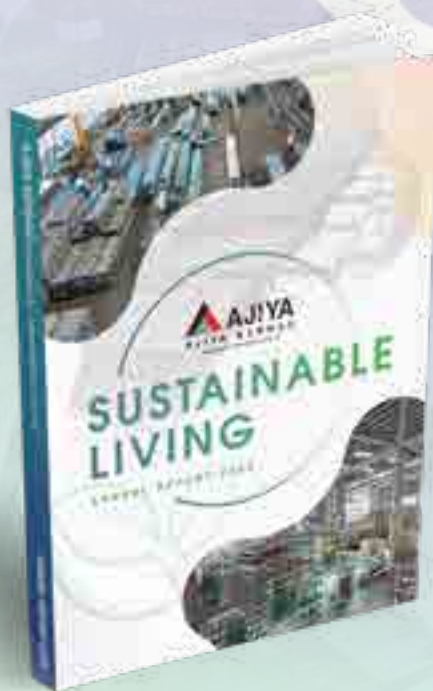




SUSTAINABLE LIVING

ANNUAL REPORT 2025



SUSTAINABLE LIVING

“Sustainable Living” embodies our steadfast commitment to harmonising environmental care, social responsibility, and long-term economic growth.

Guided by our vision “To Enrich Wellbeing for the Community,” we continue to deliver quality products and services that drive sustainable growth and create long-term value creation.

Through innovation and responsible practices, we remain dedicated to building a resilient and inclusive future for our stakeholders and the communities we serve.



ACCESS MORE WITH JUST YOUR DEVICE

Please scan this QR code to view our Annual Report, Notice of AGM, Form of Proxy 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 year.

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.

OUR PURPOSE

To Build Trust & Commitment Together



OUR VISION

To Enrich Wellbeing For The Community



OUR MISSION

Explore New Frontiers

OUR LEADERSHIP PRINCIPLES



We Focus on Customer Delight



We have a Bias for Action



We always set High Standards



We Embrace Challenges with Positivity



We Hire and Develop Talent with the Right Ability and Fit



We Disagree with Respect, then Commit in Unity



We uphold Transparency



30th ANNUAL GENERAL MEETING

Date & Time

5th June 2025, Friday at 11.00 a.m.

Venue

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

WHAT'S INSIDE

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CORPORATE INFORMATION



BOARD OF DIRECTORS

CHAIRMAN

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

EXECUTIVE DIRECTORS

Datuk Wira Chiau Haw Choon
Mr. Ng Wai Luen

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)
Mr. Chong Voon Wah
SSM PC No. 202008001343
(MAICSA 7055003)
Mr. Thai Kian Yau
SSM PC No. 202008001515
(MIA 36921)

PRINCIPAL PLACE OF BUSINESS

Lot 153, Kawasan Perindustrian,
Jalan Genuang,
85000 Segamat, Johor
Tel : 07 – 943 4211
Fax : 07 – 943 1054

WEBSITE

www.ajiya.com

REGISTERED OFFICE

22-09, Menara 1 MK,
No. 1, Jalan Kiara, Mont Kiara,
50480 Kuala Lumpur,
Wilayah Persekutuan
Tel : 03 – 2856 7333
Email : vw.chong@silverocean.com.my

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

AmlIslamic 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

CORPORATE STRUCTURE



METAL DIVISION

100%

**ASIA ROOFING
INDUSTRIES SDN. BHD.**

100%

● Ariteq Eco Sdn. Bhd.

60%

● ARI Timur (KB) Sdn. Bhd.

80%

ARI UTARA SDN. BHD.

GLASS DIVISION

100%

**AJIYA SAFETY
GLASS SDN. BHD.**

100%

● ASG Marketing Sdn. Bhd.

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



AJIYA BERHAD AND ITS GROUP OF COMPANIES

OVERVIEW

Ajiya Berhad and its group of companies ("Ajiya" or "Ajiya Group") are recognised as leading manufacturers and suppliers in the building materials industry, with a legacy spanning over 30 years. Since its establishment in 1990, Ajiya has grown into an integrated building materials solutions provider serving industrial, commercial, and residential construction markets.



