1, 2	N/A
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	-	Human Rights & Community	-	SDG10, 16	Principle 1, 2	Fair Labour Practices and Human Rights (page 117)
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community/ Society C2(a) C2(b)	Human Rights & Community	-	SDG11, 16, 17	-	Community Outreach (page 119)
	413-2	Operations with significant actual and potential negative impacts on local communities						

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain (Social) S7(a) S7(b)	Supply Chain (Social)	-	SDG8, 10, 11, 16	Principle 1, 2	Local Procurement (page 89 - 91)
	414-2	Negative social impacts in the supply chain and actions taken						
GRI 415: Public Policy 2016	415-1	Political contributions	-	Anti-Corruption	-	SDG16	Principle 10	N/A
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Customer Health & Safety/ Product Responsibility S3(a) S3(b) S3(c)	Customer Responsibility	-	SDG3, 16	-	Quality & Satisfaction (page 88 – 89)
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services						
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	-	Customer Responsibility	-	SDG16	-	N/A
	417-2	Incidents of non-compliance concerning product and service information and labeling						
	417-3	Incidents of non-compliance concerning marketing communications						
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security C8(a)	Human Rights & Community	-	SDG16	-	Quality & Satisfaction (page 88 – 89)

SUSTAINABILITY STATEMENT

SUSTAINABILITY PERFORMANCE DATA TABLE

INDICATOR	MEASUREMENT UNIT	FPE2024
BURSA (ANTI-CORRUPTION)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Senior Management	Percentage	100
Management	Percentage	100
Manager	Percentage	100
Executive	Percentage	100
Non-executive	Percentage	52.60
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
BURSA (COMMUNITY/SOCIETY)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	27,602.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	392
BURSA (DIVERSITY)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Senior Management < 21 years old	Percentage	0.00
Senior Management 21-30 years old	Percentage	0.00
Senior Management 31-40 years old	Percentage	0.00
Senior Management 41-50 years old	Percentage	14.30
Senior Management > 50 years old	Percentage	85.70
Management < 21 years old	Percentage	0.00
Management 21-30 years old	Percentage	0.00
Management 31-40 years old	Percentage	13.00
Management 41-50 years old	Percentage	56.50
Management > 50 years old	Percentage	30.40
Manager < 21 years old	Percentage	0.00
Manager 21-30 years old	Percentage	0.00
Manager 31-40 years old	Percentage	46.00
Manager 41-50 years old	Percentage	27.00
Manager > 50 years old	Percentage	27.00
Executive < 21 years old	Percentage	0.00
Executive 21-30 years old	Percentage	21.50
Executive 31-40 years old	Percentage	39.50
Executive 41-50 years old	Percentage	29.00
Executive >50 years old	Percentage	10.00

SUSTAINABILITY STATEMENT

SUSTAINABILITY PERFORMANCE DATA TABLE

INDICATOR	MEASUREMENT UNIT	FPE2024
BURSA (DIVERSITY)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Non-Executive < 21 years old	Percentage	1.70
Non-Executive 21-30 years old	Percentage	46.10
Non-Executive 31-40 years old	Percentage	39.50
Non-Executive 41-50 years old	Percentage	9.80
Non-Executive >50 years old	Percentage	2.90
Gender Group by Employee Category		
Senior Management Male	Percentage	80.00
Senior Management Female	Percentage	20.00
Management Male	Percentage	73.90
Management Female	Percentage	26.10
Manager Male	Percentage	78.40
Manager Female	Percentage	21.60
Executive Male	Percentage	54.50
Executive Female	Percentage	45.50
Non-executive Male	Percentage	93.40
Non-executive Female	Percentage	6.60
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	85.71
Female	Percentage	14.29
< 21 years old	Percentage	0.00
21-30 years old	Percentage	0.00
31-40 years old	Percentage	28.60
41-50 years old	Percentage	57.10
>50 years old	Percentage	14.30
BURSA (ENERGY MANAGEMENT)		
Bursa C4(a) Total energy consumption	Megawatt	14,564.84
BURSA (HEALTH AND SAFETY)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate (“LTIR”)	Rate	24.38
Bursa C5(c) Number of employees trained on health and safety standards	Number	173

SUSTAINABILITY STATEMENT

SUSTAINABILITY PERFORMANCE DATA TABLE

INDICATOR	MEASUREMENT UNIT	FPE2024
BURSA (LABOUR PRACTICES AND STANDARDS)		
Bursa C6(a) Total hours of training by employee category		
Senior Management	Hours	104
Management	Hours	495
Manager	Hours	491
Executive	Hours	2,030
Non-executive	Hours	1,522
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	34.10
Bursa C6(c) Total number of employee turnover by employee category		
Senior Management	Number	1
Management	Number	3
Manager	Number	5
Executive	Number	58
Non-executive	Number	103
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
BURSA (SUPPLY CHAIN MANAGEMENT)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	79.12
BURSA (DATA PRIVACY AND SECURITY)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
BURSA (WATER)		
Bursa C9(a) Total volume of water used	Megalitres	70.461000
BURSA (WASTE MANAGEMENT)		
Bursa C10(a) Total waste generated	Metric tonnes	3,333.41
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	2,313.11
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	1,020.30
BURSA (EMISSIONS MANAGEMENT)		
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	206.22
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	5,515.61
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	857.75

FINANCIAL STATEMENTS

DIRECTORS' REPORT

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial period ended 31 December 2024.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of its subsidiaries are manufacturing and trading of roofing materials, manufacturing and trading of all kinds of glass, trading of building materials and investment holding.

The information on the name, principal place of business and proportion of ownership interest held by the Company in each subsidiary is disclosed in Note 8 to the financial statements.

CHANGE OF FINANCIAL YEAR END

The financial year end of the Company was changed from 30 November to 31 December so as to be coterminous with the financial year end of its holding company as required by the Companies Act 2016. Accordingly, the current financial statements are prepared for thirteen months from 1 December 2023 to 31 December 2024. Consequently, the comparative amount for the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows and related notes to the financial statements are not comparable.

FINANCIAL RESULTS

The results of the Group and of the Company for the financial period are as follows:

	Group RM	Company RM
Profit for the financial period	63,441,451	15,233,641
Profit net of tax attributable to:		
Owners of the parent	62,574,094	15,233,641
Non-controlling interests	867,357	-
	63,441,451	15,233,641

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial period other than as disclosed in the financial statements.

DIVIDENDS

There were no dividends proposed, declared or paid by the Company since the end of previous financial year. The Directors do not recommend the payment of any dividend in respect of the current financial period.

ISSUE OF SHARES AND DEBENTURES

The Company has not issued any new shares and debentures during the financial period.

DIRECTORS' REPORT

TREASURY SHARES

The shareholders of the Company, by a resolution passed in the last Annual General Meeting held on 29 March 2024, renewed their approval for the Company's plan to repurchase its own shares. The Directors of the Company are committed to enhance the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interest of the Company and its shareholders.

During the financial period, the Company has resale 9,614,400 treasury shares. Following the resale, the Company no longer holds any treasury shares.

Further relevant details are disclosed in Note 20 to the financial statements.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial period.

DIRECTORS

The Directors of the Company in office since the beginning of the current financial period to the date of this report are:

Datuk Seri Chiau Beng Teik, JP
Chiau Haw Choon
Datuk Hj Mohd Yusri Bin Md Yusof
Dato' Boey Chin Gan
Er Kian Hong
Teh Boon Beng
Yeo Ann Seck*

* *Director of the Company and of its subsidiaries*

The Directors who held office in subsidiaries (excluding Directors who are also the Directors of the Company) since the beginning of the current financial period to the date of this report are :

Tee Sing Huat
Sim Chee Liang
Chin Siew Foo
Ng Yew Cheok
Ng Wai Luen
Lau Mei Ho
Somchai Punyapongpaet (Resigned on 31.12.2023)

The information required to be disclosed pursuant to Section 253 of the Companies Act 2016 is deemed incorporated herein by such reference to the financial statements of the respective subsidiaries and made a part hereof.

DIRECTORS' REPORT

DIRECTORS' INTERESTS IN SHARES

The interests and deemed interests in the shares of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at financial period end according to the Register of Directors' Shareholdings are as follows:

	I------------------ Number of Ordinary Shares ------------------I			
	At 1.12.2023	Bought	Sold	At 31.12.2024
Interests in the Company				
Direct Interests				
Yeo Ann Seck	37,382,000	-	-	37,382,000
Indirect Interests				
Datuk Seri Chiau Beng Teik, JP*	112,511,450	52,236,697	-	164,748,147
Chiau Haw Choon*	112,511,450	52,236,697	-	164,748,147

* *Deemed interested by virtue of their direct interests in PP Chin Hin Realty Sdn. Bhd. which in turn hold shares in Divine Inventions Sdn. Bhd. which in turn hold shares in Chin Hin Group Berhad, in accordance with Section 8 of the Companies Act 2016.*

None of the other Directors in office at the end of the financial period had any interest in shares in the Company or its related corporations during the financial period.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by Directors as disclosed in the "Directors' Remuneration" of this report) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than certain Directors who have significant financial interests in companies which traded with certain companies in the Group in the ordinary course of business as disclosed in Note 37(b) to the financial statements.

Neither during nor at the end of the financial period, was the Company a party to any arrangement whose object was to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

DIRECTORS' REMUNERATION

The details of the Directors' remuneration of the Group and of the Company during the financial period ended 31 December 2024 are as follows:

	Group RM	Company RM
Executive Directors		
Fees	150,211	91,000
Salaries and other emoluments	2,178,253	8,000
Defined contribution plans	152,759	-
Social security contributions	3,537	-
Employment insurance scheme	405	-
	2,485,165	99,000

DIRECTORS' REPORT

DIRECTORS' REMUNERATION (CONT'D)

	Group RM	Company RM
Non-executive Directors		
Fees	227,500	227,500
Other emoluments	49,420	38,500
	276,920	266,000
	2,762,085	365,000

The Group's Directors' remuneration does not include the estimated monetary value of benefits-in-kind amounting to RM7,150.

INDEMNITY AND INSURANCE COSTS

During the financial period, certain Directors and officers of Chin Hin Group Berhad ("CHGB"), together with its subsidiaries, including the Company, are covered under the Directors' and Officers' Liability Insurance in respect of liabilities arising from acts committed in their respective capacity as, inter alia, certain Directors and officers of the Company subject to the terms of the policy. The total amount of indemnity coverage and premium paid for the Directors' and Officers' Liability Insurance by CHGB was RM10,000,000 and RM21,470 respectively.

There was no indemnity given to or insurance effected for auditors of the Company in accordance with Section 289 of the Companies Act 2016.

OTHER STATUTORY INFORMATION

(a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:

   (i) to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and

   (ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount which the current assets might be expected so to realise.

(b) At the date of this report, the Directors are not aware of any circumstances:

   (i) which would render the amount written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

   (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

   (iii) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading; or

   (iv) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

DIRECTORS' REPORT

OTHER STATUTORY INFORMATION (CONT'D)

(c) At the date of this report, there does not exist:

(i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial period which secures the liabilties of any other person; or

(ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial period.

(d) In the opinion of the Directors:

(i) no contingent liability or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial period which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due;

(ii) the results of the operations of the Group and of the Company during the financial period were not substantially affected by any item, transaction or event of a material and unusual nature; and

(iii) there has not arisen in the interval between the end of the financial period and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial period in which this report is made.

HOLDING COMPANY

The Directors regard CHGB, a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad, as the holding company.

SIGNIFICANT EVENTS

The details of the significant events are disclosed in Note 45 to the financial statements.

AUDITORS' REMUNERATION

The details of the auditors' remuneration for the financial period ended 31 December 2024 are as follows:

	Group RM	Company RM
Auditors' remuneration		
- Statutory audit - UHY Malaysia PLT	266,500	110,000
- Statutory audit - Other auditor	20,799	-
- Non-statutory audit - UHY Malaysia PLT	5,000	5,000
- Non-statutory audit - Other auditors	63,631	-
	355,930	115,000

DIRECTORS' REPORT

AUDITORS

The Auditors, UHY Malaysia PLT, have expressed their willingness to continue in office.

UHY Malaysia PLT (LLP0041391-LCA & AF 1411) was registered on 19 December 2024 and with effect from that date, UHY Malaysia (Formerly known as UHY) (AF 1411), a conventional partnership was converted to a limited liability partnership.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 8 April 2025.

DATUK SERI CHIAU BENG TEIK, JP

CHIAU HAW CHOON

STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of the Companies Act 2016

We, the undersigned, being two of the Directors of Ajiya Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of their financial performance and cash flows for the financial period then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 8 April 2025.

DATUK SERI CHIAU BENG TEIK, JP

CHIAU HAW CHOON

STATUTORY DECLARATION

Pursuant to Section 251(1)(b) of the Companies Act 2016

I, Chiau Haw Choon, being the Director primarily responsible for the financial management of Ajiya Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the)
abovenamed at Kuala Lumpur in the)
Federal Territory on 8 April 2025)

CHIAU HAW CHOON

Before me,

NO. W790
ZAINUL ABIDIN BIN AHMAD
COMMISSIONER FOR OATHS

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF AJIYA BERHAD (Incorporated in Malaysia)

[Registration No.: 199601005281 (377627-W)]

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

We have audited the financial statements of Ajiya Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and the statements of profit and loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial period then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 151 to 248.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the financial period then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

BASIS FOR OPINION

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

INDEPENDENCE AND OTHER ETHICAL RESPONSIBILITIES

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial period. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

KEY AUDIT MATTERS	HOW WE ADDRESSED THE KEY AUDIT MATTERS
Impairment on trade receivables	
The Group's trade receivables amounting to RM81 million, representing approximately 10% of the Group's total assets as at 31 December 2024. We focused on this area due to the Group has significant trade receivables as at 31 December 2024 and it is subject to credit risk exposure. Details of trade receivables are disclosed in Note 14 to the financial statements.	We have reviewed the Group's receivables to determine whether are there any indication of impairment. Our impairment review was focused towards receivables which are overdue but not impaired as at 31 December 2024. We reviewed the Group's policy on management of credit risk and its credit exposures. We assessed the reasonableness of the methods and assumptions used by the management in estimating the recoverable amount and impairment loss both specific impairment and expected credit loss. We also tested the accuracy and completeness of the data used by the management.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF AJIYA BERHAD (Incorporated in Malaysia)
[Registration No.: 199601005281 (377627-W)]

KEY AUDIT MATTERS (CONT'D)

KEY AUDIT MATTERS	HOW WE ADDRESSED THE KEY AUDIT MATTERS
Impairment on trade receivables (Cont'd)	
The impairment assessment involves significant judgements and there is inherent uncertainty in the assumptions applied by the management to determine the level of allowance. This is considered a key audit matter due to the inherent subjectivity that is involved in making judgement in relation to the recoverability of receivables are disclosed in Note 2(c) to the financial statements.	We developed our understanding on receivables which poses a high risk of default through reviewing the receivables ageing analysis, discussion with the Group's internal credit control department. We reviewed the adequacy of the impairment loss and enquired the management regarding the recoverability of samples of trade receivables that are individually significant and group of receivables with similar credit risk characteristics. We examined the repayment patterns and obtained evidence of cash receipts where these has been received.
Inventories - net realisable value	
The Group's inventories amounting to RM75 million, representing approximately 10% of the Group's total assets as at 31 December 2024. Inventories are measured at the lower of cost and net realisable value. The Group estimates the realisable value of inventories based on an assessment of expected sales prices less estimated cost to sell. Details of inventories are disclosed in Note 12 to the financial statements. The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of inventories are disclosed in Note 2(c) to the financial statements.	For finished goods manufactured by the Group, we compared, on a test basis, inventory carrying amounts and recent selling prices or sales invoices; estimated cost to complete for work-in-progress items and ascertained that such carrying amounts are not in excess of net realisable value. We reviewed the management's assessment of net realisable value of the inventories and determined adequate inventories written down has been made. We reviewed the ageing analysis of the inventories and tested the reliability thereof. We attended year end physical inventory count to observe physical existence and condition of inventories and assessed the implementation of controls during the count.

We have determined that there is no key audit matter in the audit of the financial statements of the Company to be communicated in our Auditors' Report.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF AJIYA BERHAD (Incorporated in Malaysia)

[Registration No.: 199601005281 (377627-W)]

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON (CONT'D)

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF AJIYA BERHAD (Incorporated in Malaysia)
[Registration No.: 199601005281 (377627-W)]

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (Cont'd)

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 8 to the financial statements.

OTHER MATTERS

(a) The financial statements of the Group and of the Company for the financial year ended 30 November 2023 was audited by another auditor who expressed an unmodified opinion on those statements on 11 March 2024.

(b) This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

UHY Malaysia PLT
202406000040 (LLP0041391-LCA) & AF 1411
Chartered Accountants

YEOH AIK CHUAN
Approved Number: 02239/07/2026 J
Chartered Accountant

KUALA LUMPUR
8 April 2025

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024

	NOTE	GROUP 31.12.2024 RM	GROUP 30.11.2023 RM Restated	GROUP 1.12.2022 RM Restated	COMPANY 31.12.2024 RM	COMPANY 30.11.2023 RM
ASSETS						
Non-Current Assets						
Property, plant and equipment	4	182,382,974	143,633,205	134,278,540	-	-
Right-of-use assets	5	24,934,652	8,212,785	7,982,600	-	-
Investment properties	6	65,870,000	39,538,020	38,818,020	-	-
Intangible assets	7	422,356	451,895	612,082	-	-
Investment in subsidiaries	8	-	-	-	67,037,574	75,327,074
Investment in an associate	9	2,222,026	1,917,138	1,669,119	400,000	400,000
Other investments	10	1,500,000	2,000,000	2,000,000	-	-
Amount due from holding company	11	172,000,000	-	-	79,500,000	-
		449,332,008	195,753,043	185,360,361	146,937,574	75,727,074
Current Assets						
Inventories	12	75,139,275	74,983,042	67,981,719	-	-
Contract assets	13	-	195,171	303,759	-	-
Trade receivables	14	80,702,088	79,309,350	65,058,832	-	-
Other receivables	15	6,609,827	6,294,417	5,710,350	1,000	28,231
Amount due from related companies	16	1,574,371	-	-	-	-
Other investments	10	70,750,486	182,010,064	124,392,332	61,863,644	160,220,562
Tax recoverable		811,519	2,533,229	918,765	-	68,304
Fixed deposits with licensed banks	17	5,744,619	7,294,769	6,992,523	-	-
Cash and bank balances		42,235,987	32,202,696	42,454,736	2,424,648	258,383
		283,568,172	384,822,738	313,813,016	64,289,292	160,575,480
Assets held for sale	18	37,564,773	-	-	-	-
		321,132,945	384,822,738	313,813,016	64,289,292	160,575,480
Total Assets		770,464,953	580,575,781	499,173,377	211,226,866	236,302,554
EQUITY						
Share capital	19	98,878,598	98,878,598	98,878,598	98,878,598	98,878,598
Treasury shares	20	-	(7,709,422)	(14,437,343)	-	(7,709,422)
Reserves	21	573,875,446	389,622,531	325,207,582	110,801,047	89,052,996
Equity attributable to owners of the parent		672,754,044	480,791,707	409,648,837	209,679,645	180,222,172
Non-controlling interests		10,969,513	28,443,025	28,479,893	-	-
Total Equity		683,723,557	509,234,732	438,128,730	209,679,645	180,222,172

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024

	NOTE	GROUP 31.12.2024 RM	GROUP 30.11.2023 RM Restated	GROUP 1.12.2022 RM Restated	COMPANY 31.12.2024 RM	COMPANY 30.11.2023 RM
LIABILITIES						
Non-Current Liabilities						
Other payables	22	-	637,355	1,891,885	-	-
Lease liabilities	23	221,693	385,536	85,072	-	-
Government grants	24	781,405	890,634	991,460	-	-
Deferred tax liabilities	25	24,788,885	7,718,052	7,062,679	-	-
		25,791,983	9,631,577	10,031,096	-	-
Current Liabilities						
Trade payables	26	22,797,297	32,545,752	17,905,818	-	-
Other payables	22	19,973,040	24,451,026	20,631,756	445,592	523,490
Amount due to holding company	11	526,645	-	-	-	-
Amount due to subsidiaries	27	-	-	-	1,003,950	55,556,892
Lease liabilities	23	171,331	219,298	59,190	-	-
Bank borrowings	28	15,523,000	4,392,000	12,133,440	-	-
Government grants	24	100,827	100,827	100,827	-	-
Tax payable		1,857,273	569	182,520	97,679	-
		60,949,413	61,709,472	51,013,551	1,547,221	56,080,382
Total Liabilities		86,741,396	71,341,049	61,044,647	1,547,221	56,080,382
Total Equity and Liabilities		770,464,953	580,575,781	499,173,377	211,226,866	236,302,554

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER 2024

	NOTE	GROUP 1.12.2023 to 31.12.2024 RM	GROUP 1.12.2022 to 30.11.2023 RM Restated	COMPANY 1.12.2023 to 31.12.2024 RM	COMPANY 1.12.2022 to 30.11.2023 RM
Revenue	29	381,427,915	304,812,004	-	-
Cost of sales		(316,455,895)	(253,440,118)	-	-
Gross profit		64,972,020	51,371,886	-	-
Other income		56,629,027	51,394,083	28,032,350	49,009,038
Finance income		5,364,167	2,943,526	2,651,145	224,666
Administrative expenses		(56,129,584)	(46,422,635)	(12,924,954)	(1,081,459)
Net reversal on impairment losses of financial instruments and contract assets		1,432,678	593,028	-	-
Finance costs	30	(184,971)	(167,990)	(1,959,585)	(1,494,185)
Share of results of an associate		304,888	248,019	-	-
Profit before tax	31	72,388,225	59,959,917	15,798,956	46,658,060
Taxation	32	(8,946,774)	(3,268,555)	(565,315)	18,167
Profit for the financial period/year		63,441,451	56,691,362	15,233,641	46,676,227
Other comprehensive income, net of tax					
Items that will not be reclassified subsequently to profit or loss					
Revaluation of lands and buildings		124,817,093	-	-	-
Deferred tax liabilities relating to revaluation of lands and buildings		(18,163,011)	-	-	-
Item that is or may be reclassified subsequently to profit or loss					
Exchange translation differences for foreign operations		(830,540)	1,107,742	-	-
Other comprehensive income for the financial period/year, net of tax		105,823,542	1,107,742	-	-
Total comprehensive income for the financial period/year		169,264,993	57,799,104	15,233,641	46,676,227
Profit for the financial period/year attributable to:					
Owners of the parent		62,574,094	56,263,230	15,233,641	46,676,227
Non-controlling interests		867,357	428,132	-	-
		63,441,451	56,691,362	15,233,641	46,676,227

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER 2024

	NOTE	GROUP 1.12.2023 to 31.12.2024 RM	GROUP 1.12.2022 to 30.11.2023 RM Restated	COMPANY 1.12.2023 to 31.12.2024 RM	COMPANY 1.12.2022 to 30.11.2023 RM
Total comprehensive income attributable to:					
Owners of the parent		168,397,636	57,370,972	15,233,641	46,676,227
Non-controlling interests		867,357	428,132	-	-
		169,264,993	57,799,104	15,233,641	46,676,227
Earnings per share	33				
Basic and diluted earnings per share (sen)		21	19		

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER 2024

		Attributable to owners of the parent								
		Non-distributable					Distributable			
	NOTE	Share Capital RM	Treasury Shares RM	Foreign Currency Translation Reserve RM	Other Reserves RM	Revaluation Reserve RM	Retained Earnings RM	Total RM	Non-Controlling Interests RM	Total Equity RM
Group										
At 1 December 2023, as previously reported		98,878,598	(7,709,422)	1,869,352	21,799,042	-	353,485,979	468,323,549	27,461,472	495,785,021
Prior year adjustments	44	-	-	-	-	-	12,468,158	12,468,158	981,553	13,449,711
At 1 December 2023, as restated		98,878,598	(7,709,422)	1,869,352	21,799,042	-	365,954,137	480,791,707	28,443,025	509,234,732
Profit for the financial period		-	-	-	-	-	62,574,094	62,574,094	867,357	63,441,451
Other comprehensive income for the financial period		-	-	(830,540)	-	106,654,082	-	105,823,542	-	105,823,542
Total comprehensive income for the financial period		-	-	(830,540)	-	106,654,082	62,574,094	168,397,636	867,357	169,264,993
Realisation of revaluation reserve		-	-	-	-	(1,175,220)	1,175,220	-	-	-
		98,878,598	(7,709,422)	1,038,812	21,799,042	105,478,862	429,703,451	649,189,343	29,310,382	678,499,725
Transactions with owners:										
Changes in ownership interests in a subsidiary	8(a)	-	-	-	(12,047,210)	-	21,388,079	9,340,869	(18,340,869)	(9,000,000)
Disposal of treasury shares	20	-	7,709,422	-	6,514,410	-	-	14,223,832	-	14,223,832
Total transactions with owners		-	7,709,422	-	(5,532,800)	-	21,388,079	23,564,701	(18,340,869)	5,223,832
At 31 December 2024		98,878,598	-	1,038,812	16,266,242	105,478,862	451,091,530	672,754,044	10,969,513	683,723,557

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER 2024

		Attributable to owners of the parent								
		Non-distributable					Distributable			
	NOTE	Share Capital RM	Treasury Shares RM	Foreign Currency Translation Reserve RM	Other Reserves RM	Revaluation Reserve RM	Retained Earnings RM	Total RM	Non-Controlling Interests RM	Total Equity RM
Group										
At 1 December 2022, as previously reported		98,878,598	(14,437,343)	761,610	14,755,065	-	298,060,627	398,018,557	27,616,135	425,634,692
Prior year adjustments	44	-	-	-	-	-	11,630,280	11,630,280	863,758	12,494,038
At 1 December 2022, as restated		98,878,598	(14,437,343)	761,610	14,755,065	-	309,690,907	409,648,837	28,479,893	438,128,730
Profit for the financial year										
- As previously reported		-	-	-	-	-	55,425,352	55,425,352	310,337	55,735,689
- Prior year adjustments	44	-	-	-	-	-	837,878	837,878	117,795	955,673
- As restated		-	-	-	-	-	56,263,230	56,263,230	428,132	56,691,362
Other comprehensive income for the financial year		-	-	1,107,742	-	-	-	1,107,742	-	1,107,742
Total comprehensive income for the financial year		-	-	1,107,742	-	-	56,263,230	57,370,972	428,132	57,799,104
		98,878,598	(14,437,343)	1,869,352	14,755,065	-	365,954,137	467,019,809	28,908,025	495,927,834
Transactions with owners:										
Dividends		-	-	-	-	-	-	-	(465,000)	(465,000)
Disposal of treasury shares	20	-	6,727,921	-	7,043,977	-	-	13,771,898	-	13,771,898
Total transactions with owners		-	6,727,921	-	7,043,977	-	-	13,771,898	(465,000)	13,306,898
At 30 November 2023		98,878,598	(7,709,422)	1,869,352	21,799,042	-	365,954,137	480,791,707	28,443,025	509,234,732

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER 2024

		Non-distributable			Distributable	
	NOTE	Share Capital RM	Treasury Shares RM	Other Reserves RM	Retained Earnings RM	Total RM
Company						
At 1 December 2023		98,878,598	(7,709,422)	7,043,977	82,009,019	180,222,172
Profit for the financial period, representing total comprehensive income for the financial period		-	-	-	15,233,641	15,233,641
Transaction with owners:						
Disposal of treasury shares	20	-	7,709,422	6,514,410	-	14,223,832
At 31 December 2024		98,878,598	-	13,558,387	97,242,660	209,679,645
At 1 December 2022		98,878,598	(14,437,343)	-	35,332,792	119,774,047
Profit for the financial year, representing total comprehensive income for the financial year		-	-	-	46,676,227	46,676,227
Transaction with owners:						
Disposal of treasury shares	20	-	6,727,921	7,043,977	-	13,771,898
At 30 November 2023		98,878,598	(7,709,422)	7,043,977	82,009,019	180,222,172

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER 2024

	NOTE	GROUP 1.12.2023 to 31.12.2024 RM	GROUP 1.12.2022 to 30.11.2023 RM Restated	COMPANY 1.12.2023 to 31.12.2024 RM	COMPANY 1.12.2022 to 30.11.2023 RM
Operating Activities					
Profit before tax		72,388,225	59,959,917	15,798,956	46,658,060
Adjustments for:					
Amortisation of intangible assets		182,279	160,531	-	-
Bad debts written off - Other receivables		6,250	-	-	-
Depreciation of:					
- Property, plant and equipment		7,655,021	7,053,711	-	-
- Right-of-use assets		1,030,855	427,810	-	-
Dividend income		(606,618)	(1,315,800)	(524,368)	(691,800)
Dividend income from financial assets measured at fair value through profit or loss		(316)	-	-	-
Impairment losses on:					
- Property, plant and equipment		123,999	1,627,503	-	-
- Trade receivables		2,369,459	1,422,205	-	-
- Other receivables		-	240,000	-	-
- Contract assets		195,171	-	-	-
- Other investment		-	32,800	-	32,800
Finance costs		184,971	167,990	1,959,585	1,494,185
Inventories written down		3,317,422	3,016,741	-	-
Property, plant and equipment written off		32,875	575,762	-	-
Amortisation of government grants		(109,229)	(100,826)	-	-
Unrealised loss/(gain) on foreign exchange		14,808	(158,441)	-	-
Fair value gain on other investments		(26,213,671)	(33,595,122)	(26,213,675)	(33,774,433)
(Gain)/Loss on disposal of:					
- Property, plant and equipment		(10,647,479)	(69,167)	-	-
- Other investments		11,417,687	(14,542,805)	11,417,687	(14,542,805)
Gain on early termination of lease contracts		(7,760)	-	-	-
Interest income		(5,364,167)	(2,943,526)	(2,651,145)	(224,666)
Fair value adjustment on investment properties		(17,878,405)	(720,000)	-	-
Reversal of impairment losses on:					
- Trade receivables		(3,987,308)	(2,255,233)	-	-
- Other receivables		(10,000)	-	-	-
Share of results of associates		(304,888)	(248,019)	-	-
Operating profit/(loss) before working capital changes		33,789,181	18,736,031	(212,960)	(1,048,659)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER 2024

	NOTE	GROUP 1.12.2023 to 31.12.2024 RM	GROUP 1.12.2022 to 30.11.2023 RM Restated	COMPANY 1.12.2023 to 31.12.2024 RM	COMPANY 1.12.2022 to 30.11.2023 RM
Operating Activities (Cont'd)					
Changes in working capital:					
Inventories		(3,473,655)	(10,018,064)	-	-
Trade receivables		(1,711,836)	(13,414,889)	-	-
Other receivables		(295,689)	(824,067)	27,231	(27,231)
Trade payables		(9,766,068)	14,795,745	-	-
Other payables		(5,115,169)	2,564,770	(77,898)	280,424
Contract assets/liabilities		-	108,588	-	-
Amount due from related companies		(1,574,371)	-	-	-
		(21,936,788)	(6,787,971)	(50,667)	253,193
Cash generated from/(used in) operations		11,852,393	11,948,114	(263,627)	(795,466)
Dividend received		606,618	1,315,800	524,368	691,800
Interest paid		(184,971)	(167,990)	(1,959,585)	(1,287,292)
Interest received		5,364,167	2,943,526	2,651,145	224,666
Tax paid		(6,474,273)	(4,503,122)	(399,332)	(80,100)
Tax refunded		13,735	93,525	-	32,471
Exchange differences		(198,363)	187,652	-	-
		(873,087)	(130,609)	816,596	(418,455)
Net cash from/(used in) operating activities		10,979,306	11,817,505	552,969	(1,213,921)
Investing Activities					
Additional investment in a subsidiary	8(a)	(9,000,000)	-	(9,000,000)	-
Incorporation of a subsidiary	8(b)	-	-	-	(100,000)
Acquisition of other investments		(3,701,643)	(98,573,706)	(3,684,343)	(98,481,712)
Net changes in amount due from holding company		(172,000,000)	-	(79,500,000)	-
Purchase of:					
- Property, plant and equipment		(10,591,547)	(18,659,021)	-	-
- Intangible assets		(152,751)	-	-	-
Proceeds from capital reduction of a subsidiary	8(c)	-	-	18,583,797	-
Proceeds from disposal of:					
- Investment properties		10,000,000	-	-	-
- Other investments		130,257,521	89,061,101	116,837,249	42,267,055
- Property, plant and equipment		27,094,584	1,036,292	-	-
Net cash (used in)/from investing activities		(28,093,836)	(27,135,334)	43,236,703	(56,314,657)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL PERIOD ENDED 31 DECEMBER 2024

	NOTE	GROUP 1.12.2023 to 31.12.2024 RM	GROUP 1.12.2022 to 30.11.2023 RM Restated	COMPANY 1.12.2023 to 31.12.2024 RM	COMPANY 1.12.2022 to 30.11.2023 RM
Financing Activities					
Dividends paid to non-controlling interest		-	(465,000)	-	-
Net changes in bankers' acceptance and invoice financing		11,131,000	(451,000)	-	-
Repayment of term loans		-	(7,290,440)	-	(5,652,595)
Net changes in amount due to holding company		526,645	-	-	-
Net changes in amount due to subsidiaries		-	-	(54,552,942)	49,349,999
Payment of lease liabilities		(283,806)	(197,423)	-	-
Proceeds from resale of treasury shares	20	14,223,832	13,771,898	14,223,832	13,771,898
Net cash from/(used in) financing activities		25,597,671	5,368,035	(40,329,110)	57,469,302
Net increase/(decrease) in cash and cash equivalents		8,483,141	(9,949,794)	3,460,562	(59,276)
Cash and cash equivalents at the beginning of the financial period/year		39,497,465	49,447,259	258,383	317,659
Effect of exchange translation differences on cash and cash equivalents		-	-	(1,294,297)	-
Cash and cash equivalents at the end of the financial period/year		47,980,606	39,497,465	2,424,648	258,383
Cash and cash equivalents at the end of the financial period/year comprises:					
Cash and bank balances		42,235,987	32,202,696	2,424,648	258,383
Fixed deposits with licensed banks	17	5,744,619	7,294,769	-	-
		47,980,606	39,497,465	2,424,648	258,383
Cash flows for leases as a lessee					
Included in operating activities					
Interest paid in relation to lease liabilities	30	46,793	44,480	-	-
Lease expenses relating to short-term leases	31	255,795	133,619	-	-
Lease expenses relating to low value assets	31	27,670	8,585	-	-
Included in financing activities					
Payment of lease liabilities		283,806	197,423	-	-
Total cash outflows for leases		614,064	384,107	-	-

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2024

1. Corporate Information

The Company is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of the Bursa Malaysia Securities Berhad.

The principal place of business of the Company is located at Lot 153, Kawasan Perindustrian, Batu 3, Jalan Genuang, 85000 Segamat, Johor Darul Ta'zim.

The registered office of the Company is located at Suite 9D, Level 9, Manara Ansar, 65, Jalan Trus, 80888 IIBD, Johor, Malaysia.

The principal activity of the Company is investment holding. The information on the name, principal place of business and proportion of ownership interest held by the Company in each subsidiary is disclosed in Note 8 to the financial statements.

The holding company is Chin Hin Group Berhad, a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad.

2. Basis of Preparation

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements of the Group and of the Company have been prepared under the historical cost convention, unless otherwise indicated in the material accounting policies below.

Adoption of new and amended standards

During the financial period, the Group and the Company have adopted the following new standard and amendments to standards issued by the Malaysian Accounting Standards Board ("MASB") that are mandatory for current financial period:

MFRS 17	Insurance Contracts
Amendments to MFRS 17	Insurance Contracts
Amendments to MFRS 17	Initial Application of MFRS 17 and MFRS 9 - Comparative Information
Amendments to MFRS 101	Disclosure of Accounting Policies
Amendments to MFRS 108	Definition of Accounting Estimates
Amendments to MFRS 112	Deferred Tax related to Assets and Liabilities arising from a Single Transaction
Amendments to MFRS 112	International Tax Reform - Pillar Two Model Rules

The adoption of the new standard and amendments to standards did not have any significant impact on the financial statements of the Group and of the Company except as disclosed below:

<u>Amendments to MFRS 101 *Disclosure of Accounting Policies*</u>

The Group and the Company adopted Amendments to MFRS 101 *Disclosure of Accounting Policies* from 1 December 2023. The amendments require the disclosure of material accounting policy information rather than significant accounting policies. The amendments also provide guidance on the application of materiality to disclosure of accounting policies, assisting entities to provide useful, entity-specific accounting policy information that users need to understand other information in the financial statements.

Accordingly, the Group and the Company disclosed their material accounting policy information in these financial statements. However, the amendments did not result in any material changes to the accounting policies of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

2. Basis of Preparation (Cont'd)

(a) Statement of compliance (Cont'd)

Adoption of new and amended standards (Cont'd)

The adoption of the new standard and amendments to standards did not have any significant impact on the financial statements of the Group and of the Company except as disclosed below: (Cont'd)

<u>Amendments to MFRS 112 *Deferred Tax related to Assets and Liabilities arising from a Single Transaction*</u>

The Group and the Company have adopted Amendments to MFRS 112 *Deferred Tax related to Assets and Liabilities arising from a Single Transaction* from 1 December 2023. The amendments narrow the scope of the initial recognition exemption to exclude transactions that give rise to equal and offsetting temporary differences - e.g. leases and decommissioning liabilities. For leases and decommissioning liabilities, an entity is required to recognise the associated deferred tax assets and liabilities from the beginning of the earliest comparative period presented, with any cumulative effect recognised as an adjustment to retained earnings or other components of equity at that date.

The Group and the Company previously accounted for deferred tax on leases applying the "integrally linked" approach, resulting in a similar outcome to the amendments, except that the deferred tax asset or liability was recognised on a net basis. Following the amendments, the Group and the Company have recognised a separate deferred tax asset in relation to its lease liabilities and a deferred tax liability in relation to its right-of-use assets instead to recognise deferred tax asset or liability on leases on a net basis which previously permitted under paragraph 74 of MFRS 112 *Income Taxes*. The key impact for the the Group and the Company relate to disclosure of the deferred tax assets and liabilities recognised as disclosed Note 25.

Standards issued but not yet effective

The Group and the Company have not applied the following new standards and amendments to standards that have been issued by the MASB but are not yet effective for the Group and for the Company:

		Effective dates for financial periods beginning on or after
Amendments to MFRS 16	Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to MFRS 101	Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to MFRS 101	Non-current Liabilities with Covenants	1 January 2024
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements	1 January 2024
Amendments to MFRS 121	Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurements of Financial Instruments	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11: • Amendments to MFRS 1 • Amendments to MFRS 7 • Amendments to MFRS 9 • Amendments to MFRS 10 • Amendments to MFRS 107		1 January 2026
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature - dependent Electricity	1 January 2026
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

2. Basis of Preparation (Cont'd)

(a) Statement of compliance (Cont'd)

Standards issued but not yet effective (Cont'd)

The Group and the Company have not applied the following new standards and amendments to standards that have been issued by the MASB but are not yet effective for the Group and for the Company: (Cont'd)

		Effective dates for financial periods beginning on or after
MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further notice

The Group and the Company intend to adopt the above new standards and amendments to standards, if applicable, when they become effective.

The initial application of the above-mentioned new standards and amendments to standards are not expected to have any significant impacts on the financial statements of the Group and of the Company except as disclosed below:

MFRS 18 *Presentation and Disclosure in Financial Statements*

MFRS 18 will replace MFRS 101 *Presentation of Financial Statements*. It preserves the majority requirements of MFRS 101 while introducing additional requirements. In addition, narrow-scope amendments have been made to MFRS 107 *Statement of Cash Flows* and some requirements of MFRS 101 have been moved to MFRS 108 *Basis of Preparation of Financial Statements*.

MFRS 18 additional requirements are as follows:

(i) Statement of Profit or Loss and Other Comprehensive Income

MFRS 18 introduces newly defined "operating profit or loss" and "profit or loss before financing and income tax" subtotal which are to be presented in the statement of profit or loss, while the net profit or loss remains unchanged. Statement of profit or loss to be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

(ii) Statement of Cash Flows

The standard modifies the starting point for calculating cash flows from operations using the indirect method, shifting from "profit or loss" to "operating profit or loss". It also provides guidance on classification of interest and dividend in statement of cash flows.

(iii) New disclosures of expenses by nature

Entities are required to present expenses in the operating category by nature, function or a mix of both. MFRS 18 includes guidance for entities to assess and determine which approach is most appropriate based on the facts and circumstances.

(iv) Management-defined Performance Measures (MPMs)

The standard requires disclosure of explanations of the entity's company-specific measures that are related to the statement of profit or loss, referred to MPMs. MPMs are required to be reconciled to the most similar specified subtotal in MFRS Accounting Standards.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

2. Basis of Preparation (Cont'd)

(a) Statement of compliance (Cont'd)

Standards issued but not yet effective (Cont'd)

MFRS 18 *Presentation and Disclosure in Financial Statements* (Cont'd)

MFRS 18 additional requirements are as follows: (Cont'd)

(v) Enhanced Guidance on Aggregation and Disaggregation

MFRS 18 provides enhanced guidance on grouping items based on shared characteristics and requires disaggregation when items have dissimilar characteristics or when such disaggregation is material.

The potential impact of the new standard on the financial statements of the Group and of the Company have yet to be assessed.

(b) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency.

(c) Significant accounting judgements, estimates and assumption

The preparation of the Group's and the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

Judgements

The following are the judgements made by management in the process of applying the Group's and the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements:

Classification between investment properties and property, plant and equipment

The Group has developed certain criteria based on MFRS 140 *Investment Property* in making judgement whether a property qualifies as an investment property. Investment property is a property held to earn rentals or for capital appreciation or both.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes.

If these portions could be sold separately (or leased out separately under a finance lease), the Group would account for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes.

Judgement is made on an individual property basis to determine whether ancillary services are significant that a property does not qualify as investment property.

Satisfaction of performance obligations in relation to contracts with customers

The Group and the Company are required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method for recognising revenue. This assessment was made based on the terms and conditions of the contracts, and the provisions of relevant laws and regulations.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

2. Basis of Preparation (Cont'd)

(c) Significant accounting judgements, estimates and assumption (Cont'd)

Judgements (Cont'd)

Satisfaction of performance obligations in relation to contracts with customers (Cont'd)

The Group and the Company recognise revenue over time in the following circumstances:

(i) the customer simultaneously receives and consumes the benefits provided by the Group's and by the Company's performance as the Group and the Company performs;

(ii) the Group and the Company do not create an asset with an alternative use to the Group and to the Company and has an enforceable right to payment for performance completed to date; and

(iii) the Group's and the Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.

Where the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point in time, the Group and the Company assess each contract with customers to determine when the performance obligation of the Group and of the Company under the contract is satisfied.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are set out below:

Depreciation and useful lives of property, plant and equipment and right-of-use ("ROU") assets

The Group reviews the residual values, useful lives and depreciation methods at the end of each reporting period. Judgements are applied in the selection of the depreciation method, the useful lives and the residual values. The actual consumption of the economic benefits of the property, plant and equipment and ROU assets may differ from the estimates applied and therefore, future depreciation charges could be revised. The carrying amounts of the Group's and of the Company's property, plant and equipment and ROU assets are disclosed in Notes 4 and 5 respectively.

Revaluation of property, plant and equipment and ROU assets

During the financial period, the Group engaged independent valuation specialist to reassess fair value of freehold and leasehold lands and buildings. Freehold and leasehold lands and buildings are carried at revalued amounts with changes in fair value being recognised in other comprehensive income. The fair value of freehold and leasehold lands and buildings are within level 2 and level 3 of the fair value hierarchy respectively. The fair value was determined based on market comparable approach that reflects recent transaction price for similar properties and depreciated replacement cost approach.

The key assumptions used to determine the fair value of the property, plant and equipment and ROU assets are disclosed in Notes 4 and 5 respectively.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

2. Basis of Preparation (Cont'd)

(c) Significant accounting judgements, estimates and assumption (Cont'd)

Key sources of estimation uncertainty (Cont'd)

Fair value of investment properties

The Group engaged an independent valuation specialist to assess fair value of investment properties as at 31 December 2024. Investment properties are carried at fair value, with changes in fair value being recognised in profit or loss. The fair values of the investment properties have been derived using the sales comparison approach, adjusted for differences in key attributes such as property size, time, age, tenure, level, surrounding, accessibility, visibility, orientation, facing and position of the units.

The key assumptions used to determine the fair value of the investment properties is disclosed in Note 6.

Inventories valuation

Inventories are measured at the lower of cost and net realisable value. The Group estimates the net realisable value of inventories based on an assessment of expected sales prices less estimated cost to sell. Demand levels and pricing competition could change from time to time. If such factors result in an adverse effect on the Group's products, the Group might be required to reduce the value of its inventories. Details of inventories are disclosed in Note 12.

Provision for expected credit loss of financial assets at amortised cost

The Group reviews the recoverability of its trade receivables at each reporting date to assess whether an impairment loss should be recognised. The impairment provisions for receivables are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history and existing market conditions at the end of each reporting period.

Information about the expected credit loss is disclosed in Note 14.

Revenue from construction contracts

Construction revenue and costs are recognised over the period of the contract in the profit or loss by reference to the progress towards complete satisfaction of that performance obligation.

The progress towards complete satisfaction of performance obligation is measured based on the physical proportion of contract work-to-date certified by professional consultants. Significant judgement is required in determining the progress based on the certified work-to-date corroborated by the level of completion of the construction based on actual costs incurred to-date over the estimated total construction costs. The total estimated construction costs are based on approved budgets, which require assessments and judgements to be made on changes in, for example, work scope, changes in costs and costs to completion. In making the judgement, the Group evaluates based on past experience, the work of specialists and a continuous monitoring mechanism.

The details of construction contracts are disclosed in Note 13.

Deferred tax assets

Deferred tax assets are recognised for all unused tax losses, unutilised capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unused tax losses, unutilised capital allowances and other deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The carrying amount of recognised and unrecognised deferred tax assets are disclosed in Note 25.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

2. Basis of Preparation (Cont'd)

(c) Significant accounting judgements, estimates and assumption (Cont'd)

Key sources of estimation uncertainty (Cont'd)

Discount rate used in leases

Where the interest rate implicit in the lease cannot be readily determined, the Group and the Company use the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group and the Company would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation, particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group and the Company estimate the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

Income taxes

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business.

The Group and the Company recognise liabilities for tax based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and/or deferred tax provisions in the period in which such determination is made.

3. Material Accounting Policies

The Group and the Company apply the material accounting policies set out below, consistently throughout all periods presented in the financial statements unless otherwise stated.

(a) Basis of consolidation

(i) Subsidiaries

In the Company's separate financial statements, investment in subsidiaries are stated at cost less any accumulated impairment losses. On disposal of such investment, the difference between net disposal proceeds and their carrying amounts are recognised in profit or loss.

(ii) Business combination

The Group applies the acquisition method to account for business combinations from the acquisition date, which is the date on which the control is transferred to the Group.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control and continue to be consolidated until the date that such control ceases. In preparing the consolidated financial statements, all intra-group balances, income and expenses and unrealised gains or losses resulting from intra-group transactions are eliminated in full. Uniform accounting policies are applied to like transactions and events in similar circumstances.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(b) Investment in associates

Associates are entities, in which the Group has significant influence, but not control, over the financial and operating policies.