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

ABOUT US

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



AJIYA METAL DIVISION

Manufacturing of metal roofing system, PU green series, steel truss system, structural products, metal door and window frame, metal sunshade/louvres, metal ceiling and Ajiya Green Integrated Building System ("AGiBS")



AJIYA GLASS DIVISION

Production of heat treated glass, laminated glass, insulating glass, decorative glass, security safety and storm protection safety glass



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.



EVENT HIGHLIGHTS 2025

01 JANUARY



Chinese New Year Celebration

Factory relocation from Shah Alam, Selangor to Bandar Enstek, Negeri Sembilan.



02 FEBRUARY



Invited by UTM to deliver a speech on "Revolutionizing Durability and Aesthetic Appeal in Harsh Weather".

03 MARCH



Presentation of "Long Service Award", "Anugerah Pelajar Cemerlang" and "Hero In Me Blood Donor" rewards during Annual Assesmbly.



Hari Raya Aidilfitri Celebration.



Visit by JKR Seberang Perai Selatan to Ajiya Metal factory, Sungai Petani, Kedah.

04 APRIL



Training on "Measurement & Calibration System"

EVENT HIGHLIGHTS 2025

05
MAY



Annual General Meeting

Products Presentation



Training on "Certified Environmental Professional In Scheduled Wastes Management"

07
JULY



Archidex 2025



Extraordinary General Meeting

08
AUGUST

Visit by JKR Kelantan to Ajiya Metal factory, Kota Bahru, Kelantan.



Training on "Noise Exposure Awareness"



Participated in Persatuan Kontraktor Melayu Malaysia (PKMM) event, "Mesyuarat Agong PKMM Negeri Pahang Kali Ke 41"



Visit by SPNB to Ajiya Metal Factory, Sungai Petani, Kedah.

EVENT HIGHLIGHTS 2025

09
SEPTEMBER



Visit by JKR Perlis to Ajiya Metal factory, Bandar Enstek, Negeri Sembilan.

Training on "Safe Chemical Handling Awareness"



Training on "ERT, Fire and Evacuation Drill"

12
DECEMBER

Ajiya Berhad honoured with the HR Asia Best Companies to Work For in Asia 2025 Award.



Townhall 2025



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

10
OCTOBER

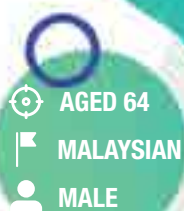


Deepavali celebration

PROFILE OF DIRECTORS

DATUK SERI CHIAU BENG TEIK, JP

Non-Independent Executive Chairman



DATE OF APPOINTMENT:

6 May 2022

LENGTH OF SERVICES

(AS AT 31 MARCH 2026):

3 years 10 months

DATE OF LAST RE-ELECTION:

27 May 2025



**BOARD MEETING ATTENDANCE
IN 2025:**

5/6

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 6 May 2022 and redesignated as Non-Independent Executive Chairman on 1 July 2025.

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.

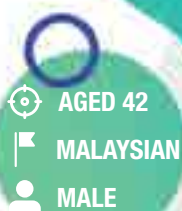
Datuk Seri Chiau is the father of Datuk Wira Chiau Haw Choon, the Executive Director of the Company.

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

**DATUK WIRA
CHIAU HAW CHOON**

Executive Director



AGED 42

MALAYSIAN

MALE

DATE OF APPOINTMENT:

6 May 2022

**LENGTH OF SERVICES
(AS AT 31 MARCH 2026):**

3 years 10 months

DATE OF LAST RE-ELECTION:

29 April 2024

**BOARD MEETING ATTENDANCE
IN 2025:**

6/6

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

Datuk Wira Chiau Haw Choon was appointed to the Board as Managing Director on 6 May 2022 and redesignated as Executive Director on 1 July 2025.

Datuk Wira 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, Datuk Wira Chiau was named as the EY Entrepreneur of the year for Malaysia.

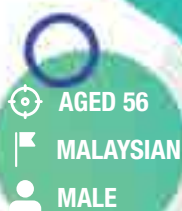
Datuk Wira Chiau is the son of Datuk Seri Chiau Beng Teik, JP, the Non-Independent Executive Chairman of the Company.