Investments in associates are accounted for in the consolidated and the Company's financial statements using the equity method less any impairment losses, unless it is classified as held for sale or distribution. The cost of the investment includes transaction costs. The consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of the associates, after adjustments if any, to align the accounting policies with those of the Group, from the date that significant influence commences until the date that significant influence ceases.

(c) Foreign currency translation

(i) Foreign currency transactions and balances

Transactions in foreign currency are recorded in the functional currency of the respective Group entities using the exchange rates prevailing at the dates of the transactions. At each reporting date, monetary items denominated in foreign currencies are retranslated at the rates prevailing on that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are included in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operation. These are initially taken directly to the foreign currency translation reserve within equity until the disposal of the foreign operations, at which time they are recognised in profit or loss. Exchange differences arising on monetary items that form part of the Company's net investment in foreign operation are recognised in profit or loss in the Company's financial statements or the individual financial statements of the foreign operation, as appropriate.

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the reporting period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. Exchange differences arising from such non-monetary items are also recognised in other comprehensive income.

(ii) Foreign operations

The assets and liabilities of foreign operations denominated in functional currencies other than RM, including goodwill and fair value adjustments arising on acquisition, are translated to RM at the rate of exchange prevailing at the reporting date. The income and expenses of foreign operations, excluding foreign operations in hyperinflationary economies, are translated to RM at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve ("FCTR") in equity. However, if the operation is a non-wholly owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests. When a foreign operation is disposed off such that control, significant influence or joint control is lost, the cumulative amount in the FCTR related that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal.

When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate that includes a foreign operation while retaining significant influence, the relevant proportion of the cumulative amount is reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(d) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are stated at cost less any accumulated depreciation and accumulated impairment losses except for freehold lands and buildings are stated at fair value.

(ii) Property under revaluation model

During the financial period, the Group has adopted revaluation model for its freehold lands and buildings. The Group revalues its freehold lands and buildings every five years and at shorter intervals whenever the fair value of the revalued assets is expected to differ materially from their carrying amount. Surplus arising from revaluation are dealt with in the revaluation reserve account.

(iii) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Freehold lands are not depreciated. Capital work-in-progress are not depreciated until the assets are ready for its intended use.

Property, plant and equipment are depreciated based on the estimated useful lives of the assets as follows:

Freehold buildings	50 years
Electrical installation	5 years
Furniture and fittings	10 years
Motor vehicles	5 to 20 years
Office equipment	5 to 10 years
Plant and machineries	7 to 15 years
Signboards	10 years
Solar system	20 years
Tool and equipment	5 years
Renovation	50 years
Hostel	50 years

(e) Leases

As lessee

(i) Right-of-use assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. During the financial period, the Group has adopted revaluation model for its leasehold lands and buildings.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(e) Leases (Cont'd)

As lessee (Cont'd)

(ii) Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group entities use its incremental borrowing rate as the discount rate.

Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

(iii) Short-term leases and leases of low value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases and leases of low value assets. The Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

As lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. Leases in which the Group or the Company does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases.

If the lease arrangement contains lease and non-lease components, the Group and the Company apply MFRS 15 *Revenue from Contracts with Customers* to allocate the consideration in the contract based on the stand-alone selling price.

The Group recognises lease payments under operating leases as income on a straight-line basis over the lease term unless another systematic basis is more representative of the pattern in which benefit from the use of the underlying asset is diminished. The lease payment recognised is included as part of "Other income". Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

(f) Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequently, investment properties are measured at fair value which reflects market conditions at the reporting date. Gains and losses arising from changes in the fair values of investment properties are in profit or loss for the period in which they arise, including the corresponding tax effect.

Investment properties are valued by independent professionally qualified valuers, having appropriate recognised professional qualifications and recent experience in the locations and segments of the investment properties valued.

Investment properties are derecognised when either they are disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from the disposal. Any gain or loss on the retirement or disposal of an investment property is recognised in the profit or loss in the reporting period of retirement or disposal.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(g) Financial assets

Recognition and initial measurement

Financial assets are recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instruments.

At initial recognition, the Group and the Company measure a financial asset at its fair value plus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issuance of the financial instruments. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Financial asset categories and subsequent measurement

For the purpose of subsequent measurement, the Group and the Company classify their financial assets in the following categories:

- Financial assets at amortised cost; and
- Financial assets at fair value through profit or loss ("FVTPL")

The classification depends on the entity's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets are not reclassified subsequent to their initial recognition unless the Group and the Company change its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Financial assets at amortised cost

Financial assets that are held for collection of contractual cash flows and those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Financial assets at fair value through profit or loss

Subsequent to the initial recognition, the financial assets at FVTPL are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income. Other net gains or losses, including any interest or dividend income, are also recognised in profit or loss.

(h) Financial liabilities

Recognition and initial measurement

Financial liabilities are recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instrument.

At initial recognition, the Group and the Company measure a financial liability at its fair value less, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issuance of the financial instruments.

Financial liability categories and subsequent measurement

For the purpose of subsequent measurement, the Group and the Company classify their financial liabilities as financial liabilities at amortised cost.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(h) Financial liabilities (Cont'd)

Financial liability categories and subsequent measurement (Cont'd)

Financial liabilities at amortised cost

Financial liabilities not categorised as fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains or losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(i) Inventories

Inventories are stated at the lower of cost and net realisable value.

The cost of inventories is measured based on first-in, first out method, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. In the case of work-in-progress and finished goods, cost includes an appropriate share of production overheads based on normal operating capacity.

(j) Construction contracts

Construction contracts are contract specifically negotiated for the construction of an asset or a combination of assets that are closely interrelated or interdependent in terms of their design, technology and functions or their ultimate purpose or use.

Cost incurred to fulfil the contracts, comprising cost of direct materials, direct labour, other direct costs, attributable overheads and payments to subcontractors are recognised as an asset and amortised over to profit or loss systematically to reflect the transfer of the contracted service to the customer.

The Group uses the efforts or inputs to the satisfaction of the performance obligations to determine the appropriate amount to recognise in a given period. This is measured by reference to the contract costs incurred up to the end of the reporting period as a percentage of total estimated costs for each contract. Costs incurred in the financial year in connection with future activity on a contract are excluded from contract costs in determining the stage of completion. They are presented as inventories, prepayments or other assets, depending on their nature.

When the carrying amount of the asset exceeds the remaining amount of consideration that the Group expects to receive in exchange of the contracted asset, an impairment loss is recognised in profit or loss.

The Group presents as an asset the gross amount due from customers for contract work in progress for which costs incurred plus recognised profits (less recognised losses) exceed contract liabilities. Contract liabilities not yet paid by customers and retention monies are included within receivables and contract assets. The Group presents as a liability the gross amount due to customers for contract work for all contracts in progress for which contract liabilities exceed costs incurred plus recognised profits (less recognised losses).

(k) Contract assets

Contract asset is the right to consideration for goods or services transferred to the customers. The Group's contract asset is the excess of revenue recognised over the billings to-date and deposits or advances received from customers.

Where there is objective evidence of impairment, the amount of impairment losses is determined by comparing the contract asset's carrying amount and the present value of estimated future cash flows to be generated by the contract asset.

Contract asset is reclassified to trade receivables at the point at which invoices have been billed to customers.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(l) Cash and cash equivalents

Cash and cash equivalents comprise cash and bank balances, demand deposits, bank overdraft and highly liquid investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. For the purpose of statements of cash flows, cash and cash equivalents are presented net of bank overdrafts and pledged deposits.

(m) Impairment of assets

(i) Non-financial assets

The carrying amounts of non-financial assets (except for inventories, deferred tax assets and contract assets) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units.

An impairment loss is recognised if the carrying amount of an asset or cash-generating unit exceeds its estimated recoverable amount. Impairment loss is recognised in profit or loss, unless the asset is carried at a revalued amount, in which such impairment loss is recognised directly against any revaluation surplus for the asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same asset. Impairment losses recognised in respect of cash-generating units are allocated to reduce the carrying amounts of the assets in the cash-generating unit (group of cash-generating units) on a pro rata basis.

Impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised for asset in prior years. Such reversal is recognised in the profit or loss unless the asset is carried at a revalued amount, in which case the reversal is treated as a revaluation increase.

(ii) Financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months ("a 12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default ("a lifetime ECL").

For trade receivables, other receivables, contract assets and inter-company balances, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group and the Company have established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(n) Asset held for sale

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and the sale is expected to be completed within one year from the date of classification. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition.

Non-current assets (or disposal groups) classified as held for sale are measured at the lower of their previous carrying amount and fair value less costs to sell. Any differences are included in profit or loss.

(o) Share capital

(i) Ordinary shares

Ordinary shares are equity instruments. Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity.

Dividend distribution to the Company's shareholders is recognised as a liability in the period they are approved by the Board of Directors except for the final dividend which is subject to approval by the Company's shareholders.

(ii) Treasury shares

When issued share of the Company are repurchased, the amount of the consideration paid, including directly attributable costs, net of any tax effects, is recognised as a deduction from equity as treasury shares until the shares are cancelled, reissued or disposed of. No gain or loss is recognised in profit or loss on the sale, re-issuance or cancellation of the treasury shares.

When treasury shares are distributed as share dividends, the cost of the treasury shares is deducted against the retained earnings of the Company.

When treasury shares are sold or reissued subsequently, the difference between the sales consideration, net of directly attributable costs and the carrying amount of the treasury shares is recognised in equity.

(p) Employee benefits

(i) Short-term employee benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the reporting period in which the associated services are rendered by employees of the Group. Short-term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short-term non-accumulating compensated absences such as sick and medical leave are recognised when the absences occur.

(ii) Defined contribution plans

As required by law, companies in Malaysia contribute to the state pension scheme, the Employee Provident Fund ("EPF"). Some of the Group's foreign subsidiaries also make contributions to their respective countries' statutory pension schemes. Such contributions are recognised as an expense in the profit or loss as incurred. Once the contributions have been paid, the Group has no further payment obligations.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(q) Revenue and other income

(i) Revenue from contract with customers

Revenue is recognised when the Group and the Company satisfied a performance obligation ("PO") by transferring a promised good or services to the customer, which is when the customer obtains control of the good or service. A PO may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied PO.

Revenue from contracts with customers is recognised by reference to each distinct performance obligation in the contract with customer. Revenue from contracts with customers is measured at its transaction price, being the amount of consideration which the Group and the Company expect to be entitled in exchange for transferring promised goods or services to a customer, net of goods and service tax, returns, rebates and discounts. Transaction price is allocated to each performance obligation on the basis of the relative standalone selling prices of each distinct good or services promised in the contract. Depending on the substance of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

The Group and the Company recognise revenue from the following major sources:

(1) Sale of goods

Revenue from the sale of goods is recognised upon delivery of goods where control of the goods has been transferred to the customer. Revenue is recognised based on the price specified in the contract, net of rebates and discounts.

(2) Revenue from construction contracts

The Group recognises revenue from construction contracts over time when control over the asset has been transferred to the customers. The assets have no alternative use to the Group due to contractual restriction and the Group has an enforceable right to payment for performance completed to date. Revenue from construction contracts is measured at the transaction price agreed under the construction contracts.

Revenue is recognised over the period of the contract using the input method to measure the progress towards complete satisfaction of the performance obligations under the construction contract, i.e. based on the proportion of contract costs incurred for the work performed up to the end of the reporting period as a percentage of the estimated total costs of the construction contracts.

(3) Rendering of services

Revenue from services rendered is recognised in the reporting period in which the services are rendered, which simultaneously received and consumes the benefits provided by the Group, and the Group has a present right to payment for the services.

(4) Management fee

Management fee is recognised on accrual basis when services are rendered.

(ii) Rental income

Rental income is recognised on a straight-line basis over the term of the lease.

(iii) Interest Income

Interest income is recognised on accruals basis using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(q) Revenue and other income (Cont'd)

(iv) Dividend income

Dividend income is recognised when the Group's right to receive payment is established.

(r) Borrowing costs

Borrowing costs that are not directly attributable to the acquisition, construction or production of qualifying assets are recognised in profit or loss in the period in which they are incurred. Borrowing costs consist of interest and other costs that the Group incurred in connection with the borrowing of funds.

(s) Income taxes

Tax expense in profit or loss comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination or items recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the financial period/year, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is recognised using the liability method for all temporary differences between the carrying amounts of assets and liabilities in the statements of financial position and their tax bases. Deferred tax is not recognised for the temporary differences arising from the initial recognition of goodwill, the initial recognition of assets and liabilities in a transaction which is not a business combination and that affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax is based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, at the end of the reporting period, except for investment properties carried at fair value model. Where investment properties measured using fair value model, the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying amounts at the reporting date unless the property is depreciable and is held with the objective to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. Deferred tax assets and liabilities are not discounted.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at the end of each reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Unutilised industrial allowances and unutilised Green Technology Investment Allowance, being tax incentives that is not a tax base of an asset, is recognised as a deferred tax asset to the extent that it is probable that the future taxable profits will be available against the unutilised tax incentive can be utilised.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(t) Segments reporting

For management purposes, the Group is organised into operating segments based on their geographical location which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Company who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance.

(u) Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognise as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Group receives grants of non-monetary assets, the asset and the grant are recorded at nominal amounts and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments.

(v) Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible asset are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the expense category of the statements of profit or loss that is consistent with the function of the intangible asset.

(w) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs when the guaranteed debtor fails to make payment when due.

Financial guarantee contracts are recognised initially as financial liabilities at fair value, net of transaction costs. Subsequently, the liability is measured at the higher of:

- the amount of the loss allowance; and
- the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15 *Revenue from Contracts with Customers*.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

3. Material Accounting Policies (Cont'd)

(x) Fair value measurement

Fair value of an asset or a liability, except for share-based payment and lease transactions, is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

For non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When measuring the fair value of an asset or a liability, the Group and the Company use observable market data as far as possible. Fair value is categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group and the Company can access at the measurement date.

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: unobservable inputs for the asset or liability.

The Group and the Company recognise transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

4. Property, Plant and Equipment

	At valuation/At cost										
	At 1 December 2023 RM	Additions RM	Disposals RM	Transfer to assets held for sale RM	Transfer to investment properties RM	Revaluation RM	Elimination of accumulated depreciation on revaluation RM	Reclassification RM	Written off RM	Exchange differences RM	At 31 December 2024 RM
Group											
At valuation											
Freehold buildings	72,157,283	-	(15,302,085)	(5,322,581)	-	33,840,326	(15,022,720)	-	-	(498,085)	69,852,138
Freehold lands	28,035,950	5,171,661	(4,057,671)	(10,000,000)	(38,529,966)	73,303,801	-	25,858,305	-	(132,080)	79,650,000
At cost											
Electrical installation	41,257	-	-	-	-	-	-	-	-	-	41,257
Furniture and fittings	822,055	153,099	(124,326)	-	-	-	-	-	(25,512)	(3,927)	821,389
Motor vehicles	6,852,932	432,330	(2,303,807)	-	-	-	-	-	-	(15,147)	4,966,308
Office equipment	4,806,768	343,386	(257,245)	-	-	-	-	-	(445,650)	(8,250)	4,439,009
Plant and machineries	122,049,701	1,917,960	(4,615,533)	-	-	-	-	102,969	(2,102,993)	(91,163)	117,260,941
Signboards	209,676	-	(32,121)	-	-	-	-	-	(1,600)	(1,066)	174,889
Solar system	8,660,566	-	-	-	-	-	-	-	-	-	8,660,566
Tool and equipment	4,893,044	248,817	(226,378)	-	-	-	-	-	(91,783)	(4,051)	4,819,649
Renovation	5,578,058	2,196,666	(362,181)	(547,245)	-	-	-	-	-	(11,789)	6,853,509
Capital work-in-progress (WIP)	26,272,026	127,628	-	-	-	-	-	(25,961,274)	(479)	-	437,901
	280,379,316	10,591,547	(27,281,347)	(15,869,826)	(38,529,966)	107,144,127	(15,022,720)	-	(2,668,017)	(765,558)	297,977,556

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

4. Property, Plant and Equipment (Cont'd)

	Accumulated depreciation							
	At 1 December 2023 RM	Charge for the financial period RM	Disposals RM	Transfer to assets held for sale RM	Elimination of accumulated depreciation on revaluation RM	Written off RM	Exchange differences RM	At 31 December 2024 RM
Group								
At valuation								
Freehold buildings	19,166,785	2,761,575	(3,537,715)	(204,511)	(15,022,720)	-	-	3,163,414
At cost								
Electrical installation	41,257	-	-	-	-	-	-	41,257
Furniture and fittings	732,855	29,726	(124,025)	-	-	(24,367)	(3,927)	610,262
Motor vehicles	6,374,667	211,566	(2,296,431)	-	-	-	(22,523)	4,267,279
Office equipment	4,295,722	157,345	(256,058)	-	-	(442,410)	(8,211)	3,746,388
Plant and machineries	96,223,782	3,800,029	(4,285,046)	-	-	(2,075,524)	(95,255)	93,567,986
Signboards	196,704	6,075	(32,121)	-	-	(1,600)	(1,066)	167,992
Solar system	1,560,989	469,114	-	-	-	-	-	2,030,103
Tool and equipment	4,744,539	79,149	(226,123)	-	-	(91,241)	(4,044)	4,502,280
Renovation	1,781,308	140,442	(76,723)	(96,486)	-	-	(2,422)	1,746,119
	135,118,608	7,655,021	(10,834,242)	(300,997)	(15,022,720)	(2,635,142)	(137,448)	113,843,080

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

4. Property, Plant and Equipment (Cont'd)

	Accumulated impairment losses			Carrying amount
	At 1 December 2023 RM	Charge for the financial period RM	At 31 December 2024 RM	At 31 December 2024 RM
Group				
At valuation				
Freehold buildings	-	123,999	123,999	66,564,725
Freehold lands	-	-	-	79,650,000
At cost				
Electrical installation	-	-	-	-
Furniture and fittings	-	-	-	211,127
Motor vehicles	-	-	-	699,029
Office equipment	-	-	-	692,621
Plant and machineries	1,627,503	-	1,627,503	22,065,452
Signboards	-	-	-	6,897
Solar system	-	-	-	6,630,463
Tool and equipment	-	-	-	317,369
Renovation	-	-	-	5,107,390
Capital work-in-progress (WIP)	-	-	-	437,901
	1,627,503	123,999	1,751,502	182,382,974

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

4. Property, Plant and Equipment (Cont'd)

	At cost						
	At 1 December 2022 RM	Additions RM	Disposals RM	Reclassification RM	Written off RM	Exchange differences RM	At 30 November 2023 RM
Group							
At cost							
Freehold buildings	69,998,190	-	-	1,354,643	-	804,450	72,157,283
Freehold lands	27,826,900	-	-	-	-	209,050	28,035,950
Electrical installation	41,257	-	-	-	-	-	41,257
Furniture and fittings	804,809	14,790	-	-	(3,858)	6,314	822,055
Motor vehicles	6,488,622	329,667	-	-	-	34,643	6,852,932
Office equipment	4,713,047	202,795	(962)	-	(121,193)	13,081	4,806,768
Plant and machineries	120,720,123	6,903,052	(3,877,547)	273,157	(2,519,529)	550,445	122,049,701
Signboards	208,020	-	-	-	-	1,656	209,676
Solar system	8,660,566	-	-	-	-	-	8,660,566
Tool and equipment	5,179,614	123,580	(350,884)	-	(86,734)	27,468	4,893,044
Renovation	5,662,269	-	-	-	(102,870)	18,659	5,578,058
Hostel	100,000	-	(100,000)	-	-	-	-
Capital work-in-progress (WIP)	16,814,689	11,085,137	-	(1,627,800)	-	-	26,272,026
	267,218,106	18,659,021	(4,329,393)	-	(2,834,184)	1,665,766	280,379,316

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

4. Property, Plant and Equipment (Cont'd)

	Accumulated depreciation					
	At 1 December 2022 RM	Charge for the financial year RM	Disposals RM	Written off RM	Exchange differences RM	At 30 November 2023 RM
Group						
At cost						
Freehold buildings	17,570,095	1,436,075	-	-	160,615	19,166,785
Freehold lands	-	-	-	-	-	-
Electrical installation	41,257	-	-	-	-	41,257
Furniture and fittings	700,059	30,102	-	(3,483)	6,177	732,855
Motor vehicles	6,124,659	215,364	-	-	34,644	6,374,667
Office equipment	4,253,624	136,121	(642)	(106,137)	12,756	4,295,722
Plant and machineries	96,133,109	4,623,063	(2,908,716)	(2,053,824)	430,150	96,223,782
Signboards	187,150	7,948	-	-	1,606	196,704
Solar system	1,127,961	433,028	-	-	-	1,560,989
Tool and equipment	5,100,608	57,430	(370,077)	(70,828)	27,406	4,744,539
Renovation	1,688,711	113,247	-	(24,150)	3,500	1,781,308
Hostel	12,333	1,333	(13,666)	-	-	-
Capital work-in-progress (WIP)	-	-	-	-	-	-
	132,939,566	7,053,711	(3,293,101)	(2,258,422)	676,854	135,118,608

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

4. Property, Plant and Equipment (Cont'd)

	Accumulated impairment losses			Carrying amount	Carrying amount
	At 1 December 2022 RM	Charge for the financial year RM	At 30 November 2023 RM	At 30 November 2023 RM	At 1 December 2022 RM
Group					
At cost					
Freehold buildings	-	-	-	52,990,498	52,428,095
Freehold lands	-	-	-	28,035,950	27,826,900
Electrical installation	-	-	-	-	-
Furniture and fittings	-	-	-	89,200	104,750
Motor vehicles	-	-	-	478,265	363,963
Office equipment	-	-	-	511,046	459,423
Plant and machineries	-	1,627,503	1,627,503	24,198,416	24,587,014
Signboards	-	-	-	12,972	20,870
Solar system	-	-	-	7,099,577	7,532,605
Tool and equipment	-	-	-	148,505	79,006
Renovation	-	-	-	3,796,750	3,973,558
Hostel	-	-	-	-	87,667
Capital work-in-progress (WIP)	-	-	-	26,272,026	16,814,689
	-	1,627,503	1,627,503	143,633,205	134,278,540

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

4. Property, Plant and Equipment (Cont'd)

(a) Revaluation of property, plant and equipment

During the current financial period, the freehold lands and buildings of the Group were revalued by the independent firms of professional valuers, CBRE WTW Valuation & Advisory Sdn. Bhd., with appropriate professional qualifications and recent experience in the location and category of property being valued.

The fair value of freehold lands and buildings are within level 2 and level 3 of the fair value hierachy. Level 2 was determined based on market comparable approach that entails analysis of recent evidence of value of comparable properties in the neighbourhood and making adjustments for differences. Level 3 was determined using the depreciated replacement cost approach that reflects the construction price per square foot of subject properties and adjusted for differences in key attributes such as condition, time, size, location and age of property and its improvement.

Details of the Group's freehold lands and buildings as at 31 December 2024 as follows:

Period of valuation/ Description of properties	Valuation method	Fair value hierarchy	Carrying amount RM
31 December 2024			
Freehold lands	Sales comparison method	Level 2	79,650,000
Freehold buildings	Sales comparison method	Level 2	8,094,717
Freehold buildings	Replacement cost method	Level 3	58,470,008
			146,214,725

There have been no changes to the valuation technique during the financial period.

There were no transfer between fair value hierarchy levels during the financial period.

Had the revalued freehold lands and buildings been included in the financial statements at cost less accumulated depreciation and any impairment losses, the carrying amounts would be as follows:

	GROUP		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Freehold buildings	29,814,575	52,990,498	52,428,095
Freehold lands	23,846,199	28,035,950	27,826,900
	53,660,774	81,026,448	80,254,995

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

5. **Right-of-use Assets**

	At valuation/At cost							
	At 1 December 2023 RM	Additions RM	Expiration of lease contracts RM	Revaluation RM	Elimination of accumulated depreciation on revaluation RM	Lease modification RM	Early termination of lease contracts RM	At 31 December 2024 RM
Group								
At valuation								
Leasehold buildings	8,714,332	-	-	7,096,170	(3,760,502)	-	-	12,050,000
Leasehold lands	3,792,274	-	-	10,576,796	(1,119,070)	-	-	13,250,000
At cost								
Lease of hostel	160,732	15,061	(37,282)	-	-	-	(93,450)	45,061
Lease of equipment	162,249	178,179	-	-	-	-	-	340,428
Lease of warehouse, office and factory	497,263	14,553	-	-	-	5,487	(167,656)	349,647
	13,326,850	207,793	(37,282)	17,672,966	(4,879,572)	5,487	(261,106)	26,035,136

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

5. **Right-of-use Assets (Cont'd)**

	Accumulated depreciation						Carrying amount
	At 1 December 2023 RM	Charge for the financial period RM	Expiration of lease contracts RM	Elimination of accumulated depreciation on revaluation RM	Early termination of lease contracts RM	At 31 December 2024 RM	At 31 December 2024 RM
Group							
At valuation							
Leasehold buildings	3,760,502	471,840	-	(3,760,502)	-	471,840	11,578,160
Leasehold lands	1,119,071	262,739	-	(1,119,070)	-	262,740	12,987,260
At cost							
Lease of hostel	45,526	54,350	(37,282)	-	(43,754)	18,840	26,221
Lease of equipment	81,125	124,771	-	-	-	205,896	134,532
Lease of warehouse, office and factory	107,841	117,155	-	-	(83,828)	141,168	208,479
	5,114,065	1,030,855	(37,282)	(4,879,572)	(127,582)	1,100,484	24,934,652

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

5. Right-of-use Assets (Cont'd)

	At cost			
	At 1 December 2022 RM	Additions RM	Expiration of lease contracts RM	At 30 November 2023 RM
Group				
At cost				
Leasehold buildings	8,714,332	-	-	8,714,332
Leasehold lands	3,792,274	-	-	3,792,274
Lease of hostel	10,253	160,732	(10,253)	160,732
Lease of equipment	162,249	-	-	162,249
Lease of warehouse, office and factory	-	497,263	-	497,263
	12,679,108	123,999	(10,253)	13,326,850

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

5. Right-of-use Assets (Cont'd)

	Accumulated depreciation				Carrying amount	Carrying amount
	At 1 December 2022 RM	Charge for the financial year RM	Expiration of lease contracts RM	At 30 November 2023 RM	At 30 November 2023 RM	At 1 December 2022 RM
Group						
At cost						
Leasehold buildings	3,599,378	161,124	-	3,760,502	4,953,830	5,114,954
Leasehold lands	1,066,672	52,399	-	1,119,071	2,673,203	2,725,602
Lease of hostel	3,417	52,362	(10,253)	45,526	115,206	6,836
Lease of equipment	27,041	54,084	-	81,125	81,124	135,208
Lease of warehouse, office and factory	-	107,841	-	107,841	389,422	-
	4,696,508	427,810	(10,253)	5,114,065	8,212,785	7,982,600

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

5. Right-of-use Assets (Cont'd)

(a) The remaining lease period of the leasehold lands and buildings of the Group are range from 22 to 94 years (30.11.2023: 23 to 95 years; 1.12.2022: 24 to 96 years).

(b) Purchase of right-of-use assets

The aggregate additional cost for the right-of-use assets of the Group during the financial period/year acquired under lease financing and cash payments are as follows:

	GROUP	
	31.12.2024 RM	30.11.2023 RM
Aggregate costs	207,793	657,995
Less: Lease financing	(207,793)	(657,995)
Cash payments	-	-

(c) Revaluation of right-of-use assets

During the current financial period, the leasehold lands and buildings of the Group were revalued by the independent firms of professional valuers, CBRE WTW Valuation & Advisory Sdn. Bhd., with appropriate professional qualifications and recent experience in the location and category of property being valued.

The fair value of leasehold lands was determined based on market comparable approach that entails analysis of recent evidence of value of comparable properties in the neighbourhood and making adjustments for differences. The fair value of the leasehold buildings was determined using the depreciated replacement cost approach that reflects the construction price per square foot of subject properties and adjusted for differences in key attributes such as condition, time, size, location and age of property and its improvement.

Details of the Group's leasehold lands and buildings as at 31 December 2024 as follows:

Period of valuation/ Description of properties	Valuation method	Fair value hierarchy	Carrying amount RM
31 December 2024			
Leasehold lands	Sales comparison method	Level 2	12,987,260
Leasehold buildings	Replacement cost method	Level 3	11,578,160
			24,565,420

There have been no changes to the valuation technique during the financial period.

There were no transfer between fair value hierarchy levels during the financial period.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

5. Right-of-use Assets (Cont'd)

(c) Revaluation of right-of-use assets (Cont'd)

Had the revalued leasehold lands and buildings been included in the financial statements at cost less accumulated depreciation and any impairment losses, the carrying amounts would be as follows:

	GROUP		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Leasehold buildings	4,779,278	4,953,830	5,114,954
Leasehold lands	2,619,471	2,673,203	2,725,602
	7,398,749	7,627,033	7,840,556

6. Investment Properties

	GROUP	
	31.12.2024 RM	30.11.2023 RM Restated
At 1 December, as previously reported	25,369,967	25,746,335
Prior year adjustments (Note 44)	14,168,053	13,071,685
At 1 December, as restated	39,538,020	38,818,020
Addition	1,923,609	-
Disposals	(10,000,000)	-
Transfer from property, plant and equipment (Note 4)	38,529,966	-
Transfer to assets held for sale (Note 18)	(22,000,000)	-
Changes in fair value recognised in profit or loss	17,878,405	720,000
At 31 December/30 November	65,870,000	39,538,020

	GROUP		
	31.12.2024 RM	30.11.2023 RM Restated	1.12.2022 RM Restated
Included in the above are:			
At fair value			
Freehold lands	49,300,000	17,148,020	17,148,020
Freehold buildings	3,970,000	12,390,000	11,870,000
Leasehold lands	7,800,000	6,500,000	8,400,000
Leasehold buildings	4,800,000	3,500,000	1,400,000
	65,870,000	39,538,020	38,818,020

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

6. Investment Properties (Cont'd)

(a) The aggregate additional cost for the investment properties of the Group during the financial period acquired under contra arrangement and cash payments are as follows:

	GROUP 1.12.2023 to 31.12.2024 RM
Aggregate costs	1,923,609
Less: Offset with trade receivables	(1,923,609)
Cash payments	-

(b) Investment properties under leases

Investment properties comprise freehold lands and buildings and leasehold lands and buildings that are leased to third parties. Each of the leases contains a cancellable period ranging from two (2) to three (3) years. Subsequent renewals are negotiated with the lessee on an average renewal period of two (2) years. No contingent rents are charged.

(c) Fair value basis of investment properties

The investment properties are valued at fair value based on market values determined by the independent firms of professional valuers amounting to RM65,870,000 (30.11.2023: RM39,538,020; 1.12.2022: RM38,818,020).

The fair value of freehold and leasehold lands and freehold and leasehold buildings are within level 2 and level 3 of the fair value hierarchy. Level 2 was determined based on market comparable approach that entails analysis of recent evidence of value of comparable properties in the neighbourhood and making adjustments for differences. Level 3 was determined using the depreciated replacement cost approach that reflects the construction price per square foot of subject properties and adjusted for differences in key attributes such as condition, time, size, location and age of property and its improvement.

Details of the Group's investment properties as at 31 December 2024 as follows:

Period of valuation/ Description of properties	Valuation method	Fair value hierarchy	Carrying amount RM
31 December 2024			
Freehold lands	Sales comparison method	Level 2	49,300,000
Freehold buildings	Sales comparison method	Level 2	3,770,000
Freehold buildings	Replacement cost method	Level 3	200,000
Leasehold lands	Sales comparison method	Level 2	7,800,000
Leasehold buildings	Sales comparison method	Level 2	1,300,000
Leasehold buildings	Replacement cost method	Level 3	3,500,000
			65,870,000

The increase in fair value of RM17,878,405 (1.12.2022 to 30.11.2023: increase in fair value of RM720,000) was recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

6. Investment Properties (Cont'd)

(d) The remaining lease period of leasehold lands and buildings range from 42 to 83 (30.11.2023: 43 to 50; 1.12.2022: 44 to 51) years.

(e) As at 31 December 2024, titles to the investment properties with carrying amount of RM48,300,000 (30.11.2023: RMNil; 1.12.2022: RMNil) have yet to be registered under subsidiaries' name.

(f) **Income and expenses recognised in profit or loss**

The following are recognised in profit or loss in respect of investment properties:

	GROUP	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Lease income	258,840	772,260
Direct operating expenses:		
- Income generating investment properties	180,587	131,314
- Non-income generating investment properties	17,346	-

7. Intangible Assets

	GROUP	
	31.12.2024 RM	30.11.2023 RM
Software		
At cost		
At 1 December	851,469	847,404
Additions	152,751	-
Disposal	(78,901)	-
Exchange differences	(2,568)	4,065
At 31 December/30 November	922,751	851,469
Accumulated depreciation		
At 1 December	399,574	235,322
Charge for the financial period/year	182,279	160,531
Disposal	(78,901)	-
Exchange differences	(2,557)	3,721
At 31 December/30 November	500,395	399,574
Carrying amount		
At 31 December/30 November	422,356	451,895
At 1 December	451,895	612,082

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

8. Investment in Subsidiaries

	COMPANY	
	31.12.2024 RM	30.11.2023 RM
At cost		
Unquoted shares in Malaysia	60,311,074	51,311,074
Unquoted shares outside Malaysia	6,726,500	24,016,000
	67,037,574	75,327,074

Details of the subsidiaries are as follows:

Name of Company	Place of Business/ Country of Incorporation	Effective Interest 31.12.2024 %	Effective Interest 30.11.2023 %	Principal Activities
Direct interest:				
Asia Roofing Industries Sdn. Bhd.	Malaysia	100	100	Manufacturing and trading of metal roll forming products
Ari Utara Sdn. Bhd.	Malaysia	80	80	Manufacturing and marketing of metal roll forming products
Ajiya Safety Glass Sdn. Bhd.	Malaysia	100	90	Manufacturing and trading of all kinds of glass
Thai Ajiya Safety Glass Co. Ltd.*	Thailand	100	100	Processing and trading of all kinds of glasses related products
LTC Usaha Sdn. Bhd.	Malaysia	100	100	Property holding
Ajiya Glass Marketing Sdn. Bhd.	Malaysia	100	100	Retail sale of construction materials, hardware, paints and glass
Indirect interest:				
Held through Asia Roofing Industries Sdn. Bhd.:				
Ariteq Eco Sdn. Bhd.	Malaysia	100	100	Ceased operation
Ari Timur (KB) Sdn. Bhd.	Malaysia	60	60	Manufacturing of metal, zinc and aluminium products for roof building, ceiling, building materials and other similar products
Held through Ajiya Safety Glass Sdn. Bhd.:				
ASG Marketing Sdn. Bhd.	Malaysia	100	100	Ceased operation

* *Subsidiary not audited by UHY Malaysia PLT*

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

8. Investment in Subsidiaries (Cont'd)

(a) Changes in ownership in a subsidiary

Financial period ended 31 December 2024

On 26 February 2024, the Company completed the acquisition of the remaining 100,000 ordinary shares, representing 10% of the total issued share capital of Ajiya Safety Glass Sdn. Bhd. ("ASG") not owned by the Company, from Foresight Aim Sdn. Bhd. for cash consideration of RM9,000,000. Consequently, ASG became a wholly-owned subsidiary of the Company.

The effect of changes in the equity interest in the Group that is attributable to owners of the Company is as follows:

	GROUP 31.12.2024 RM
Carrying amount of non-controlling interests acquired	18,340,869
Consideration paid to non-controlling interests	(9,000,000)
Increase in parent's equity	9,340,869

(b) Incorporation of a subsidiary

Financial year ended 30 November 2023

On 3 November 2023, the Company incorporated a wholly-owned subsidiary, Ajiya Glass Marketing Sdn. Bhd. with cash consideration of RM100,000.

(c) Capital reduction in a subsidiary

Financial period ended 31 December 2024

During the financial period, Thai Ajiya Safety Glass Co. Ltd. ("TASG") carried out a capital reduction exercise, which involved the cancellation of 14,700,000 ordinary shares previously held by the Company. The original cost of the cancelled shares amounted to RM17,289,500. In connection with the capital reduction, the Company received a return of capital amounting to RM18,583,797.

The difference of RM1,294,297 between the original cost and the amount received represents a foreign exchange gain arising from the translation of proceeds denominated in Thai Baht to Ringgit Malaysia at the prevailing exchange rate on the date of receipt.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

8. Investment in Subsidiaries (Cont'd)

(d) Material partly-owned subsidiaries

Set out below are the Group's subsidiaries that have material non-controlling interests:

Name of company	Proportion of ownership interests and voting rights held by non-controlling interests		Profit/(Loss) allocated to non-controlling interests		Carrying amount of non-controlling interests	
	31.12.2024 %	30.11.2023 %	31.12.2024 RM	30.11.2023 RM	31.12.2024 RM	30.11.2023 RM
Ari Utara Sdn. Bhd. ("ARIU")	20.00	20.00	395,650	184,434	4,951,540	4,555,890
ASG*	-	10.00	(1,581)	(108,222)	-	18,342,450
Ari Timur (KB) Sdn. Bhd. ("ARIT")	40.00	40.00	473,288	351,920	6,017,973	5,544,685
Total non-controlling interests			867,357	428,132	10,969,513	28,443,025

* *Became wholly-owned subsidiary during the financial period ended 31 December 2024.*

Summarised financial information for each subsidiary that has non-controlling interests that are material to the Group is set out below. The summarised financial information below represents amounts before inter-company eliminations.

(i) Summarised Statements of Financial Position

	ARIU		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Non-current assets	8,768,406	5,840,870	6,500,902
Current assets	27,120,972	32,537,943	31,673,782
Non-current liabilities	(1,392,661)	(1,063,000)	(1,222,000)
Current liabilities	(9,739,013)	(14,536,359)	(14,570,402)
Net assets	24,757,704	22,779,454	22,382,282

	ASG		
	31.12.2024 RM	30.11.2023 RM Restated	1.12.2022 RM Restated
Non-current assets	N/A	101,329,611	97,510,525
Current assets	N/A	109,380,947	107,845,172
Non-current liabilities	N/A	(3,287,022)	(2,879,826)
Current liabilities	N/A	(24,014,846)	(17,975,222)
Net assets	N/A	183,408,690	184,500,649

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

8. Investment in Subsidiaries (Cont'd)

(d) Material partly-owned subsidiaries (Cont'd)

(i) Summarised Statements of Financial Position (Cont'd)

	ARIT		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Non-current assets	1,520,280	1,281,359	818,906
Current assets	18,102,081	17,927,607	16,387,529
Non-current liabilities	(7,903)	(43,170)	(15,319)
Current liabilities	(4,569,526)	(5,304,085)	(3,309,204)
Net assets	15,044,932	13,861,711	13,881,912

(ii) Summarised Statements of Profit or Loss and Other Comprehensive Income

	ARIU		ASG		ARIT	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM Restated	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Revenue	43,899,636	42,955,759	N/A	61,380,320	34,529,062	26,677,149
Profit/(Loss) for the financial period/year, representing total comprehensive income/(loss) for the financial period/year	1,978,250	922,172	N/A	(1,091,959)	1,183,221	879,799

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

8. Investment in Subsidiaries (Cont'd)

(d) Material partly-owned subsidiaries (Cont'd)

(iii) Summarised Statements of Cash Flows

	ARIU		ASG		ARIT	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM Restated	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Net cash from/(used in) operating activities	3,157,057	(775,704)	N/A	1,647,285	(1,295,606)	(743,174)
Net cash (used in)/from investing activities	(428,974)	31,700	N/A	(3,039,672)	2,299,734	271,061
Net cash (used in)/from financing activities	(1,242,583)	292,348	N/A	(2,180,210)	164,093	(350,269)
Net increase/(decrease) in cash and cash equivalents	1,485,500	(415,656)	N/A	(3,572,597)	1,168,221	(822,382)

There are no significant restrictions on the ability of the subsidiaries to transfer funds to the Group in the form of cash dividends or repayment of loans and advances. Generally, for all subsidiaries which are not wholly-owned by the Company, non-controlling shareholders hold protective rights restricting the Company's ability to use the assets of the subsidiaries and settle the liabilities of the Group, unless approval is obtained from non-controlling shareholders.

9. Investment in an Associate

	GROUP			COMPANY	
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM	31.12.2024 RM	30.11.2023 RM
At cost					
Unquoted shares in Malaysia	400,000	400,000	400,000	400,000	400,000
Unquoted shares outside Malaysia	-	-	960,000	-	-
	400,000	400,000	1,360,000	400,000	400,000
Group's share of post- acquisition reserves	1,854,926	1,550,738	2,284,765	-	-
Dividend received	(32,900)	(33,600)	(33,600)	-	-
Disposal	-	-	(1,942,046)	-	-
	2,222,026	1,917,138	1,669,119	400,000	400,000

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9. Investment in an Associate (Cont'd)

Details of an associate is as follows:

Name of Company	Place of Business/ Country of Incorporation	Effective Interest 31.12.2024 %	30.11.2023 %	1.12.2022 %	Principal Activities
Direct interest:					
ASTEEL Ajiya Sdn. Bhd.* ("AASB")	Malaysia	40	40	40	Manufacturing, supply and/or install an industrial building system

* *Associate not audited by UHY Malaysia PLT*

The summarised financial information of the Company's associate not adjusted for the percentage held by the Group are as follows:

	AASB 31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Assets and Liabilities			
Non-current assets	3,936,323	4,074,838	4,597,561
Current assets	7,183,840	4,584,683	5,921,120
Non-current liabilities	(1,793,278)	(2,161,176)	(2,493,944)
Current liabilities	(3,771,820)	(1,705,500)	(3,850,939)
Net assets	5,555,065	4,792,845	4,173,798
Interest in an associate	40%	40%	40%
Group's share of net assets	2,222,026	1,917,138	1,669,119

	AASB 1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Financial Results		
Revenue	10,880,843	8,776,203
Profit for the financial period/year	627,441	459,937
Total comprehensive income for the financial period/year	627,441	459,937
Group's share of results for the financial period/year ended 31 December/30 November		
Group's share of profit	250,976	183,975
Group's share of total comprehensive income	250,976	183,975

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10. Other Investments

	GROUP 31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Non-current			
At cost			
Unquoted shares	1,500,000	2,000,000	2,000,000
Current			
Financial assets measured at fair value through profit or loss			
Unit trust	-	-	14,464,403
Bonds	4,065,331	4,045,447	19,320,678
Money market funds	9,068,790	21,791,523	37,648,107
Quoted shares	57,616,365	156,173,094	40,921,175
Financial asset measured at amortised cost			
P2P financing	-	-	12,037,969
	70,750,486	182,010,064	124,392,332
	72,250,486	184,010,064	126,392,332

	COMPANY 31.12.2024 RM	30.11.2023 RM
Current		
Financial assets measured at fair value through profit or loss		
Bonds	4,065,331	4,045,447
Money market funds	181,948	2,021
Quoted shares	57,616,365	156,173,094
	61,863,644	160,220,562

The fair value of the listed equity securities was determined by reference to the quoted price in an active market, and the fair value of the trust funds was determined by reference to the quoted prices provided by financial intermediaries.

11. Amount Due from/(to) Holding Company

(a) Amount due from holding company

This represents non-trade advances which unsecured, bear interest rate at 7.50% (30.11.2023: Nil; 1.12.2022: Nil) per annum and repayable after 5 years.

(b) Amount due to holding company

This represents non-trade in nature, which unsecured, non-interest bearing advances and repayable on demand.

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12. Inventories

	GROUP 31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
At cost			
Raw materials	64,279,426	63,419,445	59,537,574
Work-in-progress	276,520	300,549	212,639
Finished goods	7,529,905	7,382,863	6,113,959
Inventories in transit - raw materials	3,053,424	3,880,185	2,117,547
	75,139,275	74,983,042	67,981,719

	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Recognised in profit or loss:		
Inventories recognised as cost of sales	279,090,158	218,394,768
Inventories written down	3,317,422	3,016,741

13. Contract Assets

	GROUP 31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Construction costs incurred to date	2,231,122	2,231,122	3,406,051
Attributable profits	117,428	117,428	387,769
	2,348,550	2,348,550	3,793,820
Less: Progress billings	(2,153,379)	(2,153,379)	(3,490,061)
Less: Accumulated impairment losses	(195,171)	-	-
	-	195,171	303,759
Presented as:			
Contract assets	-	195,171	303,759

Contract assets primarily relate to the Group's rights to consideration for work performed but not yet billed at the reporting date for its contracted project activities. The amount due from contract customers will be transferred to trade receivables when the rights become unconditional.

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13. Contract Assets (Cont'd)

Movements in the allowance for impairment losses of contract assets are as follows:

	Credit impaired RM
Group	
31.12.2024	
At 1 December 2023	-
Impairment losses recognised	195,171
At 31 December 2024	195,171

14. Trade Receivables

	GROUP		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Trade receivables			
- Third parties	86,172,371	91,978,290	79,004,463
- Related parties	610,504	1,549,250	859,505
- Associate	1,274,681	137,608	412,905
	88,057,556	93,665,148	80,276,873
Less: Accumulated impairment losses	(7,355,468)	(14,355,798)	(15,218,041)
	80,702,088	79,309,350	65,058,832

Related parties refer to companies in which certain Directors of the Company have substantial financial interests. The amount due from related parties are unsecured, non-interest bearing and are generally on 60 days (30.11.2023: 60 days; 1.12.2022: 60 days) term.

The amount due from an associate are unsecured, non-interest bearing and are generally on 60 days (30.11.2023: 60 days; 1.12.2022: 60 days) term.

Trade receivables are non-interest bearing and are generally on 30 to 90 days (30.11.2023: 30 to 90 days; 1.12.2022: 30 to 90 days) term. They are recognised at their original invoice amounts which represent their fair values on initial recognition. Other credit terms are assessed and approved on case by case basis.

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14. Trade Receivables (Cont'd)

Movements in the allowance for impairment losses of trade receivables are as follows:

	Credit impaired RM	Lifetime allowance RM	Loss allowance RM
31.12.2024			
At 1 December 2023	13,969,236	386,562	14,355,798
Impairment losses recognised	1,343,239	1,026,220	2,369,459
Reversal of impairment losses	(3,650,713)	(336,595)	(3,987,308)
Written off	(5,369,163)	-	(5,369,163)
Exchange differences	(13,318)	-	(13,318)
At 31 December 2024	6,279,281	1,076,187	7,355,468
30.11.2023			
At 1 December 2022	14,858,170	359,871	15,218,041
Impairment losses recognised	1,111,237	310,968	1,422,205
Reversal of impairment losses	(1,970,956)	(284,277)	(2,255,233)
Written off	(67,112)	-	(67,112)
Reclassification	267,084	-	267,084
Exchange differences	(229,187)	-	(229,187)
At 30 November 2023	13,969,236	386,562	14,355,798

The loss allowance account in respect of trade receivables is used to record loss allowance. Unless the Group is satisfied that recovery of the amount is possible, the amount considered irrecoverable is written off against the receivable directly.