Datuk Wira 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

MR. NG WAI LUEN

Executive Director



DATE OF APPOINTMENT:

1 July 2025

**LENGTH OF SERVICES
(AS AT 31 MARCH 2026):**

8 months

DATE OF LAST RE-ELECTION:

-



BOARD MEETING ATTENDANCE IN 2025:

2/2

QUALIFICATION

Bachelor of Business (Accounting) from Royal Melbourne Institute of Technology University, Australia

BOARD COMMITTEE MEMBERSHIP

- Nil

PRESENT DIRECTORSHIP

Listed Company

- Perak Transit Berhad

Other Public Company

- Nil

Mr. Ng Wai Luen was appointed to the Board as Executive Director on 1 July 2025.

Mr. Ng Wai Luen graduated with a Bachelor of Business (Accounting) from the Royal Melbourne Institute of Technology University, Australia, in November 1992. He subsequently obtained his Certified Public Accountant ("CPA") qualifications from CPA Australia (with distinctions) in December 1994 and from CPA Malaysia in June 1995. He is a member of CPA Australia, CPA Malaysia, and a Chartered Accountant of the Malaysian Institute of Accountants.

Mr. Ng has over twenty-four (24) years of extensive experience in auditing, finance, and general management, having built a strong track record across a wide range of senior management and operational roles. He is responsible for leading, managing, and overseeing all manufacturing and sales activities relating to the Group's building materials businesses. On 1 October 2022, he was promoted to Group Chief Executive Officer of the Building Materials Division, where he provides strategic leadership and oversees the full spectrum of operational activities across the division. With his strong foundation in finance, accounting, and general management, he effectively manages complex operations, strengthens organisational processes, and drives sustainable growth in alignment with the Group's long-term expansion strategy.

Mr. Ng is the Group Chief Executive Officer of the Building Materials Division and holds directorships in all non listed subsidiary companies within the Chin Hin Building Materials Division.

PROFILE OF DIRECTORS

**MS.
ER KIAN HONG**

Independent Non-Executive Director



AGED 48



MALAYSIAN



FEMALE

DATE OF APPOINTMENT:

1 July 2022

LENGTH OF SERVICES:

(AS AT 31 MARCH 2026)

3 years 8 months

DATE OF LAST RE-ELECTION:

27 May 2025

**BOARD MEETING ATTENDANCE
IN 2025:**

6/6

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
- Hextar Capital 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 1 July 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

MR. TEH BOON BENG

Independent Non-Executive Director



AGED 64



MALAYSIAN



MALE

DATE OF APPOINTMENT:

1 July 2022

LENGTH OF SERVICES

(AS AT 31 MARCH 2026):

3 years 8 months

DATE OF LAST RE-ELECTION:

27 April 2023



BOARD MEETING ATTENDANCE IN 2025:

6/6

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
- Agricare CS Holdings Berhad

Other Public Company

- Nil

Mr. Teh was appointed to the Board as Independent Non-Executive Director on 1 July 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.

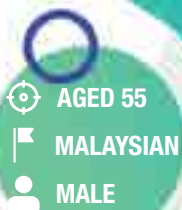
He started his career in Maybank in 1984 as Credit Officer after graduation. He has built up his career path in Maybank from Credit Officer to Assistant Branch Manager Operation, Assistant Branch Manager Credit, Branch Manager of Pengkalan Weld and Nibong Tebal and the Business Centre Head in Prai over 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

**DATUK HJ MOHD
YUSRI BIN MD YUSOF**

Independent Non-Executive Director

**DATE OF APPOINTMENT:**
7 September 2022**LENGTH OF SERVICES
(AS AT 31 MARCH 2026):**
3 years 6 months**DATE OF LAST RE-ELECTION:**
27 April 2023**BOARD MEETING ATTENDANCE
IN 2025:**

6/6

QUALIFICATIONBachelor 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 7 September 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.

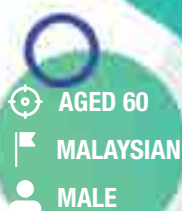
He was the Managing Director of Propel Berhad, a post he assumed since March 2011 to July 2012. Prior to February 2020, Datuk Hj Mohd Yusri was the Managing Director of Green Ocean Corporation Berhad where he served since December 2017.