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14. Trade Receivables (Cont'd)

Analysis of the trade receivables ageing at the end of the reporting period are as follows:

	Gross amount RM	Loss allowance RM	Net amount RM
31.12.2024			
Not past due	44,587,854	(233,366)	44,354,488
Past due:			
Less than 30 days	23,638,804	(166,731)	23,472,073
31 to 60 days	7,918,311	(155,656)	7,762,655
More than 60 days	5,633,306	(523,434)	5,112,872
	37,190,421	(842,821)	36,347,600
	81,778,275	(1,076,187)	80,702,088
Credit impaired			
Individually impaired	6,279,281	(6,279,281)	-
	88,057,556	(7,355,468)	80,702,088
30.11.2023			
Not past due	47,563,260	(155,866)	47,407,394
Past due:			
Less than 30 days	17,209,255	(87,044)	17,122,211
31 to 60 days	6,697,815	(39,716)	6,658,099
More than 60 days	8,225,582	(103,936)	8,121,646
	32,132,652	(230,696)	31,901,956
	79,695,912	(386,562)	79,309,350
Credit impaired			
Individually impaired	13,969,236	(13,969,236)	-
	93,665,148	(14,355,798)	79,309,350
1.12.2022			
Not past due	36,810,717	(130,973)	36,679,744
Past due:			
Less than 30 days	16,814,022	(99,572)	16,714,450
31 to 60 days	5,983,443	(65,509)	5,917,934
More than 60 days	5,810,521	(63,817)	5,746,704
	28,607,986	(228,898)	28,379,088
	65,418,703	(359,871)	65,058,832
Credit impaired			
Individually impaired	14,858,170	(14,858,170)	-
	80,276,873	(15,218,041)	65,058,832

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14. Trade Receivables (Cont'd)

Trade receivables that are not past due and not individually impaired are creditworthy receivables with good payment records with the Group.

As at 31 December 2024, gross trade receivables of RM37,190,421 (30.11.2023: RM32,132,652; 1.12.2022: RM28,607,986) were past due but not individually impaired. These relate to a number of independent customers from whom there is no recent history of default.

The Group assesses credit quality of the trade receivables on a collective basis by using ageing of past due days. As at 31 December 2024, the Group provided lifetime impairment losses of RM1,076,187 (30.11.2023: RM386,562; 1.12.2022: RM359,871) based on the customers' historical data as an assumption for possibility of default.

The trade receivables of the Group that are individually assessed to be impaired amounting to RM6,279,281 (30.11.2023: RM13,969,236; 1.12.2022: RM14,858,170), related to customers that are in financial difficulties, have defaulted on payments. These balances are expected to be recovered through the debts recovery process.

15. Other Receivables

	GROUP			COMPANY	
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM	31.12.2024 RM	30.11.2023 RM
Other receivables					
- Third parties	3,817,608	4,777,987	4,754,407	-	283
- Related party	-	26,948	-	-	26,948
- Associate	43,090	5,174	359,416	-	-
	3,860,698	4,810,109	5,113,823	-	27,231
Less: Accumulated impairment losses	(544,211)	(554,211)	(314,211)	-	-
	3,316,487	4,255,898	4,799,612	-	27,231
Deposits	1,278,336	1,715,745	618,835	1,000	1,000
Prepayments	2,015,004	322,774	291,903	-	-
	6,609,827	6,294,417	5,710,350	1,000	28,231

Related party refer to a company in which certain Directors of the Group have substantial financial interests. The amount due from related party represents unsecured, non-interest bearing and repayable on demand.

Amount due from an associate represents unsecured, non-interest bearing and repayable on demand.

Movements in the allowance for impairment losses of other receivables are as follows:

	Credit impaired RM
31.12.2024	
At 1 December 2023	554,211
Reversal of impairment losses	(10,000)
At 31 December 2024	544,211

NOTES TO THE FINANCIAL STATEMENTS
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15. Other Receivables (Cont'd)

Movements in the allowance for impairment losses of other receivables are as follows: (Cont'd)

	Credit impaired RM
30.11.2023	
At 1 December 2022	314,211
Impairment losses recognised	240,000
At 30 November 2023	554,211

Other receivables that are individually determined to be impaired at the reporting date relate to receivables that are in significant financial difficulties and have defaulted on payments.

16. Amount Due from Related Companies

This represents trade transactions which are unsecured, non-interest bearing and are generally on 60 days (30.11.2023: Nil; 1.12.2022: Nil) term.

17. Fixed Deposits with Licensed Banks

The range of interest rates and maturities of deposits are 0.75% to 2.95% (30.11.2023: 1.00% to 2.95%; 1.12.2022: 1.00% to 2.95%) per annum and 1 to 90 days (30.11.2023: 1 to 90 days; 1.12.2022: 1 to 90 days) respectively.

18. Assets Held for Sale

	GROUP 31.12.2024 RM
At 1 December	-
Transfer from property, plant and equipment (Note 4)	15,568,829
Transfer from investment properties (Note 6)	22,000,000
Exchange differences	(4,056)
At 31 December	37,564,773

Financial period ended 31 December 2024

(a) On 14 November 2024, Asia Roofing Industries Sdn. Bhd. ("ARI"), a wholly-owned subsidiary of the Company has entered into a sale and purchase agreement with a third party to dispose a unit of property for a cash consideration of RM17,000,000. The disposal has yet to be completed as at the date of this report.

(b) On 21 November 2024, ARI, a wholly-owned subsidiary of the Company has entered into a sale and purchase agreement with a third party to dispose a unit of property for a cash consideration of RM9,500,000. The disposal has yet to be completed as at the date of this report.

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18. Assets Held for Sale (Cont'd)

Financial period ended 31 December 2024 (Cont'd)

(c) On 21 November 2024, ASG, a wholly-owned subsidiary of the Company has entered into a sale and purchase agreement with a third party to dispose a unit of property for a cash consideration of RM3,500,000. The disposal has yet to be completed as at the date of this report.

(d) On 6 December 2024, ASG, a wholly-owned subsidiary of the Company has signed a letter of offer with a third party to dispose a unit of property for a cash consideration of RM12,600,000. The disposal has yet to be completed as at the date of this report.

(e) On 24 December 2024, the Directors of TASG, a wholly-owned subsidiary of the Company has approved to dispose 3 units of properties for a cash consideration of RM244,967. The Company has subsequently entered into sale and purchase agreement with third parties after the end of the financial period. The disposals have yet to be completed as at the date of this report.

19. Share Capital

	GROUP/COMPANY			
	Number of shares		Amount	
	31.12.2024 Units	30.11.2023 Units	31.12.2024 RM	30.11.2023 RM
Issued and fully paid ordinary shares with no par value				
At 1 December 2022/30 November 2023/ 31 December 2024	304,584,484	304,584,484	98,878,598	98,878,598

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meeting of the Company. All ordinary shares rank equally with regards to the Company's residual assets. In respect of the treasury shares that are held by the Company, all rights are suspended until those shares are reissued.

20. Treasury Shares

The shareholders of the Company, by a resolution passed in the last Annual General Meeting held on 29 April 2024, renewed their approval for the Company's plan to repurchase its own shares. The Directors of the Company are committed to enhance the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interest of the Company and its shareholders.

	GROUP/COMPANY			
	Number of shares		Amount	
	31.12.2024 Units	30.11.2023 Units	31.12.2024 RM	30.11.2023 RM
At 1 December	9,614,400	18,830,000	7,709,422	14,437,343
Disposal of treasury shares	(9,614,400)	(9,215,600)	(7,709,422)	(6,727,921)
At 31 December/30 November	-	9,614,400	-	7,709,422

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20. Treasury Shares (Cont'd)

During the financial period, the Company disposed of a total of 9,614,400 treasury shares at an average price of RM1.48 per share. The total consideration received from the disposal of the treasury shares held was RM14,223,832. The repurchase transactions were financed by internally generated funds. Following the resale, the Company no longer holds any treasury shares.

In the previous financial year, the Company disposed of a total of 9,215,600 treasury shares at an average price of RM1.49 per share. The total consideration received from the disposal of the treasury shares held was RM13,771,898. The repurchase transactions were financed by internally generated funds.

The ordinary shares repurchased are being held as treasury shares in accordance with Section 127(6) of the Companies Act 2016. The Company has the right to resell these shares at a later date. As treasury shares, the rights attached as to voting, dividends and participation in other distribution are suspended.

21. Reserves

		GROUP			COMPANY	
	Note	31.12.2024 RM	30.11.2023 RM Restated	1.12.2022 RM Restated	31.12.2024 RM	30.11.2023 RM
Non-distributable						
Foreign currency translation reserve	(a)	1,038,812	1,869,352	761,610	-	-
Other reserves	(b)	16,266,242	21,799,042	14,755,065	13,558,387	7,043,977
Revaluation reserve	(c)	105,478,862	-	-	-	-
Distributable						
Retained earnings		451,091,530	365,954,137	309,690,907	97,242,660	82,009,019
		573,875,446	389,622,531	325,207,582	110,801,047	89,052,996

The nature of reserves of the Group and of the Company are as follows:

(a) Foreign currency translation reserve

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

(b) Other reserves

The other reserves are used to record the difference between the Group's share of net assets before and after the acquisition of equity interest from its non-controlling interests, and any consideration paid and gain on resale of treasury shares.

(c) Revaluation reserve

This is in respect of revaluation surplus net of tax arising from the revaluation of the Group's lands and buildings and is non-distributable.

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21. Reserves (Cont'd)

(c) Revaluation reserve (Cont'd)

	GROUP 31.12.2024 RM
At 1 December 2023	-
Revaluation surplus	124,817,093
Deferred tax liabilities recognised directly in equity	(18,163,011)
	106,654,082
Realisation of revaluation reserve	(1,175,220)
At 31 December 2024	105,478,862

22. Other Payables

		GROUP			COMPANY	
	Note	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM	31.12.2024 RM	30.11.2023 RM
Non-current						
Employee benefit obligation		-	637,355	1,891,885	-	-
Current						
Other payables		9,626,691	10,533,322	10,040,075	8,492	-
Amount due to Directors	(a)	7,514	14,723	14,124	-	-
Accruals	(b)	9,908,791	13,591,628	10,026,213	437,100	523,490
Deposit received		430,044	311,353	551,344	-	-
		19,973,040	24,451,026	20,631,756	445,592	523,490
		19,973,040	25,088,381	22,523,641	445,592	523,490

(a) Amount due to Directors represents unsecured, non-interest bearing advances and repayable on demand.

(b) Included in the Group's accruals is an amount of RM2,798,106 (30.11.2023: RM2,798,106; 1.12.2022: RM2,798,106) arising from a claim by a customer against ASG Marketing Sdn. Bhd., an indirect wholly-owned subsidiary of the Company in respect of allegedly defective products.

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23. Lease Liabilities

	GROUP	
	31.12.2024 RM	30.11.2023 RM
At 1 December	604,834	144,262
Additions	207,793	657,995
Lease modification	5,487	-
Payments	(330,599)	(241,903)
Accretion of interests	46,793	44,480
Early termination of lease contracts	(141,284)	-
At 31 December/30 November	393,024	604,834
Presented as:		
Non-current	221,693	385,536
Current	171,331	219,298
	393,024	604,834

The maturity analysis of lease liabilities of the Group at the end of the reporting period are as follows:

	GROUP		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Within one year	192,108	253,242	66,722
Later than one year and not later than two years	146,745	184,301	59,682
Later than two years and not later than five years	88,560	235,500	29,840
Later than five years	-	500	-
	427,413	673,543	156,244
Less: Future finance charges	(34,389)	(68,709)	(11,982)
Present value of lease liabilities	393,024	604,834	144,262

The Group leases various lands and buildings, hostels, equipment, warehouse, office and factory. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The weighted average incremental borrowing rate applied to lease liabilities of the Group at the reporting date range from 6.51% to 6.76% (30.11.2023: 6.51% to 6.76%; 1.12.2022: 3.70% to 6.76%).

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24. Government Grants

	GROUP	
	31.12.2024 RM	30.11.2023 RM
Cost		
At 1 December/31 December/30 November	1,512,398	1,512,398
Accumulated amortisation		
At 1 December	520,937	420,111
Charge for the financial period/year	109,229	100,826
At 31 December/30 November	630,166	520,937
Carrying amount		
At 31 December/30 November	882,232	991,461
At 1 December	991,461	1,092,287

	GROUP		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Presented as:			
Non-current	781,405	890,634	991,460
Current	100,827	100,827	100,827
	882,232	991,461	1,092,287

The government grant was received from the Department of Environment Malaysia to cover the costs of acquiring certain qualifying machinery. The grant will be amortised over the estimated useful life of the machinery.

25. Deferred Tax Liabilities

	GROUP	
	31.12.2024 RM	30.11.2023 RM Restated
At 1 December, as previously reported	6,999,710	6,485,032
Prior year adjustments (Note 44)	718,342	577,647
At 1 December, as restated	7,718,052	7,062,679
Recognised in other comprehensive income	18,163,011	-
Recognised in profit or loss (Note 32)	(1,092,178)	655,373
At 31 December/30 November	24,788,885	7,718,052

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25. Deferred Tax Liabilities (Cont'd)

The movements and components of deferred tax liabilities and assets are as follows:

Deferred tax liabilities

	Accelerated capital allowances RM	Revaluation of investment properties RM	Right-of-use assets RM	Revaluation of property, plant and equipment RM	Total RM
Group					
At 1 December 2023, as previously reported	10,027,792	-	250,907	-	10,278,699
Prior year adjustments	(714,429)	1,432,771	-	-	718,342
At 1 December 2023, as restated	9,313,364	1,432,771	250,907	-	10,997,041
Recognised in profit or loss	824,005	1,801,842	60,395	(334,333)	2,351,909
Recognised in other comprehensive income	-	-	-	18,163,011	18,163,011
(Over)/Under provision in prior year	(3,661,955)	-	381,095	-	(3,280,860)
At 31 December 2024 (before offsetting)	6,475,413	3,234,613	692,397	17,828,678	28,231,101
Offsetting					(3,442,216)
At 31 December 2024 (after offsetting)					24,788,885

	Accelerated capital allowances RM	Revaluation of investment properties RM	Right-of-use assets RM	Total RM
Group				
At 1 December 2022, as previously reported	10,511,848	-	265,314	10,777,162
Prior year adjustments	(727,124)	1,304,771	-	577,647
At 1 December 2022, as restated	9,784,724	1,304,771	265,314	11,354,809
Recognised in profit or loss	770,934	128,000	-	898,934
Over provision in prior year	(1,242,295)	-	(14,407)	(1,256,702)
At 30 November 2023 (before offsetting)	9,313,363	1,432,771	250,907	10,997,041
Offsetting				(3,278,989)
At 30 November 2023 (after offsetting)				7,718,052

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25. Deferred Tax Liabilities (Cont'd)

The movements and components of deferred tax liabilities and assets are as follows: (Cont'd)

Deferred tax assets

	Unutilised capital allowances RM	Unutilised industrial building allowances RM	Unutilised green technology investment RM	Lease liabilities RM	Government grants RM	Other temporary differences RM	Total RM
Group							
At 1 December 2023	-	(52,789)	(1,917,000)	(256,016)	(238,000)	(815,184)	(3,278,989)
Recognised in profit or loss	(1,058)	(308)	487,944	(68,235)	26,215	(1,070,920)	(626,362)
Over/(Under) provision in prior year	-	-	1,429,056	(391,125)	49	(574,845)	463,135
At 31 December 2024 (before offsetting)	(1,058)	(53,097)	-	(715,376)	(211,736)	(2,460,949)	(3,442,216)
Offsetting							3,442,216
At 31 December 2024 (after offsetting)							-
At 1 December 2022	(33,000)	(51,690)	(1,917,000)	(267,287)	(262,000)	(1,761,153)	(4,292,130)
Recognised in profit or loss	33,000	(1,099)	-	-	24,000	(490,330)	(434,429)
Over provision in prior year	-	-	-	11,271	-	1,436,299	1,447,570
At 30 November 2023 (before offsetting)	-	(52,789)	(1,917,000)	(256,016)	(238,000)	(815,184)	(3,278,989)
Offsetting							3,278,989
At 30 November 2023 (after offsetting)							-

NOTES TO THE FINANCIAL STATEMENTS
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25. Deferred Tax Liabilities (Cont'd)

Deferred tax assets have not been recognised in respect of the following items:

	GROUP	
	31.12.2024 RM	30.11.2023 RM
Unutilised capital allowances	270	-
Unused tax losses	155,316	-
Other temporary differences	-	90,692
	155,586	90,692

Deferred tax assets have not been recognised in respect of these items as they may not have sufficient taxable profits to be used to offset or they have arisen in subsidiaries that have a recent history of losses.

The unused tax losses shall be disregarded after the end of the year of assessment as follows:

	GROUP
	31.12.2024 RM
2034	155,316

26. Trade Payables

The normal trade credit term granted by trade payables of the Group range from 15 to 90 days (30.11.2023: 30 to 90 days; 1.12.2022: 30 to 90 days) depending on the term of the contracts.

27. Amount Due to Subsidiaries

This represents non-trade in nature, unsecured advances and repayable on demand except for an amount of RM1,000,000 (30.11.2023: RM55,250,000) which bearing interest range from 4.57% to 4.65% (30.11.2023: 3.27% to 4.56%) per annum.

28. Bank Borrowings

	GROUP		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Current			
Secured			
Bankers' acceptance	5,723,000	4,392,000	4,843,000
Invoice financing	9,800,000	-	-
Term loans	-	-	7,290,440
	15,523,000	4,392,000	12,133,440

NOTES TO THE FINANCIAL STATEMENTS
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28. Bank Borrowings (Cont'd)

The maturity of bank borrowings are as follows:

	GROUP		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Within one year	15,523,000	4,392,000	12,133,440

The range of interest rates per annum are as follows:

	GROUP		
	31.12.2024 %	30.11.2023 %	1.12.2022 %
Bankers' acceptance	3.96 - 4.36	4.29 - 4.33	3.48 - 3.91
Invoice financing	3.70 - 4.00	-	-
Term loans	-	-	1.30 - 3.85

29. Revenue

	GROUP	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Revenue from contracts with customers		
Sales of goods	381,427,915	303,629,425
Construction contract revenue	-	1,182,579
	381,427,915	304,812,004
Timing of revenue recognition		
- At a point in time	381,427,915	303,629,425
- Over time	-	1,182,579
Total revenue from contracts with customers	381,427,915	304,812,004
Geographical markets		
Malaysia	381,365,007	301,686,822
Thailand	62,908	3,125,182
	381,427,915	304,812,004

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

30. Finance Costs

	GROUP		COMPANY	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Interest expenses on:				
Bankers' acceptance	101,175	106,564	-	-
Term loans	-	16,946	-	6,247
Invoice financing	37,003	-	-	-
Lease liabilities	46,793	44,480	-	-
Advance from subsidiaries	-	-	1,959,585	1,487,938
	184,971	167,990	1,959,585	1,494,185

31. Profit Before Tax

Profit before tax is arrived after charging/(crediting):

	GROUP		COMPANY	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM Restated	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Amortisation of intangible assets	182,279	160,531	-	-
Auditors' remuneration				
- Statutory				
- UHY Malaysia PLT	266,500	-	110,000	-
- Other auditors	20,779	248,602	-	86,500
- Non-statutory				
- UHY Malaysia PLT	5,000	-	5,000	-
- Other auditors	63,631	5,000	-	5,000
Bad debts written off - Other receivables	6,250	-	-	-
Depreciation of:				
- Property, plant and equipment	7,655,021	7,053,711	-	-
- Right-of-use assets	1,030,855	427,810	-	-
Non-executive Directors' remuneration:				
- Fees	277,500	210,000	227,500	210,000
- Other emoluments	49,420	158,540	38,500	27,500
Impairment losses on:				
- Property, plant and equipment	123,999	1,627,503	-	-
- Trade receivables	2,369,459	1,422,205	-	-

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

31. Profit Before Tax (Cont'd)

Profit before tax is arrived after charging/(crediting): (Cont'd)

	GROUP		COMPANY	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM Restated	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Impairment losses on: (Cont'd)				
- Other receivables	-	240,000	-	-
- Contract assets	195,171	-	-	-
- Other investments	-	32,800	-	32,800
Inventories written down	3,317,422	3,016,741	-	-
Lease expenses relating to short-term leases	255,795	133,619	-	-
Lease expenses relating to low value assets	27,670	8,585	-	-
Property, plant and equipment written off	32,875	575,762	-	-
Amortisation of government grants	(109,229)	(100,826)	-	-
Dividend income	(606,618)	(1,315,800)	(524,368)	(691,800)
Dividend income from financial assets measured at fair value through profit or loss	(316)	-	-	-
(Gain)/Loss on foreign exchange:				
- Realised	(1,496,886)	(29,332)	(1,294,297)	-
- Unrealised	14,808	(158,441)	-	-
Fair value adjustment on investment properties	(17,878,405)	(720,000)	-	-
Fair value gain on other investments	(26,213,671)	(33,595,122)	(26,213,675)	(33,774,433)
Loss/(Gain) on disposal of:				
- Other investments	11,417,687	(14,542,805)	11,417,687	(14,542,805)
- Property, plant and equipment	(10,647,479)	(69,167)	-	-
Incorporation fee	54	1,164	-	-
Interest income from:				
- Licensed banks	(970,994)	(1,023,965)	(29,938)	(10,871)
- Holding company	(3,875,651)	-	(2,415,411)	-
- Other investments	(414,470)	(1,894,488)	(205,796)	(213,795)
- Overdue account	(101,007)	(19,801)	-	-
- Others	(2,045)	(5,272)	-	-
Gain on early termination of lease contracts	(7,760)	-	-	-
Lease income	(523,169)	(1,271,060)	-	-
Reversal of impairment losses on:				
- Trade receivables	(3,987,308)	(2,255,233)	-	-
- Other receivables	(10,000)	-	-	-

NOTES TO THE FINANCIAL STATEMENTS
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32. Taxation

	GROUP		COMPANY	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM Restated	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Tax expenses recognised in profit or loss				
Current tax provision	9,372,264	3,581,290	565,775	26,748
Under/(Over) provision in prior years	249,621	(973,608)	(460)	(44,915)
	9,621,885	2,607,682	565,315	(18,167)
Real Property Gains tax	417,067	5,500	-	-
Deferred tax (Note 25)				
Relating to origination and reversal of temporary differences	1,725,547	464,505	-	-
(Over)/Under provision in prior years	(2,817,725)	190,868	-	-
	(1,092,178)	655,373	-	-
Tax expenses for the financial period/year	8,946,774	3,268,555	565,315	(18,167)

Malaysian income tax is calculated at the statutory tax rate of 24% (30.11.2023: 24%) of the estimated assessable profits for the financial period/year. Taxation for other jurisdiction is calculated at the rates prevailing in the respective jurisdictions.

A reconciliation of income tax expenses applicable to profit before tax at the statutory tax rate to income tax expenses at the effective income tax of the Group and of the Company are as follows:

	GROUP		COMPANY	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM Restated	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Profit before tax	72,388,225	59,959,917	15,798,956	46,658,060
At Malaysian statutory tax rate of 24% (30.11.2023: 24%)	17,373,174	14,390,380	3,791,749	11,197,934
Non-taxable income	(9,824,504)	(12,242,131)	(6,728,667)	(11,767,904)
Expenses not deductible for tax purposes	5,608,287	2,553,129	3,502,693	596,718
Utilisation of deferred tax assets previously not recognised	(21,766)	(387,495)	-	-
Utilisation of current year reinvestment allowances	-	(675,249)	-	-
Crystallisation of deferred tax on revaluation surplus	(291,600)	-	-	-
Real Property Gains tax	417,067	5,500	-	-
Deferred tax assets not recognised	37,341	-	-	-
Effect of differentiate of tax rate	(1,783,121)	407,161	-	-

NOTES TO THE FINANCIAL STATEMENTS
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32. Taxation (Cont'd)

A reconciliation of income tax expenses applicable to profit before tax at the statutory tax rate to income tax expenses at the effective income tax of the Group and of the Company are as follows: (Cont'd)

	GROUP		COMPANY	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM Restated	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Under/(Over) provision of income tax in prior years	249,621	(973,608)	(460)	(44,915)
(Over)/Under provision of deferred tax in prior years	(2,817,725)	190,868	-	-
Tax expenses for the financial period/year	8,946,774	3,268,555	565,315	(18,167)

The Group has the following estimated unutilised capital allowances, unutilised industrial building allowances and unused tax losses available to carry forward to offset against future taxable profits. The said amounts are subject to approval by the tax authorities.

	GROUP	
	31.12.2024 RM	30.11.2023 RM
Unutilised capital allowances	4,680	-
Unutilised industrial building allowances	221,238	219,954
Unused tax losses	155,316	-
	381,234	219,954

33. Earnings Per Share

The basic earnings per share is calculated based on the consolidated profit for the financial period/year attributable to owners of the parent. The weighted average number of ordinary shares in issue excludes the weighted average of treasury shares held by the Company.

	GROUP	
	31.12.2024 RM	30.11.2023 RM
Profit attributable to owners of the parent	62,574,094	56,263,230
Weighted average number of ordinary shares in issue		
- Issued ordinary shares as at 1 December	304,584,484	304,584,484
- Treasury shares held as at 1 December	(9,614,400)	(18,830,400)
- Effect of treasury shares resale during the financial period/year	3,313,470	5,483,168
Weighted average number of ordinary shares in issue as at 31 December 2024/30 November 2023	298,283,554	291,237,652
Basic earnings per ordinary share (sen)	21	19

The diluted earnings per share of the Group is equal to the basic earnings per share as the Group does not have any dilutive potential ordinary shares in issue.

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34. Staff Costs

	GROUP		COMPANY	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Fee	150,211	114,418	91,000	84,000
Salaries, wages and other emoluments	37,733,495	37,336,472	8,000	5,000
Defined contribution plans	3,184,613	3,012,829	-	-
Social security contributions	534,614	436,626	-	-
Employment insurance scheme	41,685	37,979	-	-
	41,644,618	40,938,324	99,000	89,000

The staff costs presented under cost of sales of the Group amounting to RM25,194,325 (1.12.2022 to 30.11.2023: RM20,335,263).

Included in staff costs is aggregate amount of remuneration received/receivable by the Executive Directors of the Company and its subsidiaries during the financial period/year as below:

	GROUP		COMPANY	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Directors of the Company				
Fee	91,000	84,000	91,000	84,000
Salaries and other emoluments	8,000	5,000	8,000	5,000
	99,000	89,000	99,000	89,000
Directors of the subsidiaries				
Fee	59,211	30,418	-	-
Salaries and other emoluments	2,170,253	1,171,890	-	-
Defined contribution plans	152,759	159,915	-	-
Social security contributions	3,537	3,726	-	-
Employment insurance scheme	405	476	-	-
	2,386,165	1,366,425	-	-
	2,485,165	1,455,425	99,000	89,000

The Group's Directors' remuneration does not include the estimated monetary value of benefits-in-kind amounting to RM7,150 (1.12.2022 to 30.11.2023: RM6,600).

NOTES TO THE FINANCIAL STATEMENTS
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35. Reconciliation of Liabilities Arising from Financing Activities

The table below shows the details changes in the liabilities of the Group and of the Company arising from financing activities, including both cash and non-cash changes:

	Note	At 1 December 2023 RM	Financing cash flows (i) RM	Non-cash changes Lease modifications/ Early termination of lease contracts RM	Non-cash changes New leases [Note 5(b)] RM	At 31 December 2024 RM
Group						
Amount due to holding company	11	-	526,645	-	-	526,645
Lease liabilities	23	604,834	(283,806)	(135,797)	207,793	393,024
Bank borrowings	28	4,392,000	11,131,000	-	-	15,523,000
		4,996,834	11,373,839	(135,797)	207,793	16,442,669
Company						
Amount due to subsidiaries	27	55,556,892	(54,552,942)	-	-	1,003,950

	Note	At 1 December 2022 RM	Financing cash flows (i) RM	New leases [Note 5(b)] RM	Other changes (ii) RM	At 30 November 2023 RM
Group						
Lease liabilities	23	144,262	(197,423)	657,995	-	604,834
Bank borrowings	28	12,133,440	(7,741,440)	-	-	4,392,000
		12,277,702	(7,938,863)	657,995	-	4,996,834
Company						
Amount due to subsidiaries	27	6,000,000	49,349,999	-	206,893	206,893
Bank borrowings	28	5,652,595	(5,652,595)	-	-	-
		11,652,595	43,697,404	-	-	206,893

(i) The financing cash flows include the payment of lease liabilities and net amount of proceeds from/repayment of bank borrowings, amount due to holding company and amount due to subsidiaries in the statements of cash flows.

(ii) Other changes include finance costs.

NOTES TO THE FINANCIAL STATEMENTS
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37. Related Party Disclosures

(a) Identifying related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel comprise the Directors and management personnel of the Group, having authority and responsibility for planning, directing and controlling the activities of the Group entities directly or indirectly.

(b) Significant related party transactions

Related party transactions have been entered into in the normal course of business under negotiated terms. In addition to the related party balances as disclosed elsewhere in the financial statements, the significant related party transactions of the Group and of the Company during the financial period/year are as follows:

	GROUP	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Transactions with holding company		
- Interest income received/receivable	3,875,651	-
- Management fee paid/payable	(526,216)	-
- Administrative expenses paid/payable	(4,796)	-
Transactions with associate of the Group		
- Sales of goods	3,710,480	815,148
- Lease income received/receivable	258,200	558,345
- Royalty fee paid/payable	(95,933)	(87,334)
- Proceed from disposal of property, plant & equipment	30,000	-
Transactions with related companies		
- Sales of goods	7,012,797	-
- Purchase of goods	(22,384)	-
- Administrative expenses paid/payable	(4,320)	-
- Purchase of property, plant and equipment	(431,991)	-
- Purchase of intangible assets	(108,000)	-

NOTES TO THE FINANCIAL STATEMENTS
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37. Related Party Disclosures (Cont'd)

(b) Significant related party transactions (Cont'd)

	GROUP	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Transactions with related parties		
- Sales of goods	8,415,920	5,718,031
- Purchase of goods	(9,000)	-
- Lease expenses paid/payable	(36,000)	(48,000)

	COMPANY	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Transaction with holding company		
- Interest income received/receivable	2,415,411	-
Transaction with subsidiaries		
- Interest expenses paid/payable	(1,959,585)	(1,487,938)

The nature and relationship between the Group with the related parties are as follows:

(i) a company in which a close family member of the subsidiary's Director has financial interest;
(ii) companies in which close family members of the Director of the Company have financial interest;
(iii) companies in which Director of the Company have financial interest.

(c) Compensation of key management personnel

Remuneration of Directors are as follows:

	GROUP	
	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM
Salaries and other emoluments	2,159,753	1,130,745
Defined contribution plans	152,339	128,629
Social security contributions	3,537	2,984
Employment insurance scheme	405	426
	2,316,034	1,262,784

NOTES TO THE FINANCIAL STATEMENTS
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38. Segment Information

For management purposes, the Group is organised into business units based on geographical areas and has reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

The Directors are of the opinion that all inter-segment transactions have been entered into in the normal course of business and have been established on negotiated and mutually agreed terms.

	Malaysia RM	Thailand RM	Adjustments and eliminations RM	As per consolidated financial statements RM
1.12.2023 to 31.12.2024				
Revenue				
External customers	381,365,007	62,908	-	381,427,915
Inter-segment	18,092,045	-	(18,092,045)	-
Total revenue	399,457,052	62,908	(18,092,045)	381,427,915
Financial results				
Segment results	61,703,964	7,342,461	(2,142,284)	66,904,141
Interest income	7,240,550	87,208	(1,963,591)	5,364,167
Finance costs	(2,277,064)	-	2,092,093	184,971)
Share of results of an associate	-	-	304,888	304,888
Profit before tax	66,667,450	7,429,669	(1,708,894)	72,388,225
Taxation	(8,996,199)	-	49,425	(8,946,774)
Profit for the financial period	57,671,251	7,429,669	(1,659,469)	63,441,451
31.12.2024				
Assets				
Segment assets	830,342,178	10,661,828	(83,414,753)	757,589,253
Capital expenditure	15,729,054	-	(2,853,354)	12,875,700
Total assets	846,071,232	10,661,828	(86,268,107)	770,464,953
Total Liabilities	105,075,277	228,963	(18,562,844)	86,741,396

NOTES TO THE FINANCIAL STATEMENTS
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38. Segment Information (Cont'd)

	Malaysia RM	Thailand RM	Adjustments and eliminations RM	As per consolidated financial statements RM
1.12.2023 to 31.12.2024				
Non-cash items				
Depreciation and amortisation	9,130,194	232,952	(494,991)	8,868,155
Other non-cash items	(30,809,233)	(10,828,018)	261,070	(41,376,181)
1.12.2022 to 30.11.2023 (Restated)				
Revenue				
External customers	301,686,822	3,125,182	-	304,812,004
Inter-segment	11,084,228	-	(11,084,228)	-
Total revenue	312,771,050	3,125,182	(11,084,228)	304,812,004
Financial results				
Segment results	59,862,444	(1,722,007)	(1,204,075)	56,936,362
Interest income	4,405,961	25,503	(1,487,938)	2,943,526
Finance costs	(1,751,226)	-	1,563,236	(167,990)
Share of results of an associate	-	-	248,019	248,019
Profit before tax	62,517,179	(1,696,504)	(860,758)	59,959,917
Taxation	(3,388,555)	-	120,000	(3,268,555)
Profit for the financial year	59,128,624	(1,696,504)	(740,758)	56,691,362
30.11.2023 (Restated)				
Assets				
Segment assets	707,707,008	23,340,407	(169,788,650)	561,258,765
Capital expenditure	26,880,700	-	(7,563,684)	19,317,016
Total assets	734,587,708	23,340,407	(177,352,334)	580,575,781
Total liabilities	143,466,321	922,864	(73,048,136)	71,341,049
1.12.2022 to 30.11.2023 (Restated)				
Non-cash items				
Depreciation and amortisation	7,278,416	1,018,704	(655,068)	7,642,052
Other non-cash items	(44,962,580)	(64,003)	500,000	(44,526,583)

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38. Segment Information (Cont'd)

(A) Other non-cash items consist of following as presented in the respective notes to the financial statements:

	1.12.2023 to 31.12.2024 RM	1.12.2022 to 30.11.2023 RM Restated
Other non-cash items:		
Amortisation of government grants	(109,229)	(100,826)
Bad debts written off - Other receivables	6,250	-
Impairment losses on:		
- Property, plant and equipment	123,999	1,627,503
- Trade receivables	2,369,459	1,422,205
- Other receivables	-	240,000
- Contract assets	195,171	-
- Other investments	-	32,800
Inventories written down	3,317,422	3,016,741
Property, plant and equipment written off	32,875	575,762
Unrealised foreign exchange loss/(gain)	14,808	(158,441)
Fair value adjustment on investment properties	(17,878,405)	(720,000)
Fair value gain on other investments	(26,213,671)	(33,595,122)
Loss/(Gain) on disposal of:		
- Other investments	11,417,687	(14,542,805)
- Property, plant and equipment	(10,647,479)	(69,167)
Gain on early termination of lease contracts	(7,760)	-
Reversal of impairment losses on:		
- Trade receivables	(3,987,308)	(2,255,233)
- Other receivables	(10,000)	-
	(41,376,181)	(44,526,583)

Adjustments and eliminations

Capital expenditure consists of additions of property, plant and equipment, right-of-use assets, investment properties and intangible assets.

Inter-segment revenues are eliminated on consolidation.

Major customers

No disclosure on major customer information as no customer represents equal or more than ten percent of Group's revenue.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments

(a) Classification of financial instruments

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	Carrying amount RM	Financial assets at FVTPL RM	Financial assets at amortised cost RM
Group			
31.12.2024			
Financial Assets			
Other investments*	70,750,486	70,750,486	-
Trade receivables	80,702,088	-	80,702,088
Other receivables #	4,594,823	-	4,594,823
Amount due from holding company	172,000,000	-	172,000,000
Amount due from related companies	1,574,371	-	1,574,371
Fixed deposits with licensed banks	5,744,619	-	5,744,619
Cash and bank balances	42,235,987	-	42,235,987
	377,602,374	70,750,486	306,851,888
30.11.2023			
Financial Assets			
Other investments*	182,010,064	182,010,064	-
Trade receivables	79,309,350	-	79,309,350
Other receivables #	5,971,643	-	5,971,643
Fixed deposits with licensed banks	7,294,769	-	7,294,769
Cash and bank balances	32,202,696	-	32,202,696
	306,788,522	182,010,064	124,778,458
1.12.2022			
Financial Assets			
Other investments*	124,392,332	112,354,363	12,037,969
Trade receivables	65,058,832	-	65,058,832
Other receivables #	5,418,447	-	5,418,447
Fixed deposits with licensed banks	6,992,523	-	6,992,523
Cash and bank balances	42,454,736	-	42,454,736
	244,316,870	112,354,363	131,962,507

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(a) Classification of financial instruments (Cont'd)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis: (Cont'd)

	Carrying amount RM	Financial assets at FVTPL RM	Financial assets at amortised cost RM
Company			
31.12.2024			
Financial Assets			
Other investments	61,863,644	61,863,644	-
Other receivables	1,000	-	1,000
Amount due from holding company	79,500,000	-	79,500,000
Cash and bank balances	2,424,648	-	2,424,648
	143,789,292	61,863,644	81,925,648
30.11.2023			
Financial Assets			
Other investments	160,220,562	160,220,562	-
Other receivables	28,231	-	28,231
Cash and bank balances	258,383	-	258,383
	160,507,176	160,220,562	286,614

* *exclude unquoted shares*
\# *exclude prepayments*

	Carrying amount RM	Financial liabilities at amortised cost RM
Group		
31.12.2024		
Financial Liabilities		
Trade payables	22,797,297	22,797,297
Other payables	19,973,040	19,973,040
Amount due to holding company	526,645	526,645
Lease liabilities	393,024	393,024
Bank borrowings	15,523,000	15,523,000
	59,213,006	59,213,006

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(a) Classification of financial instruments (Cont'd)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis: (Cont'd)

	Carrying amount RM	Financial liabilities at amortised cost RM
Group		
30.11.2023		
Financial Liabilities		
Trade payables	32,545,752	32,545,752
Other payables	25,088,381	25,088,381
Lease liabilities	604,834	604,834
Bank borrowings	4,392,000	4,392,000
	62,630,967	62,630,967
1.12.2022		
Financial Liabilities		
Trade payables	17,905,818	17,905,818
Other payables	22,523,641	22,523,641
Lease liabilities	144,262	144,262
Bank borrowings	12,133,440	12,133,440
	52,707,161	52,707,161
Company		
31.12.2024		
Financial Liabilities		
Other payables	445,592	445,592
Amount due to a subsidiary	1,003,950	1,003,950
	1,449,542	1,449,542
30.11.2023		
Financial Liabilities		
Other payables	523,490	523,490
Amount due to subsidiaries	55,556,892	55,556,892
	56,080,382	56,080,382

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies

The Group's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's and of the Company's operations whilst managing its credit, liquidity, foreign currency and interest rate risks. The Group and the Company operate within clearly defined guidelines that are approved by the Board and the Group's and the Company's policy is not to engage in speculative transactions.

The following sections provide details regarding the Group's and the Company's exposure to the abovementioned financial risks and the objectives, policies and processes for the management of these risks.

(i) Credit risk

Credit risk is the risk of a financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its amount due from holding company and related companies, trade and other receivables and deposits with banks. The Company's exposure to credit risk arises principally from amount due from holding company and deposits. There are no significant changes as compared to prior year.

Inter-company advances

The Group and the Company provide unsecured advances to inter-company. The Group and the Company monitor the ability of the inter-company to repay advances on an individual basis.

Generally, the Group and the Company consider advances to inter-company have low credit risk. The Group and the Company assume that there is a significant increase in credit risk when an inter-company's financial position deteriorates significantly.

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position. There is no indication that the amount due from inter-company is not recoverable. Hence, loss allowance is not provided for.

Trade receivables

The Group has adopted a policy of only dealing with creditworthy counterparties. Management has a credit policy in place to control credit risk by dealing with creditworthy counterparties. The exposure to credit risk is monitored on an ongoing basis and action will be taken for long outstanding debts.

At each reporting date, the Group assesses whether any of the trade receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partial or in full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

There are no significant changes as compared to previous year.

At the end of the reporting period, the maximum exposure to credit risk arising from trade receivables are represented by the carrying amounts in the statements of financial position.

The Group has no significant concentration of credit risk as its exposure spread over a large number of customers.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(i) Credit risk (Cont'd)

Other receivables

Credit risks on other receivables are mainly arising from sundry receivables and deposits. The Group and the Company monitor the exposure to credit risk on individual basis.

At the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

Cash and cash equivalents

The cash and cash equivalents are held domestically with licensed banks and non-bank financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

These licensed banks and financial institutions have low credit risks. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

(ii) Liquidity risk

Liquidity risk refers to the risk that the Group or the Company will encounter difficulty in meeting its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group's and the Company's funding requirements and liquidity risk are managed with the objective of meeting business obligations on a timely basis. The Group finances its liquidity through internally generated cash flows and minimises liquidity risk by keeping committed credit lines available.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay.

	On demand or within 1 year RM	1 to 2 years RM	2 to 5 years RM	Total contractual cash flows RM	Total carrying amount RM
Group					
31.12.2024					
Non-deriviative financial liabilities					
Trade payables	22,797,297	-	-	22,797,297	22,797,297
Other payables	19,973,040	-	-	19,973,040	19,973,040
Amount due to holding company	526,645	-	-	526,645	526,645
Lease liabilities	192,108	146,745	88,560	427,413	393,024
Bank borrowings	15,523,000	-	-	15,523,000	15,523,000
Financial guarantee*	920,409	-	-	920,409	-
	59,932,499	146,745	88,560	60,167,804	59,213,006
30.11.2023					
Non-deriviative financial liabilities					
Trade payables	32,545,752	-	-	32,545,752	32,545,752
Other payables	24,451,026	637,355	-	25,088,381	25,088,381
Lease liabilities	253,242	184,301	235,500	673,043	604,834
Bank borrowings	4,392,000	-	-	4,392,000	4,392,000
Financial guarantee*	119,400	-	-	119,400	-
	61,761,420	821,656	235,500	62,818,576	62,630,967
1.12.2022					
Non-deriviative financial liabilities					
Trade payables	17,905,818	-	-	17,905,818	17,905,818
Other payables	20,631,756	1,891,885	-	22,523,641	22,523,641
Lease liabilities	66,722	59,682	29,840	156,244	144,262
Bank borrowings	12,133,440	-	-	12,133,440	12,133,440
	50,737,736	1,951,567	29,840	52,719,143	52,707,161

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. (Cont'd)

	On demand or within 1 year RM	Total contractual cash flows RM	Total carrying amount RM
Company			
31.12.2024			
Non-deriviative financial liabilities			
Other payables	445,592	445,592	445,592
Amount due to a subsidiary	1,003,950	1,003,950	1,003,950
Financial guarantee*	5,000,000	5,000,000	-
	6,449,542	6,449,542	1,449,542
31.12.2024			
Non-deriviative financial liabilities			
Other payables	523,490	523,490	523,490
Amount due to subsidiaries	55,556,892	55,556,892	55,556,892
Financial guarantee*	5,000,000	5,000,000	-
	61,080,382	61,080,382	56,080,382

* Based on the maximum amount that can be called for under the financial guarantee contract.

(iii) Market risks

(a) Foreign currency risk

The Group is exposed to foreign currency risk on transactions that are denominated in currencies other than the respective functional currencies of Group entities. The currencies giving rise to this risk are primarily United States Dollar ("USD"), Singapore Dollar ("SGD"), Euro ("EUR"), Swiss Franc ("CHF") and Sterling Pound ("GBP").

The Group has not entered into any derivative instruments for hedging or trading purposes. Where possible, the Group will apply natural hedging by selling and purchasing in the same currency. However, the exposure to foreign currency risk is monitored from time to time by management.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(a) Foreign currency risk (Cont'd)

The carrying amounts of the Group's foreign currency denominated monetary assets and liabilities at the end of the reporting period are as follows:

	Denominated in			
	USD RM	SGD RM	EUR RM	Total RM
Group				
31.12.2024				
Monetary assets				
Other investements	308	-	-	308
Trade receivables	-	1,325,490	-	1,325,490
Other receivables	-	2,316,900	-	2,316,900
Monetary liabilities				
Trade payables	(3,564,287)	-	-	(3,564,287)
Other payables	-	(6,510)	(1,259)	(7,769)
	(3,563,979)	3,635,880	(1,259)	70,642

	Denominated in			
	USD RM	SGD RM	CHF RM	Total RM
Group (Cont'd)				
30.11.2023				
Monetary assets				
Trade receivables	-	679,524	-	679,524
Other receivables	-	3,688,371	-	3,688,371
Monetary liabilities				
Trade payables	(5,847,111)	-	-	(5,847,111)
Other payables	-	-	(15,775)	(15,775)
	(5,847,111)	4,367,895	(15,775)	(1,494,991)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(a) Foreign currency risk (Cont'd)

The carrying amounts of the Group's foreign currency denominated monetary assets and liabilities at the end of the reporting period are as follows: (Cont'd)

	Denominated in				
	USD RM	SGD RM	EUR RM	GBP RM	Total RM
Group (Cont'd)					
1.12.2022					
Monetary assets					
Trade receivables	-	54,413	-	-	54,413
Other receivables	1,318,296	-	199,049	-	1,517,345
Monetary liability					
Bank borrowings	(1,637,845)	-	(5,156,440)	(496,155)	(7,290,440)
	(319,549)	54,413	(4,957,391)	(496,155)	(5,718,682)

Foreign currency sensitivity analysis

Foreign currency risk arises from Group entities which have a RM functional currency. The exposure to currency risk of Group entities which do not have a RM functional currency is not material and hence, sensitivity analysis is not presented.

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the USD, SGD, EUR and CHF exchange rates against RM, with all other variables held constant.

	1.12.2023 to 31.12.2024		1.12.2022 to 30.11.2023	
Group	Change in currency rate RM	Effect on profit before tax RM	Change in currency rate RM	Effect on profit before tax RM
USD	Strengthened 10%	(356,398)	Strengthened 10%	(584,711)
	Weakened 10%	356,398	Weakened 10%	584,711
SGD	Strengthened 10%	363,588	Strengthened 10%	436,790
	Weakened 10%	(363,588)	Weakened 10%	(436,790)
EUR	Strengthened 10%	(126)	Strengthened 10%	-
	Weakened 10%	126	Weakened 10%	-
CHF	Strengthened 10%	-	Strengthened 10%	(1,578)
	Weakened 10%	-	Weakened 10%	1,578

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(b) Interest rate risk

The Group's fixed rate deposits placed with licensed banks and borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Group's and the Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates.

The Group manages the interest rate risk of its deposits with licensed financial institutions by placing them at the most competitive interest rates obtainable, which yield better returns than cash at bank and maintaining a prudent mix of short and long term deposits.

The Group manages its interest rate risk exposure from interest bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group constantly monitors its interest rate risk by reviewing its debts portfolio to ensure favourable rates are obtained. The Group does not utilise interest swap contracts or other derivative instruments for trading or speculative purposes.

The interest rate profile of the Group's and of the Company's significant interest-bearing financial instruments, based on carrying amounts at the end of the reporting period was:

	GROUP		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Fixed rate instruments			
Financial assets			
Amount due from holding company	172,000,000	-	-
Fixed deposits with licensed banks	5,744,619	7,294,769	6,992,523
	177,744,619	7,294,769	6,992,523
Financial liability			
Lease liabilities	393,024	604,834	144,262
Floating rate instrument			
Financial liability			
Bank borrowings	15,523,000	4,392,000	12,133,440

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(b) Interest rate risk (Cont'd)

The interest rate profile of the Group's and of the Company's significant interest-bearing financial instruments, based on carrying amounts at the end of the reporting period was: (Cont'd)

	COMPANY	
	31.12.2024 RM	**30.11.2023 RM**
Fixed rate instrument		
Financial asset		
Amount due from holding company	79,500,000	-
Floating rate instrument		
Financial liability		
Amount due to subsidiaries	1,003,950	55,556,892

Interest rate risk sensitivity analysis

Cash flow sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have increase/(decrease) the Group's profit before tax by RM155,230 (1.12.2022 to 30.11.2023: RM43,920) and increase/(decrease) the Company's profit before tax by RM10,040 (1.12.2022 to 30.11.2023: RM555,569), arising mainly as a result of lower/higher interest expense on floating rate loans and borrowings. This analysis assumes that all other variables remain constant. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(c) Equity price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market price (other than interest or exchange rates).