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

DATO' BOEY CHIN GAN

Independent Non-Executive Director



DATE OF APPOINTMENT:

4 November 2022

LENGTH OF SERVICES (AS AT 31 MARCH 2026):

3 years 4 months

DATE OF LAST RE-ELECTION:

27 April 2023



BOARD MEETING ATTENDANCE IN 2025:

6/6

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

- Widad Group Berhad
- Signature Alliance Group Berhad

Other Public Company

- Nil

Dato' Boey Chin Gan was appointed to the Board as Independent Non-Executive Director on 4 November 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 holds a Bachelor of Arts in Political Science (Honours) from Universiti Kebangsaan Malaysia in 1992.

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.

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 shareholder 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 Transactions disclosed in this Annual Report and the Circular to Shareholders dated 22 April 2026.

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 year.

PROFILE OF KEY SENIOR MANAGEMENT

TAN TECK HENG

Director
Asia Roofing Industries Sdn Bhd

AGED 52 | MALE | MALAYSIAN

Mr. Tan Teck Heng is the Chief Financial Officer of Chin Hin Group Berhad, Building Materials Business Group. He is a member of the Malaysian Institute of Accountants (MIA), a Fellow of the Association of Chartered Certified Accountants (FCCA), and an ASEAN Chartered Professional Accountant (ASEAN CPA).

Mr. Tan has over 28 years of extensive experience in financial management, encompassing financial and operational controls, budgeting, cost management, treasury, and taxation across various manufacturing industries. Throughout his career, he has held senior finance leadership roles with both listed companies and multinational organisations, where he was responsible for group wide financial oversight, strategic planning, and corporate governance matters.

Prior to joining Chin Hin Group Berhad, Building Materials Business Group, Mr. Tan served as the Chief Financial Officer of the Malaysian operations of a multinational polycrystalline silicon manufacturing company. He currently holds directorships in several non-listed subsidiary companies within the Chin Hin Building Materials Business Group, including Ajiya Group of companies.

NG YEW CHEOK

Director
Asia Roofing Industries Sdn Bhd

AGED 48 | MALE | MALAYSIAN

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

He began his career with Asia Roofing Industries Sdn Bhd in 2000 as a Marketing Executive, where he gained extensive experience in sales and marketing. Demonstrating strong leadership capabilities and consistent performance, he was promoted to General Manager of Sales and Marketing in 2020, where he played a key role in driving revenue growth and expanding market presence.

With over twenty years of industry experience and a proven track record in developing and executing effective sales and marketing strategies, he was subsequently appointed as Director of Asia Roofing Industries Sdn Bhd and Ajiya Safety Glass Sdn Bhd. He also serves as the Chief Executive Officer of Ajiya Metal Division and Ajiya Glass Division.

In these roles, he is responsible for overseeing the management, operational performance and growth of the respective divisions.

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 shareholder 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 Ajiya Group.

CHAIRMAN'S STATEMENT

Strengthening Foundations in a Year of Consolidation

"FY2025 reflected a disciplined and focused approach. Against a more selective and cost-conscious backdrop, we strengthened our foundations by sharpening execution, optimising capital, and reinforcing the Group's position, positioning Ajiya for the cycles ahead"

Dear Valued Shareholders,

The financial year ended 31 December 2025 ("FY2025") was a year of consolidation, recalibration, and purposeful execution for Ajiya Berhad ("Ajiya" or "the Group"). In an environment that was broadly supportive domestically yet increasingly competitive and cost-conscious, the Group shifted its emphasis from expansion-led growth to strengthening its operating foundations — tightening efficiency, sharpening capital allocation, and positioning for longer-term value creation.

Malaysia's economy grew 5.2% in 2025, underpinned by domestic demand, infrastructure activity, and sustained investment flows. Construction remained active, supported by non-residential developments, industrial projects, and a growing pipeline of data centre-related investments. Conditions for building materials manufacturers, however, were more nuanced. Customers increasingly prioritised cost certainty, delivery reliability, and compliance standards, while manufacturers contended with raw material volatility and margin pressures.