The Group is exposed to equity price risk arising from its investment in quoted instruments. These quoted instruments are listed on Bursa Malaysia Securities Berhad and are classified as financial assets at FVTPL.

Management of the Group monitors investments in quoted instruments on a portfolio basis. Material investments within the portfolio are managed on an individual basis and all buy and sell decisions are approved by the Board of Directors of the Group.

At the end of the reporting period, if the FTSE Bursa Malaysia Securities Berhad KLCI had been 5% higher/ lower, with all other variables held constant, the Group's and the Company's profit before tax would have been RM2,880,818 (30.11.2023: RM7,808,655) higher/lower, as a result of an increase/decrease in the fair value of these investments.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(c) Fair value of financial instruments

The carrying amounts of short-term receivables and payables, cash and cash equivalents and short-term loans and borrowings approximate their fair value due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

The carrying amount of long-term floating rate loans and borrowings approximately their fair value as the loans will be re-priced to market interest rate on or near reporting date.

It was not practical to estimate the fair value of investment in unquoted equity due to the lack of comparable quoted prices in an active market and the fair value cannot be reliably measured.

The table below analyses financial instruments carried at fair value, together with their fair value and carrying amounts shown in the statements of financial position.

	Fair value of financial instruments carried at fair value			Carrying amount
	Level 1 RM	Level 2 RM	Level 3 RM	RM
Group				
31.12.2024				
Financial asset				
Other investments	70,750,486	-	-	70,750,486
30.11.2023				
Financial asset				
Other investments	182,010,064	-	-	182,010,064
1.12.2022				
Financial asset				
Other investments	124,392,332	-	-	124,392,332
Company				
31.12.2024				
Financial asset				
Other investments	61,863,644	-	-	61,863,644
30.11.2023				
Financial asset				
Other investments	160,220,562	-	-	160,220,562

(i) The fair value of listed equity securities was determined by reference to the quoted price in an active market.

(ii) The fair value of the money market funds was determined by reference to the quoted prices provided by the financial intermediaries.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

39. Financial Instruments (Cont'd)

(c) Fair value of financial instruments (Cont'd)

Transfer between levels of fair value hierarchy

There is no transfer between levels of fair value hierarchy during the financial period.

40. Capital Management

The Group's and the Company's objectives when managing capital are to safeguard the Group's and the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group and the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group and the Company monitor capital using gearing ratio, which is the net debts divided by total equity. The Group's and the Company's policy is to maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements. The gearing ratios at the end of the reporting period are as follows:

	GROUP			COMPANY	
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM	31.12.2024 RM	30.11.2023 RM
Lease liabilities	393,024	604,834	144,262	-	-
Bank borrowings	15,523,000	4,392,000	12,133,440	-	-
Amount due to subsidiaries	-	-	-	1,000,000	55,250,000
Total debts	15,916,024	4,996,834	12,277,702	1,000,000	55,250,000
Less: Fixed deposits with licensed banks	(5,744,619)	(7,294,769)	(6,992,523)	-	-
Less: Cash and bank balances	(42,235,987)	(32,202,696)	(42,454,736)	(2,424,648)	(258,383)
(Excess funds)/Net debts	(32,064,582)	(34,500,631)	(37,169,557)	(1,424,648)	54,991,617
Total equity	683,723,557	509,234,732	438,128,730	209,679,645	180,222,172
Gross gearing ratio (times)	0.02	0.01	0.03	0.005	0.31
Net gearing ratio (times)	*	*	*	*	0.31

* *Gearing ratio is not presented as the Group and the Company is in net cash position.*

There were no changes in the Group's and the Company's approach to capital management during the financial period/year.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

41. Capital Commitments

Capital expenditure

As at the reporting date, the Group has the following commitments:

	GROUP		
	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Authorised and contracted for:			
- Property, plant and equipment	2,713,068	5,440,167	17,556,560

42. Financial Guarantees

	31.12.2024 RM	30.11.2023 RM	1.12.2022 RM
Group			
Unsecured			
Bankers' guarantee issued in favour of third parties	920,409	119,400	-
Company			
Unsecured			
Corporate guarantees given to the licensed banks for credit facility granted to subsidiaries	5,000,000	5,000,000	5,000,000

43. Comparative Figures

(a) The financial statements of the Group and of the Company for the financial year ended 30 November 2023 was audited by another auditor who expressed an unmodified opinion on those statements on 11 March 2024.

(b) The previous reporting period covered a period of 12 months from 1 December 2022 to 30 November 2023. The current reporting period covers a period of 13 months from 1 December 2023 to 31 December 2024. Consequently, the comparative amount for the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows and related notes to the financial statements are not comparable.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

43. Comparative Figures (Cont'd)

(c) Certain comparatives were reclassified to conform with current financial period's presentation. There was no significant impact to the financial performance in relation to the financial year ended 30 November 2023.

	As previously stated RM	Reclassification RM	As restated RM
Group			
Statements of Financial Position			
30.11.2023			
Non-Current Assets			
Property, plant and equipment	148,157,799	(4,524,594)	143,633,205
Right-of-use assets	3,258,956	4,953,829	8,212,785
Deferred tax assets	3,130,200	(3,130,200)	-
Current Assets			
Trade and other receivables	85,368,584	(85,368,584)	-
Trade receivables	-	79,309,350	79,309,350
Other receivables	-	6,294,417	6,294,417
Other current assets	322,774	(322,774)	-
Contract assets	-	195,171	195,171
Fixed deposits with licensed banks	-	7,294,769	7,294,769
Cash and bank balances	39,497,465	(7,294,769)	32,202,696
Non-Current Liabilities			
Other payables	-	(637,355)	(637,355)
Lease liabilities	-	(385,536)	(385,536)
Current Liabilities			
Trade and other payables	(57,526,553)	57,526,553	-
Trade payables	-	(32,545,752)	(32,545,752)
Other payables	-	(24,451,026)	(24,451,026)
Lease liabilities	(604,834)	385,536	(219,298)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

43. Comparative Figures (Cont'd)

(c) Certain comparatives were reclassified to conform with current financial period's presentation. There was no significant impact to the financial performance in relation to the financial year ended 30 November 2023. (Cont'd)

	As previously stated RM	Reclassification RM	As restated RM
Group			
Statements of Financial Position			
1.12.2022			
Non-Current Assets			
Property, plant and equipment	144,457,584	(10,179,044)	134,278,540
Right-of-use assets	2,867,646	5,114,954	7,982,600
Deferred tax assets	4,207,440	(4,207,440)	-
Current Assets			
Trade and other receivables	70,781,038	(70,781,038)	-
Trade receivables	-	65,058,832	65,058,832
Other receivables	-	5,710,350	5,710,350
Other current assets	291,903	(291,903)	-
Contract assets	-	303,759	303,759
Fixed deposits with licensed banks	-	6,992,523	6,992,523
Cash and bank balances	49,447,259	(6,992,523)	42,454,736
Non-Current Liabilities			
Other payables	-	(1,891,885)	(1,891,885)
Lease liabilities	-	(85,072)	(85,072)
Current Liabilities			
Trade and other payables	(40,429,459)	40,429,459	-
Trade payables	-	(17,905,818)	(17,905,818)
Other payables	-	(20,631,756)	(20,631,756)
Lease liabilities	(144,262)	85,072	(59,190)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

43. Comparative Figures (Cont'd)

(c) Certain comparatives were reclassified to conform with current financial period's presentation. There was no significant impact to the financial performance in relation to the financial year ended 30 November 2023. (Cont'd)

	As previously stated RM	Reclassification RM	As restated RM
Group			
Statements of Profit or Loss and Other Comprehensive Income			
1.12.2022 to 30.11.2023			
Net reversal on impairment of financial instruments and contract assets	-	593,028	593,028
Statements of Cash Flows			
1.12.2022 to 30.11.2023			
Operating Activities			
Adjustments for:			
Depreciation of:			
- Property, plant and equipment	7,203,292	(149,581)	7,053,711
- Right-of-use assets	266,685	161,125	427,810
Dividend income	-	(1,315,800)	(1,315,800)
Impairment losses on:			
- Trade receivables	1,497,799	(75,594)	1,422,205
- Other receivables	-	240,000	240,000
Finance costs	-	167,990	167,990
Interest expense	123,511	(123,511)	-
Interest expense on lease liabilities	44,479	(44,479)	-
Inventories written down	-	3,016,741	3,016,741
Fair value gain on other investments	(33,774,433)	179,311	(33,595,122)
Fair value loss on other investments	179,311	(179,311)	-
Gain on disposal of other investments	(14,535,305)	(7,500)	(14,542,805)
Loss on disposal of property, plant and equipment	158,889	(158,889)	-
Reversal of impairment losses on trade receivables	(2,330,827)	75,594	(2,255,233)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

43. Comparative Figures (Cont'd)

(c) Certain comparatives were reclassified to conform with current financial period's presentation. There was no significant impact to the financial performance in relation to the financial year ended 30 November 2023. (Cont'd)

	As previously stated RM	Reclassification RM	As restated RM
Group (Cont'd)			
Statements of Cash Flows			
1.12.2022 to 30.11.2023			
Operating Activities			
Changes in working capital:			
Inventories	(7,001,323)	(3,016,741)	(10,018,064)
Trade and other receivables	(13,751,918)	13,751,918	-
Trade and other payables	17,252,936	(17,252,936)	-
Other current assets	(30,871)	30,871	-
Trade receivables	-	(13,414,889)	(13,414,889)
Other receivables	-	(824,067)	(824,067)
Trade payables	-	14,795,745	14,795,745
Other payables	-	2,564,770	2,564,770
Contract assets/liabilities	-	108,588	108,588
Cash generated from/(used in) operations			
Dividend received	-	1,315,800	1,315,800
Interest paid	(100,821)	(67,169)	(167,990)
Exchange differences	118,489	69,163	187,652
Investing activities			
Acquisition of right-of-use assets	(657,995)	657,995	-
Acquisition of other investments	(9,520,105)	(89,053,601)	(98,573,706)
Proceeds from disposal of:			
- Other investments	-	89,061,101	89,061,101
- Property, plant and equipment	946,571	89,721	1,036,292

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

43. Comparative Figures (Cont'd)

(c) Certain comparatives were reclassified to conform with current financial period's presentation. There was no significant impact to the financial performance in relation to the financial year ended 30 November 2023. (Cont'd)

	As previously stated RM	Reclassification RM	As restated RM
Group (Cont'd)			
Statements of Cash Flows			
1.12.2022 to 30.11.2023			
Financing activities			
(Withdrawal)/Drawdown of loans and borrowings	(7,290,440)	7,290,440	-
Addition of lease liabilities	657,995	(657,995)	-
Net changes in bankers' acceptance and invoice financing	-	(451,000)	(451,000)
Repayment of term loans	(473,690)	(6,816,750)	(7,290,440)
Payment of lease liabilities	(241,902)	44,479	(197,423)
Resale/(Purchase) of treasury shares	6,727,921	(6,727,921)	-
Proceeds from resale of treasury shares	7,043,977	6,727,921	13,771,898

	As previously stated RM	Reclassification RM	As restated RM
Company			
Statements of Cash Flows			
1.12.2022 to 30.11.2023			
Operating activities			
Adjustments for:			
Gain on disposal of other investments	(14,535,305)	(7,500)	(14,542,805)
Cash generated from/(used in) operations			
Interest paid	(1,494,185)	206,893	(1,287,292)
Investing activities			
Acquisition of other investments	(56,222,157)	(42,259,555)	(98,481,712)
Proceeds from disposal of other investments	-	42,267,055	42,267,055
Financing Activities			
(Withdrawal)/Drawdown of loans and borrowings	(5,652,595)	5,652,595	-
Repayment of bank borrowings	-	(5,652,595)	(5,652,595)
Net changes in amount due to subsidiaries	49,556,892	(206,893)	49,349,999
Resale/(Purchase) of treasury shares	6,727,921	(6,727,921)	-
Proceeds from resale of treasury shares	7,043,977	6,727,921	13,771,898

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

44. Prior Year Adjustments

Change in accounting policy

In the previous financial years, investment properties were measured at cost less accumulated depreciation and any accumulated impairment losses. During the financial period, the accounting policy has been changed to measure the investment properties at their fair value with changes in fair value recognised in profit or loss.

The change in accounting policy has been applied retrospectively. The following table summarises the transitional adjustments made to the prior year's financial statements upon implementation of the new accounting policy:

	As previously stated RM	Reclassification RM	Prior year adjustments RM	As restated RM
Group				
Statements of Financial Position				
30.11.2023				
Non-Current Asset				
Investment properties	25,799,202	(429,235)	14,168,053	39,538,020
Equity				
Retained earnings	(353,485,979)	-	(12,468,158)	(365,954,137)
Non-controlling interests	(27,461,472)	-	(981,553)	(28,443,025)
Non-Current Liability				
Deferred tax liabilities	(10,129,910)	3,130,200	(718,342)	(7,718,052)
1.12.2022				
Non-Current Asset				
Investment properties	20,682,245	5,064,090	13,071,685	38,818,020
Equity				
Retained earnings	(298,060,627)	-	(11,630,280)	(309,690,907)
Non-controlling interests	(27,616,135)	-	(863,758)	(28,479,893)
Non-Current Liability				
Deferred tax liabilities	(10,692,472)	4,207,440	(577,647)	(7,062,679)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

44. Prior Year Adjustments (Cont'd)

Change in accounting policy (Cont'd)

The change in accounting policy has been applied retrospectively. The following table summarises the transitional adjustments made to the prior year's financial statements upon implementation of the new accounting policy: (Cont'd)

	As previously stated RM	Reclassification RM	Prior year adjustments RM	As restated RM
Group (Cont'd)				
Statements of Profit or Loss and Other Comprehensive Income				
1.12.2022 to 30.11.2023				
Cost of sales	(254,013,030)	54,088	518,824	(253,440,118)
Other income	53,004,911	(2,330,828)	720,000	51,394,083
Administrative expenses	(47,963,891)	1,683,712	(142,456)	(46,422,635)
Taxation	(3,127,860)	-	(140,695)	(3,268,555)
Statements of Cash Flows				
1.12.2022 to 30.11.2023				
Operating Activities				
Adjustments for:				
Depreciation of investment properties	387,907	(11,539)	(376,368)	-
Fair value adjustment on investment properties	-	-	(720,000)	(720,000)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024

45. Significant Events

The following significant events took place for the Group and of the Company:

(a) Mandatory take-over offers by CHGB

The mandatory take-over offers by CHGB to acquire all the remaining ordinary shares of the Company has become unconditional on 13 December 2023. As at 31 December 2023, CHGB had acquired additional 86,063,750 ordinary shares of the Company for a total consideration of RM131,677,538. Consequently, the Company ceased to be an associate and became a 53.59%-owned subsidiary of CHGB.

(b) Disposal of freehold land and building

On 3 May 2024, TASG, a 99.99%-owned subsidiary of the Company, entered into a Sale and Purchase Agreement with a third party for the disposal of freehold land and building for a cash consideration of 208 million Baht (approximately RM26.79 million). The disposal was completed in July 2024.

(c) Provision of financial assistance

On 10 May 2024, the Company entered into a loan agreement, as varied by a supplemental loan agreement date 21 June 2024, with CHGB to provide a loan of up to RM250 million at an interest rate of 7.5% per annum over a 24-month period. The loan is intended to meet the funding needs of CHGB and its subsidiaries.

46. Date of Authorisation for Issue of Financial Statements

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of Directors on 8 April 2025.

ANALYSIS OF SHAREHOLDINGS

AS AT 28 MARCH 2025

Total Number of Issued Shares	:	304,584,484
Class of Shares	:	Ordinary Shares
Voting Rights	:	One Vote per Share

ANALYSIS OF SHAREHOLDINGS

Holdings	No. of Holders	No. of Shares Held	% of Holdings
Less than 100	20	470	0.00
100 to 1,000	164	86,896	0.03
1,001 to 10,000	690	4,366,136	1.43
10,001 to 100,000	416	14,621,900	4.80
100,001 to less than 5% of issued shares	149	148,145,882	48.64
5% and above of issued shares	4	137,363,200	45.10
TOTAL	**1,443**	**304,584,484**	**100.00**

THIRTY LARGEST SHAREHOLDERS

	Name of Shareholders	No. of Shares	% of Shares
1.	CHIN HIN GROUP BERHAD	39,363,200	12.92
2.	YEO ANN SECK	35,000,000	11.49
3.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK ISLAMIC BERHAD FOR CHIN HIN GROUP BERHAD	33,000,000	10.83
4.	M & A NOMINEE (TEMPATAN) SDN BHD AL RAJHI BANKING & INVESTMENT CORPORATION (MALAYSIA) BHD PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD (ACC 2)	30,000,000	9.84
5.	RHB NOMINEES (TEMPATAN) SDN BHD BANK OF CHINA (MALAYSIA) BERHAD PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BHD	15,200,000	4.99
6.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD (MY4563)	15,000,097	4.92
7.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD	15,000,000	4.92
8.	AMANAH RAYA BERHAD KUMPULAN WANG BERSAMA SYARIAH	14,500,000	4.76
9.	BBL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD	13,000,000	4.26
10.	CHIN HIN GROUP BERHAD	4,184,850	1.37

ANALYSIS OF SHAREHOLDINGS

	Name of Shareholders	No. of Shares	% of Shares
11.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LAU KIM SAN	3,360,400	1.10
12.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR YEO ANN SECK (MY0696)	2,382,000	0.78
13.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KEH CHUAN SENG (7001511)	2,271,500	0.74
14.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHUA BOON HONG	2,151,000	0.76
15.	LIM KHUAN ENG	2,100,000	0.68
16.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN HWA SING (7012335)	2,061,200	0.67
17.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR NG BENG HOO (7004794)	1,900,800	0.62
18.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG PAK YII (7009885)	1,580,000	0.51
19.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHNG TEONG SENG	1,569,500	0.51
20.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR POR TEONG ENG (7008531)	1,268,895	0.41
21.	PHILLIP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE KEAN LENG	1,211,300	0.39
22.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE KEAN LENG (7010488)	1,210,000	0.39
23.	BIMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YBG YAP CONSOLIDATED SDN. BHD.(MGNM88088)	1,180,000	0.38
24.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR FOO KHAI SHIN	1,171,500	0.38
25.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM KIAN HIN (7008657)	1,135,000	0.37
26.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEOH HAI HIN (7001329)	1,070,500	0.35
27.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KHOO CHEE SIANG	1,030,000	0.33
28.	LINK CHEONG WAH	1,020,000	0.33
29.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE CHOW HOOI (7011764)	1,000,000	0.32
30.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM KIAN HIN (MY4138)	1,000,000	0.32

ANALYSIS OF SHAREHOLDINGS

SUBSTANTIAL SHAREHOLDERS

	Name		No. of Shares Held		
		Direct	%	Indirect/Deemed	%
1.	Divine Inventions Sdn Bhd	-	-	164,748,147*	54.09
2.	Chin Hin Group Berhad	164,748,147	54.09	-	-
3.	PP Chin Hin Realty Sdn Bhd	-	-	164,748,147**	54.09
4.	Datuk Seri Chiau Beng Teik, JP	-	-	164,748,147***	54.09
5.	Chiau Haw Choon	-	-	164,748,147***	54.09
6.	Yeo Ann Seck	37,382,000	12.27	-	-
7.	Datin Seri Wong Mee Leng	-	-	164,748,147***	54.09

Note:

* Deemed interest pursuant to Section 8 of the Companies Act 2016 by virtue of its shareholdings in Chin Hin Group Berhad.

** Deemed interest pursuant to Section 8 of the Companies Act 2016 by virtue of its shareholdings in Divine Inventions Sdn Bhd, which in turn hold shares in Chin Hin Group Berhad.

*** Deemed interest pursuant to Section 8 of the Companies Act 2016, by virtue of their shareholdings in PP Chin Hin Realty Sdn Bhd, which is the holding company of Divine Inventions Sdn Bhd, which in turn hold shares in Chin Hin Group Berhad.

DIRECTORS' INTEREST

a) Interest of Shares in the Company

	Name		No. of Shares Held		
		Direct	%	Indirect/Deemed	%
1.	Datuk Seri Chiau Beng Teik, JP	-	-	164,748,147*	54.09
2.	Chiau Haw Choon	-	-	164,748,147*	54.09
3.	Yeo Ann Seck	37,382,000	12.27	-	-
4.	Er Kian Hong	-	-	-	-
5.	Teh Boon Beng	-	-	-	-
6.	Datuk Hj Mohd Yusri Bin MD Yusof	-	-	-	-
7.	Dato' Boey Chin Gan	-	-	-	-

Note:

* Deemed interest pursuant to Section 8 of the Companies Act 2016, by virtue of his shareholdings in PP Chin Hin Realty Sdn Bhd, which is the holding company of Divine Inventions Sdn Bhd, which in turn hold shares in Chin Hin Group Berhad.

b) Interest of Shares in the Subsidiaries

By virtue of Section 8 of the Companies Act 2016, Dato' Seri Chiau Beng Teik, JP, Mr. Chiau Haw Choon and Mr. Yeo Ann Seck are also deemed interested in shares of all the subsidiaries to the extent the Company has an interest.

LIST OF TOP 10 PROPERTIES OWNED BY THE GROUP

Based on Net Book Value as at 31 December 2024

No.	Location	Description And Existing Use	Tenure (Expiry Date)	Age of Building	Land Area (acre)	Built-up Area (acre)	Net Book Value ('000)	Date of Acquisition
1.	6, Jalan PPU 3, Taman Perindustrian Puchong Utama, 47100 Puchong, Selangor	Industrial land with factory building	Freehold	22 years	3.34	2.43	37,497	01-03-2000
2.	Lot 575, 1 KM Lebuhraya Segamat-Kuantan, 85000 Segamat, Johor	Industrial land with factory building	Freehold	25 years	8.33	5.47	28,227	07-03-1995
3.	Lot No.3, HSD 264454, PT 35360, Mukim Setul, Daerah Seremban, Negeri Sembilan.	Industrial land	Freehold	N/A	9.13	N/A	27,900	11-11-2021
4.	Lot No.2, HSD 264453, PT 35359, Mukim Setul, Daerah Seremban, Negeri Sembilan.	Industrial land	Freehold	N/A	6.70	N/A	20,400	11-11-2021
5.	Lot 7068, Jalan Seelong, Kampung Maju Jaya, 81300 Johor Bahru, Johor	Industrial land with factory building	Freehold	10 years	3.21	1.39	13,319	18-09-2012
6.	Lot 7025, Jalan Kempas Lama, Seelong Jaya, 81400 Senai, Johor	Industrial land with factory building	Freehold	17 years	2.50	1.34	11,793	15-03-2007
7.	Lot 139279, HSD 18061, No. 2, Jalan Sungai Pelubung 32/149, Seksyen 32, 40460 Shah Alam, Selangor	Industrial land	Freehold	N/A	1.87	N/A	11,000	27-02-2002
8.	Lot 28, Taman Perindustrian Bukit Makmur, 08000 Sungai Petani, Kedah	Industrial land with factory building	Freehold	17 years	3.08	1.83	10,000	24-04-1997
9.	Lot 3105, Jalan Buloh Kasap, Batu Anam, Mukim Buloh Kasap, 85010 Segamat, Johor.	Industrial land with factory building	Freehold	16 years	4.79	1.31	9,856	23-09-2013
10.	Lot 142, Kawasan Perindustrian, Jalan Genuang, 85000 Segamat, Johor.	Industrial land with factory building	Leasehold (expiry : 22-01-2079)	23 years	2.04	1.36	8,031	03-12-2009

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the **Twenty-Ninth Annual General Meeting ("29th AGM")** of Ajiya Berhad ("Ajiya" or "Company") will be held at Menara Chin Hin, Level 19, 8th & Stellar, No. 1, Jalan Naga Emas, Sri Petaling, 57000 Kuala Lumpur, Malaysia on Tuesday, 27 May 2025 at 2.30 p.m. for the purpose of considering and if thought fit, passing with or without any modification, the resolutions set out in this Notice.