Against this backdrop, Ajiya chose to play to its strengths. FY2025 went beyond the pursuit of volume growth, with a clear focus on sharpening the efficiency of our operations and strengthening the quality of our earnings and sustainability of the Group's performance.

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

”

CHAIRMAN'S STATEMENT



AJIYA'S REVENUE

RM306.47

MILLION IN FY2025

PROFIT BEFORE TAX

RM46.38 MILLION IN FY2025

Profit after tax stood at RM38.64 million, with net profit attributable to equity holders of RM38.69 million, translating into earnings per share of 7 sen



FINANCIAL PERFORMANCE AND CAPITAL PERFORMANCE

For FY2025, the Group recorded revenue of RM306.47 million and profit before tax of RM46.38 million. Profit after tax stood at RM38.64 million, with net profit attributable to equity holders of RM38.69 million, translating into earnings per share of 7 sen.

These results should be viewed in the context of the reporting period and prevailing operating conditions. The prior financial period ended 31 December 2024 ("FPE2024") covered 13 months and benefited from stronger cyclical momentum and non-recurring items including property revaluation gains. FY2025, by contrast, reflects a normalised 12-month cycle in a more selective demand environment.

On a longer-term view, net profit attributable to equity holders has compounded at 15.2% annually from FY2021 — a clear reflection of the improvements the Group has made in scale, efficiency, and earnings quality over recent years.

The balance sheet remains in strong shape. As of 31 December 2025, shareholders' equity stood at RM647.02 million, with total borrowings of just RM12.84 million. The Group maintained its net cash position throughout the year. Active capital recycling — including property disposals and the reduction of non-core investments — further strengthened liquidity and improved capital efficiency.

During FY2025, the Board executed a share buyback programme, repurchasing approximately 60.89 million shares. This reflects confidence in Ajija's intrinsic value and longer-term prospects. The successful implementation of a 1-for-1 bonus issue also enhanced share liquidity and broadened investor participation without altering the underlying capital base. Collectively, these measures underscore the Board's disciplined approach to capital allocation and its commitment to sustainable shareholder value creation.

CHAIRMAN'S STATEMENT



A SIMPLER, MORE FOCUSED GROUP

FY2025 represented a significant step forward in the Group's structural evolution. The Group has streamlined its footprint with a full strategic focus on the Malaysian market following the cessation of its Thai operations. This simplifies reporting, sharpens management focus, and allows resources to be channelled more effectively toward domestic opportunities.

The strengthening of Chin Hin Group Berhad's shareholding reinforces strategic alignment and deeper ecosystem integration. This consolidation opens up procurement advantages, broader project visibility, and stronger collaboration across the construction value chain.

During the year, governance refinements were also undertaken to improve accountability and board effectiveness. Leadership alignment initiatives and new appointments were undertaken in line with the Group's evolving corporate structure and long-term strategic direction. Consequently, Ajiya today is a simpler, more focused, and better-integrated organisation.



PROGRESS ACROSS DIVISIONS

METAL DIVISION

The Metal Division remained a core contributor to the Group's revenue. Amid heightened price competition and raw material volatility, the division prioritised margin protection, procurement efficiency, and productivity improvements.

The Division strengthened its distributor networks across Peninsular and East Malaysia, advanced Industrialised Building System (IBS) aligned solutions, and continued to build momentum in sustainable product offerings under the Ajiya 8 Series and Ajiya Green Integrated Building Solutions (AGiBS) initiatives. Cross-group collaboration within the Chin Hin ecosystem further delivered shared services efficiencies and broadened access to project opportunities.



GLASS DIVISION

The Glass Division continued its repositioning strategy, concentrating on higher-value solutions such as Low-E glass and Insulated Glass Units. Emphasis was placed on machinery utilisation, wholesale expansion, and supply chain coordination. As sustainability standards become more firmly embedded in building regulations, the division's alignment with energy-efficient construction requirements positions it well for the medium term.