AGENDA

ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial period ended 31 December 2024 together with the Reports of the Directors and Auditors thereon. **EXPLANATORY NOTE 1**

2. To approve the payment of Directors' fees of RM318,500 for the financial period ended 31 December 2024. **RESOLUTION 1**

3. To approve the payment of Directors' fees of RM294,000 for the financial year ending 31 December 2025. **RESOLUTION 2**

4. To approve the payment of Directors' meeting allowance up to an amount of RM68,500 from the conclusion of the 29th AGM until the next AGM to be held in 2026. **RESOLUTION 3**

5. To re-elect the following Directors who are retiring pursuant to Article 89 of the Company's Constitution and being eligible, offered themselves for re-election:-
   a) Datuk Seri Chiau Beng Teik, JP **RESOLUTION 4**
   b) Ms. Er Kian Hong **RESOLUTION 5**

6. To re-appoint UHY Malaysia PLT as Auditors of the Company for the financial year ending 31 December 2025 and to authorise the Directors to fix their remuneration. **RESOLUTION 6**

SPECIAL BUSINESS

7. To consider and, if thought fit, pass the following Ordinary Resolutions:

   7.1 AUTHORITY TO DIRECTORS TO ALLOT AND ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016 **RESOLUTION 7**

   "**THAT**, pursuant to Section 75 and 76 of the Companies Act 2016 ("the Act") and subject to the approval of relevant regulatory authorities, the Directors be and are hereby authorised to allot and issue shares in the Company at any time until the conclusion of the next AGM and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being AND THAT the Directors be and also empowered to obtain approval for the listing of and quotation for the additional shares so issued on the Bursa Malaysia Securities Berhad.

   THAT in connection with the above, pursuant to Section 85 of the Act and Article 53 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares and that the Directors are exempted, in respect of the Renewal Mandate, from any obligation to offer such new shares first to the existing shareholders of the Company in proportion to their respective shareholdings in the Company.

   AND THAT the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new shares."

NOTICE OF ANNUAL GENERAL MEETING

7.2 PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

RESOLUTION 8

"**THAT**, subject to the Act, the provisions of the Constitution of the Company, the Listing Requirements and the approvals of all relevant governmental and/or relevant authorities, where required, the Company be and is hereby authorised to purchase and/or hold such number of Ajiya Shares under the Proposed Renewal of Share Buy-Back Authority ("Purchased Share(s)") upon such terms and conditions as the Board may deem fit in the interest of the Company provided that:-

a) the aggregate number of Purchased Shares does not exceed 10% of the total number of issued shares of the Company at the time of purchase(s);
b) the maximum amount of funds to be allocated for the Purchased Shares shall not exceed the aggregate amount of the retained earnings of the Company;

THAT The Board be and is hereby authorised to deal with the shares purchased at their absolute discretion, either partially or fully, in the following manner:

a) cancel all the shares so purchased;
b) distribute the shares as share dividends to the shareholders;
c) resell the shares through Bursa Securities in accordance with the Rules of Bursa Securities;
d) retain all the shares so purchased as treasury shares;
e) retain part of the shares so purchased as treasury shares and cancel the remainder of the shares; or
f) deal with the treasury shares in the manners as allowed by the Act from time to time.

AND THAT the authority conferred by this resolution shall commence upon passing this resolution until:-

a) the conclusion of the next AGM of the Company, at which time the said authority will lapse, unless by ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or
b) the expiration of the period within which the next AGM after that date is required by law to be held; or
c) revoked or varied by ordinary resolution passed by the shareholders in general meeting,

whichever occurs first.

THAT the Board be and is hereby authorised to sign and execute all documents, do all acts, deeds and things (including the maintaining of a central depositories account(s) under the Securities Industry (Central Depositories) Act, 1991 as may be required to give effect to and to complete the aforesaid Proposed Renewal of Share Buy-Back Authority with full power to assent to any conditions, variations, modifications and/or amendments in any manner as may be required or permitted by any relevant authorities and to deal with all matters relating thereto and to take all such steps and do all acts, deeds and things in any manner as they may deem necessary or expedient to implement, finalise and give full effect to the Proposed Renewal of Share Buy-Back Authority."

7.3 PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE") AND PROPOSED NEW SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED NEW SHAREHOLDERS' MANDATE")

RESOLUTION 9

"**THAT** approval be and is hereby given to the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with the related parties mentioned under section 2.3 of the Circular to Shareholders dated 28 April 2025 which are necessary in the course of business of the Company and/or its subsidiaries for day-to-day operations and on normal commercial terms which are not more favorable to the related parties than those available to the public and not detrimental to the minority shareholders of the Company and such approval shall continue to be in force until:-

a) the conclusion of the next AGM of the Company at which such Proposed Renewal of Shareholders' and Proposed New Shareholders' Mandate is passed, at which time will lapse, unless by ordinary resolution passed at the AGM whereby the authority is renewed, either unconditionally or subject to conditions; or

NOTICE OF ANNUAL GENERAL MEETING

b) the expiration of the period within the next AGM of the Company after the date it is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
c) revoked or varied by resolution passed by the shareholders in general meeting,

whichever occurs first."

8. To transact any other business appropriate to an AGM, due notice of which shall have been previously given in accordance with the Act and the Company's Constitution.

By Order of the Board

CHONG WUI KOON (F)
SSM PC No. 202008000920 (MAICSA No. 7012363)
TAI YIT CHAN (F)
SSM PC No. 202008001023 (MAICSA No. 7009143)
SANTHI A/P SAMINATHAN (F)
SSM PC No. 201908002933 (MAICSA No. 7069709)
Company Secretaries

Johor Bahru
Dated: 28 April 2025

NOTES

1. The 29th AGM of the Company will be held at Menara Chin Hin, Level 19, 8th & Stellar, No. 1, Jalan Naga Emas, Sri Petaling, 57000 Kuala Lumpur, Malaysia.

2. The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under Seal or under the hand of an officer or attorney duly authorised. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at a meeting of a company shall have the same rights as the member to speak at the meeting.

3. Where a member of the Company is an exempt authorized nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorized nominee may appoint in respect of each omnibus accounts it holds.

4. Where the member appoints more than one (1) proxy to attend and vote at the same meeting, such appointment shall be invalid unless the member specifies the proportion of his holdings to be represented by each proxy.

5. The duly executed Form of Proxy may be deposited in a hard copy form or by electronic means in the following manner not less than twenty-four (24) hours before the time appointed for holding the AGM and any adjournment thereof. The last date to submit the proxy form is 26 May 2025 at 2.30 p.m.

   a) Submit the Form of Proxy to the Registered Office of the Company at Suite 9D, Level 9, Menara Ansar, 65, Jalan Trus, 80888 IIBD, Johor, Malaysia, OR
   b) Submit the Form of Proxy by email to vote2u@agmostudio.com

6. Please ensure all the particulars as required in the proxy form are completed, signed and dated accordingly. If no name is inserted in the space provided for the name of your proxy, the Chairman of the AGM will act as your proxy.

7. Only members whose names appear on the Record of Depositors on 20 May 2025 (General Meeting Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to participate, speak and/or vote on his/her behalf.

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES ON ORDINARY BUSINESS:-

1) **Audited Financial Statements for the Financial Period Ended 31 December 2024**
This Agenda is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act, 2016 ("the Act") does not require a formal approval from the shareholders and hence is not put forward for voting.

2) **Directors' Remuneration**
Ordinary Resolution 1, 2 and 3
Section 230(1) of the Act provides amongst others, that the fees of the directors and other benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.

Pursuant thereto, shareholders' approval will be sought at the 29th Annual General Meeting ("AGM") for the payment of Directors' fees and benefits under Resolution 1, 2 and 3 as below:

i) **Resolution 1**
Payment of Directors' fees of RM318,500 for the financial period ended 31 December 2024
The proposed amount of RM318,500 is higher than preceding year of RM294,000 reflecting the additional time commitment required from the Directors due to the change of financial year end covering an extended 13-month financial period.

ii) **Resolution 2**
Payment of Directors' fees of RM294,000 for the financial year ending 31 December 2025
This Resolution is to facilitate payment of Directors' fees on a current financial year basis. The Resolution if approved, will allow the Company to make the payment to the Directors on a monthly basis instead of in arrears after every AGM. The Board is of the view that the monthly payments are just and equitable after the Directors have discharged their responsibilities and services to the Company.

The fees structure is as below:

	Annual Fees per Director	
Director	**Financial Period Ended 31 December 2024**	**Financial Year Ending 31 December 2025**
The Company	RM45,500	RM42,000

iii) **Resolution 3**
Payment of Directors' meeting allowance up to an amount of RM68,500 from the conclusion of the 29th AGM until the next AGM 2026

The meeting allowance is payable to each Director of the Company for attending the Board and Board Committees meeting. The total meeting allowance of up to RM68,500 is derived from the number of scheduled and unscheduled meetings (when necessary) and the number of Directors involved in these meetings.

The Board is of the view that it is just and equitable for the Directors to receive meeting allowances as and when incurred, particularly after they have discharged their responsibilities and rendered their services to the Company from the conclusion of the 29th AGM until the next AGM to be held in 2026.

There are no changes to the meeting allowances since the last AGM, and is fixed as below:

Meeting	Amount per Meeting per Director
Board Meeting	RM1,000
Board Committee Meeting	RM500

NOTICE OF ANNUAL GENERAL MEETING

3) Re-election of Directors who retire in accordance with Article 89 of the Company's Constitution
Ordinary Resolution 4 and 5

Article 89 of the Constitution provides that one-third (1/3) of the Directors of the Company for the time being shall retire by rotation at an AGM of the Company. In addition, all Directors shall retire from office once at least in every three (3) years and shall be eligible for re-election.

The Nomination Committee has conducted an evaluation of the retiring Directors, Datuk Seri Chiau Beng Teik, JP and Ms. Er Kian Hong. The assessment was carried out based on key criteria, including their contribution, calibre and overall performance in fulfilling their roles and responsibilities to the Group. The annual assessment, together with the fit and proper declaration made in accordance with the Company's Fit and Proper Policy, form the basis and justification for recommending their re-election at the AGM.

The assessment results was presented to the Board of Directors. The Board was satisfied with the performance, contribution, fit and propriety of both Datuk Seri Chiau Beng Teik, JP and Ms. Er Kian Hong. Given their strategic insight and extensive industry experience, the Board believes their continued service will provide valuable contribution to the Group's growth and governance. Additionally, the level of independence demonstrated by Ms. Er Kian Hong, as the Independent Director seeking re-election, was assessed to ensure her ability to exercise independent judgment in Board deliberations.

The Board recommends the re-election of Datuk Seri Chiau Beng Teik, JP and Ms. Er Kian Hong at the 29th AGM, in accordance with the proposed resolutions.

The Directors standing for re-election have abstained from deliberation and participation of their own agenda in the relevant Nomination Committee meeting and Board meeting.

The profiles of Directors seeking for re-election are set out in the Profile of Directors' section of the Annual Report 2024.

4) Appointment of Auditors
Ordinary Resolution 6

Pursuant to Section 273(b) of the Act, the term of office of the present Auditors, UHY Malaysia PLT, shall lapse at the conclusion of this AGM unless they are re-appointed by the shareholders to continue in office.

UHY Malaysia PLT have indicated their willingness to continue their service until the conclusion of the next AGM. The re-appointment of UHY Malaysia PLT as Auditors has been considered against the relevant criteria prescribed by Paragraph 15.21 of the MMLR. This proposed resolution, if passed, will also give the Directors of the Company, the authority to determine the remuneration of the Auditors.

EXPLANATORY NOTES ON SPECIAL BUSINESS:-

5) Authority to Allot and Issue Shares Pursuant to the Companies Act 2016
Ordinary Resolution 7

The proposed Ordinary Resolution 7, if passed, will provide flexibility to the Directors of the Company to issue and allot shares up to a maximum of ten per centum (10%) of the total number of issued shares (excluding treasury shares) at the time of such allotment and issuance of ordinary shares and for such purposes as they consider would be in the best interest of the Company without having to convene a separate general meeting. This authority, unless revoked or varied by the Company at a general meeting, will expire at the conclusion of the next AGM of the Company.

The rationale for this resolution is to eliminate the need to convene general meetings from time to time to seek shareholders' approval as and when the Company issues new ordinary shares including but not limited to placement of shares for future business opportunities for the purpose of funding investment projects, working capital, acquisitions and such other purposes as the Directors consider would be in the best interest of the Company and thereby reducing administrative time and cost associated with the convening of such general meetings.

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES ON SPECIAL BUSINESS:- (CONT'D)

5) Authority to Allot and Issue Shares Pursuant to the Companies Act 2016
Ordinary Resolution 7 (Cont'd)

The waiver of pre-emptive rights pursuant to Section 85 of the Act and Article 53 of the Constitution will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

As at the date of this Notice, there were no new shares issued pursuant to the mandate granted to the Directors of the Company at the 28th AGM held on 29 April 2024 and which will lapse at the conclusion of the 29th AGM of the Company. If there should be a decision to issue new shares after the general mandate is obtained, the Company will make an announcement in respect thereof.

6) Ordinary Resolution 8
Proposed Renewal of Share Buy-Back Authority

Resolution 8, if passed, will empower the Directors to purchase the Company's shares of up to 10% of the total number of issued shares of the Company at any point of time, by utilising the funds allocated which shall not exceed the total retained earnings of the Company. The audited retained earnings of the Company stood at RM97,242,660 as at 31 December 2024. This authority, unless revoked or varied by the Company at a general meeting, will expire at the conclusion of the next AGM of the Company.

For further details, please refer to the Statement of Share Buy-Back dated 28 April 2025 which is dispatched together with the Annual Report 2024.

7) Ordinary Resolution 9
Proposed Renewal of Shareholders' Mandate and Proposed New Shareholders' Mandate

The Proposed Renewal of Shareholders' Mandate and Proposed New Shareholders' Mandate is to facilitate transactions in the normal course of business of the Company and its subsidiaries ("the Group") which are transacted from time to time with the specified classes of related parties, provided that they are carried out on an arm's length basis, under the Group's normal commercial terms and are not prejudicial to the shareholders. The terms will be no more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders.

By obtaining the shareholders' mandate on an annual basis, the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such recurrent related party transactions occur would not arise. This would reduce substantial administrative time, inconvenience and expenses associated with the convening of such meetings, without compromising the corporate objectives of the Group or adversely affecting the business opportunities available to the Group.

Further information on Proposed Renewal of Shareholders' Mandate and Proposed New Shareholders' Mandate are set out in the Circular to Shareholders of the Company which is dispatched together with the Annual Report of the Company for the financial period ended 31 December 2024.

NOTICE OF ANNUAL GENERAL MEETING

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING
(Pursuant to Paragraph 8.27(2) and Appendix 8A of the Bursa Securities Listing Requirements)

1) Details of individuals who are standing for election as Directors.

   There is no individual seeking for election as Director of the Company at the forthcoming 29th AGM.

   The Directors who are standing for re-election at the 29th AGM are as set out in the Notice of AGM and the explanatory notes therein.

   Their profiles are provided in the Directors' Profile on page 14 and 17 of the Annual Report 2024 while details of the Directors' interests in the securities of the Company are discussed in the Analysis of Shareholdings on page 251 of the Annual Report 2024.

2) Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

   The details of the general mandate to issue securities in the Company pursuant to Sections 75 and 76 of the Companies Act 2016 are set out in Explanatory Note (5) of the Notice of 29th AGM

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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FORM OF PROXY

AJIYA BERHAD
Registration No.199601005281(377627-W)

CDS Account No.			
No. of Shares Held			
Email		Contact No.	

I/We, ____________________
NRIC/Passport/Company No. ____________________
of ____________________
being a member/members of AJIYA BERHAD, hereby appoint:

		Proportion of Shareholding	
Full Name		Proportion of Shareholding	
NRIC/Passport No.		No. of Shares	%
Address			
Email			
Contact No.			

*and/or

Full Name		Proportion of Shareholding	
NRIC/Passport No.		No. of Shares	%
Address			
Email			
Contact No.			

or failing him/her, the CHAIRMAN OF THE MEETING as *my/our *proxy/proxies to vote for *me/us and *my/our behalf at the Twenty-Ninth Annual General Meeting ("29th AGM") to be held at Menara Chin Hin, Level 19, 8th & Stellar, No. 1, Jalan Naga Emas, Sri Petaling, 57000 Kuala Lumpur, Malaysia on Tuesday, 27 May 2025 at 2.30 p.m. and at any adjournment thereof.

*My/Our proxy(ies) *is/are to vote as indicated by 'X' in the appropriate spaces below. In the absence of specific direction, the proxy(ies) shall vote, or abstain from voting on the resolution(s) at his/her/their discretion:

		FIRST PROXY		SECOND PROXY	
NO.	**RESOLUTION**	**FOR**	**AGAINST**	**FOR**	**AGAINST**
ORDINARY BUSINESS					
1.	To approve the payment of Directors' fees of RM318,500 for the financial period ended 31 December 2024.				
2.	To approve the payment of Directors' fees of RM294,000 for the financial year ending 31 December 2025.				
3.	To approve the payment of Directors' meeting allowance up to an amount of RM68,500 from the conclusion of the 29th AGM until the next AGM 2026.				
4.	To re-elect Datuk Seri Chiau Beng Teik, JP as Director.				
5.	To re-elect Ms. Er Kian Hong as Director.				
6.	To re-appoint UHY Malaysia PLT as Auditors of the Company and authorise the Directors to fix their remuneration.				
SPECIAL BUSINESS					
7.	Authority to Directors to Allot and Issue Shares pursuant to the Companies Act 2016 .				
8.	Approval of the Proposed Renewal of Share Buy-Back Authority.				
9.	Approval for the Proposed Renewal of Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.				

Sign on this ________________ day of ____________________ 2025.

____
Signatures of Shareholder(s)

____
Common Seal of Shareholder, if applicable (if the appointer is a corporation)

NOTES

1. *The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under Seal or under the hand of an officer or attorney duly authorised. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at a meeting of a company shall have the same rights as the member to speak at the meeting.*
2. *Where a member of the Company is an exempt authorized nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorized nominee may appoint in respect of each omnibus accounts it holds. Where a member is an authorized nominee as defined under SICDA, it may appoint one (1) proxy in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account.*
3. *Where the member appoints more than one (1) proxy to attend and vote at the same meeting, such appointment shall be invalid unless the member specifies the proportion of his holdings to be represented by each proxy.*
4. *The duly executed Form of Proxy may be deposited in a hard copy form or by electronic means in the following manner not less than twenty-four (24) hours before the time appointed for holding the AGM and any adjournment thereof. The last date to submit the proxy form is 26 May 2025 at 2.30 p.m.*

   a) *Submit the Form of Proxy to the Registered Office of the Company at Suite 9D, Level 9, Menara Ansar, 65, Jalan Trus, 80888 IIBD, Johor, Malaysia, OR*
   b) *Submit the Form of Proxy by email to vote2u@agmostudio.com*
5. *In respect of the deposited securities, only members whose names appear on the Record of Depositors on 20 May 2025 (General Record of Depositors) shall be eligible to attend the meeting or appoint proxy(ies) to attend, speak and/or vote on his/her behalf.*

Fold Here

AFFIX STAMP

Boardroom Corporate Services Sdn. Bhd.
Suite 9D, Level 9, Menara Ansar,
65, Jalan Trus,
80888 IIBD, Johor
Malaysia.

Fold Here

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of 29th AGM dated 28 April 2025.

CORPORATE DIRECTORY

AJIYA BERHAD

Lot 153, Kawasan Perindustrian, Jalan Genuang, 85000 Segamat, Johor

Malaysia Subsidiary Companies

METAL GROUP

Asia Roofing Industries Sdn Bhd

- Corporate Head Office & Main Factory
  Lot 153, Kawasan Perindustrian,
  Jalan Genuang,
  85000 Segamat, Johor
  Tel : 607-943 4211
  Fax : 607-943 1054
  Website : www.ajiya.com
  E-mail : enquiry@ajiya.com

- Puchong Marketing Head Office
  Level 2, No. 6, Jalan PPU 3,
  Taman Perindustrian Puchong Utama,
  47100 Puchong, Selangor
  Tel : 603-8051 5821
  Fax : 603-8051 5801
  E-mail : arimkt@ajiya.com

- Bandar Enstek Office & Factory
  No. 6, Lot 61323, Jalan Teknologi 5,
  Taman Teknology 2 @ Enstek,
  71760 Bandar Enstek,
  Negeri Sembilan
  Tel : 606-791 3528
  Fax : 606-791 3759

- Johor Bahru Office & Factory
  Lot 7068, Jalan Seelong,
  Kampung Maju Jaya,
  81300 Johor Bahru, Johor
  Tel : 607-557 3733
  Fax : 607-556 5733

- Mentakab Office & Factory
  No. 11, Jalan Industri 3/5,
  Taman Perindustrian Temerloh,
  28400 Mentakab, Pahang
  Tel : 609-270 1313
  Fax : 609-270 1311

ARI Utara Sdn Bhd

Lot 28, Taman Perindustrian
Bukit Makmur,
08000 Sungai Petani, Kedah
Tel : 604-442 2899
Fax : 604-442 2799
E-mail : enquiry@ajiya.com

ARI Timur (KB) Sdn Bhd

Lot 1306, Kawasan Perindustrian
Pengkalan Chepa II,
16100 Kota Bharu, Kelantan
Tel : 609-774 5946
Fax : 609-774 6946
E-mail : enquiry@ajiya.com

GLASS GROUP

Ajiya Safety Glass Sdn Bhd

- Corporate Head Office & Main Factory
  Lot 575, 1 KM Lebuh Raya
  Segamat-Kuantan,
  85000 Segamat, Johor
  Tel : 607-931 3133
  Fax : 607-931 3142
  Website : www.ajiya.com
  E-mail : enquiry@ajiya.com

- Puchong Marketing Head Office & Factory
  No. 6, Jalan PPU 3,
  Taman Perindustrian Puchong Utama,
  47100 Puchong, Selangor
  Tel : 603-8062 3939
  Fax : 603-8062 1113
  E-mail : asgmkt@ajiya.com

- Johor Bahru Office & Factory
  Lot 7025, Jalan Kempas Lama,
  Seelong Jaya,
  81400 Senai, Johor
  Tel : 607-599 1733
  Fax : 607-599 2733

ASG Marketing Sdn Bhd

No. 6, Jalan PPU 3,
Taman Perindustrian Puchong Utama,
47100 Puchong, Selangor
Tel : 603-8062 3939
Fax : 603-8062 1113

Ajiya Glass Marketing Sdn Bhd

No. 6, Jalan PPU 3,
Taman Perindustrian Puchong Utama,
47100 Puchong, Selangor
Tel : 603-8062 3939
Fax : 603-8062 1113

Associate Company

ASTEEL Ajiya Sdn Bhd

Lot 1268, Block 8, Jalan Bako,
Demak Laut Industrial Estate Phase IV,
93050 Kuching, Sarawak
Tel : 6082-432 688
Fax : 6082-433 686

AJIYA BERHAD
Registration No. 199601005281(377627-W)

Lot 153, Kawasan Perindustrian, Jalan Genuang, 85000 Segamat, Johor

www.ajiya.com