CHAIRMAN'S STATEMENT

DIGITAL PROGRESS AND SUSTAINABILITY

FY2025 saw continued progress in the Group's digital integration efforts. Enhancements to credit control automation, logistics tracking, e-invoicing compliance, repair and maintenance systems, and quality assurance systems contributed to tighter cost management and greater workflow transparency.

Sustainability remains embedded in how we develop products and run operations. The Metal Division continues to align with IBS initiatives and green building standards, while the Glass Division advances energy-efficient architectural solutions supporting Malaysia's low-carbon agenda. Sustainability and sound financial management continue to work hand in hand in shaping the Group's long-term strategy.

OUTLOOK

Malaysia's construction sector continues to be supported by infrastructure spending and industrial investments, though industry growth has moderated from the peaks of recent years. Input price volatility, competitive pricing pressures, and evolving regulatory requirements remain ongoing considerations.

The Board remains cautiously optimistic. Our priorities for the year ahead are clear: preserve margins through tight cost controls; improve productivity and operating efficiency; maintain liquidity and financial strength; and pursue selective growth aligned with demand that we can serve well and profitably.

With a recalibrated balance sheet, a simpler group structure, strengthened governance, and a focused operating strategy, Ajiya enters financial year ending 31 December 2026 ("FY2026") on firmer footing.

APPRECIATION

On behalf of the Board, I extend my sincere appreciation to our management team and employees for their dedication and professionalism throughout the year. I also thank our business partners, customers, and shareholders for their continued trust.

FY2025 reinforced the importance of discipline, focus, and building steadily on strong fundamentals. As we look ahead, our confidence reflects Ajiya's strengthened positioning within a dynamic operating environment.



FY2025 SAW CONTINUED PROGRESS IN THE GROUP'S DIGITAL INTEGRATION EFFORTS. ENHANCEMENTS TO CREDIT CONTROL AUTOMATION, LOGISTICS TRACKING, E-INVOICING COMPLIANCE, REPAIR AND MAINTENANCE SYSTEMS, AND QUALITY ASSURANCE SYSTEMS CONTRIBUTED TO TIGHTER COST MANAGEMENT AND GREATER WORKFLOW TRANSPARENCY.

MANAGEMENT DISCUSSION & ANALYSIS



TODAY, THE GROUP STANDS AS AN INTEGRATED BUILDING SOLUTIONS PROVIDER, HAVING EVOLVED BEYOND SINGLE-PRODUCT MANUFACTURING, ANCHORED BY ADVANCED PRODUCT INNOVATION (AJIYA 8 SERIES, AGIBS SYSTEMS AND ENERGY-EFFICIENT GLASS), OPERATIONAL EFFICIENCY, A NATIONWIDE MULTI-CHANNEL DISTRIBUTION FOOTPRINT THROUGHOUT PENINSULAR AND EAST MALAYSIA, AND A CLEAR COMMITMENT TO SUSTAINABILITY-DRIVEN PRODUCT AND BUSINESS DEVELOPMENT ACROSS ITS PORTFOLIO.

GROUP OVERVIEW AND STRATEGIC POSITIONING

Since its establishment in 1990 as a metal roll-forming business, Ajiya Berhad (“Ajiya” or “the Group”) has grown into an integrated building materials solutions provider serving industrial, commercial, and residential construction markets.

Over more than three decades, the Group has strategically expanded from its roll-forming origins into a diversified portfolio spanning metal-based building systems and high-performance safety glass solutions.

CORE BUSINESS STRUCTURE

Ajiya operates through two primary divisions:

- Metal Division**
 Metal roofing system, PU green series, steel truss system, structural products, metal door and window frame, metal sunshade/louvres, metal ceiling, and IBS-aligned building solutions
- Glass Division**
 Safety glass, tempered glass, laminated glass, Low-E coated glass, and Insulated Glass Units (IGU) for architectural and construction applications

Both divisions serve construction-related demand across multiple segments, providing the Group with diversified revenue streams within the building materials value chain.



STRATEGIC EVOLUTION AND CAPABILITIES

The Group has progressively evolved from a single-product manufacturer to an integrated building solutions provider. Key capabilities now span product innovation (Ajiya 8 Series, AGiBS systems, energy-efficient glass), manufacturing efficiency, multi-channel distribution across Peninsular and East Malaysia, and sustainability-aligned product development.

The Group's Shariah-compliant status continues to strengthen its accessibility to a broader investor base.

MANAGEMENT DISCUSSION & ANALYSIS

GUIDED BY VISION 2040, THE GROUP REMAINS COMMITTED TO MEASURED GROWTH, FINANCIAL STRENGTH, AND DELIVERING HIGH-VALUE BUILDING SOLUTIONS IN AN INCREASINGLY COMPETITIVE ENVIRONMENT.

OPERATIONAL FOOTPRINT AND STRUCTURE

Ajiya's manufacturing facilities are based in Johor, Selangor, Negeri Sembilan, Pahang, Kedah, and Kelantan, Malaysia. Following the cessation of Thai Ajiya Safety Glass Co. Ltd operations in FPE2024, the Group is now fully concentrated on the Malaysian market. This simplifies reporting, sharpens management focus, and enables more efficient resource allocation toward domestic opportunities.

STRATEGIC POSITIONING

Ajiya continues to position itself around three core pillars:

- Operational efficiency and cost management
- Sustainable and energy-efficient building solutions
- Ecosystem integration within the Chin Hin Group

Guided by Vision 2040, the Group remains committed to measured growth, financial strength, and delivering high-value building solutions in an increasingly competitive environment.

GROUP OVERVIEW AND STRATEGIC POSITIONING

In financial year ended 31 December 2025 ("FY2025"), Ajiya operated in a market supported by steady domestic activity, but marked by heightened sensitivity to cost discipline and execution quality.

Globally, growth remained uneven as major economies navigated soft patches and policy uncertainty, while geopolitical flash-points continued to influence commodity prices and supply chain lead times. Trade frictions and tariff headlines periodically injected volatility into business confidence and procurement cycles, particularly for manufacturers and construction linked supply chains.

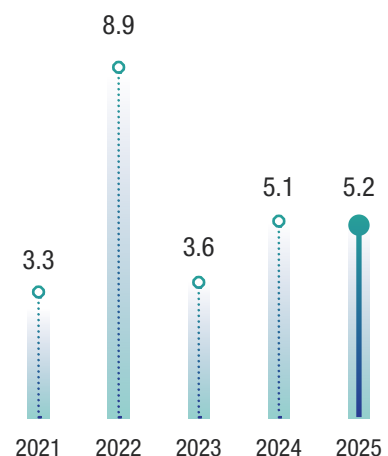
DOMESTIC ECONOMY

Malaysia delivered a stronger-than-expected outcome for 2025, with full-year GDP growth of 5.2%, underpinned by domestic demand, investment activity, and improved export performance. The domestic economy strengthened into year-end. According to Bank Negara Malaysia ("BNM"), GDP expanded 6.3% in Q4 2025 (Q3: 5.4%), supported by higher household spending (private consumption: 5.3%), steady investment activity (gross fixed capital formation: 9.3%), and sustained export and tourism demand (exports of goods and services: 3.9%).

INFLATION AND COST ENVIRONMENT

Inflation pressures eased amid softer commodity conditions. Brent crude declined to around USD63 per barrel in Q4 2025 (Q3: USD68/bbl), reflecting oversupply conditions. Headline inflation in Malaysia held steady at 1.3% in Q4 2025, while core inflation edged higher to 2.3%, suggesting selected underlying price pressures but consistent with a broadly stable domestic cost environment. Labour market conditions remained supportive, with unemployment improving to 2.9%.

% YOY GDP

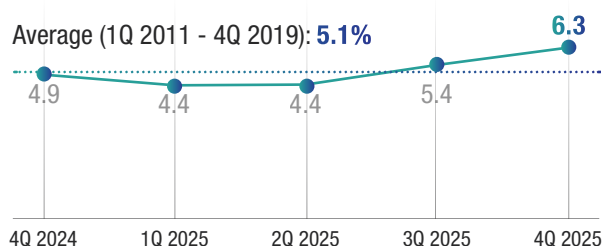


Source: Trading Economics

MANAGEMENT DISCUSSION & ANALYSIS

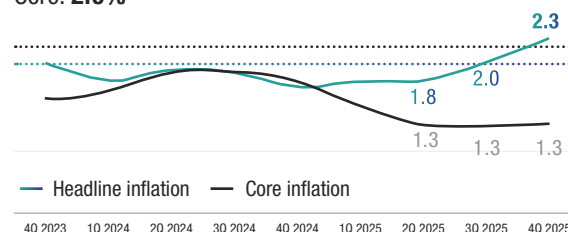
GDP RECORDED A STRONG GROWTH OF 6.3% IN 4Q 2025

Gross domestic product,
Annual change, %



Headline and core inflation, Annual change, %

Long-term Average (2011 - 2019):
Headline: **2.2%**
Core: **2.0%**



Source: BNM (https://www.bnm.gov.my/documents/20124/20844021/qb25q4_en_book.pdf)

CONSTRUCTION SECTOR

Across Ajiya's end-markets, construction continue to expand. BNM noted that construction was strong in Q4 2025, supported by non-residential and special trade activities. The services and manufacturing sectors also strengthened, driven by consumer-related demand, ICT activity including data centre operationalisation, and manufacturing output linked to the global technology cycle.

This provided a broadly constructive backdrop for construction-linked supply chains, although competition and buyer selectivity remained elevated as project owners continued to prioritise cost, delivery certainty, and compliance.

FINANCIAL AND POLICY CONDITIONS

Financial conditions became more supportive in late 2025. The ringgit appreciated against major and regional currencies. BNM reduced the Overnight Policy Rate ("OPR") by 25 basis points to 2.75% in July 2025 and subsequently held the rate steady, balancing growth support with inflation containment. Fiscal support remained anchored by Budget 2025's RM421 billion total allocation, including RM86 billion for development expenditure, reinforcing the pipeline for public-sector and catalytic projects.

Notwithstanding the generally supportive domestic backdrop, conditions for building materials manufacturers remained challenging, shaped by varying demand dynamics, input price volatility, and sustained production cost pressures. During FY2025, the Group completed its transition to a 31 December financial year-end, which took effect from the prior FPE2024. As a result, FY2025 represents the first full 12-month cycle under the new year-end and is not directly comparable with prior periods. Overall, while macroeconomic conditions were constructive, competitiveness increasingly depended on cost control and execution — areas the Group continues to prioritise.

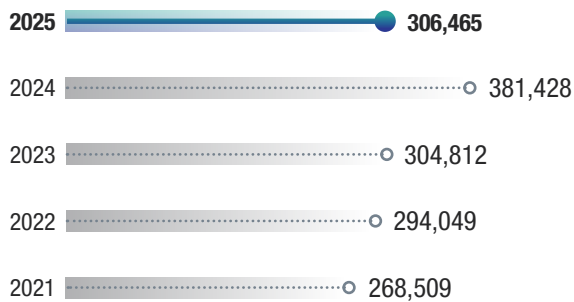
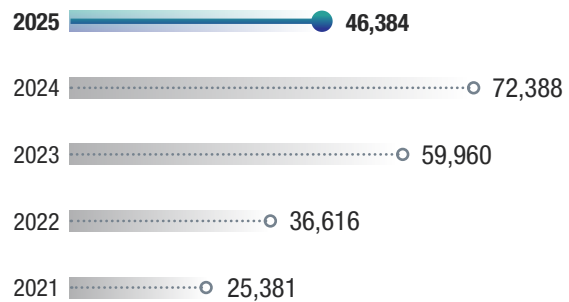
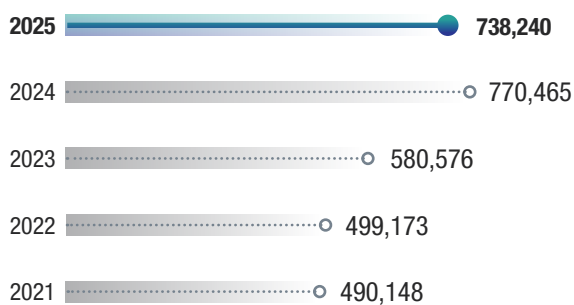
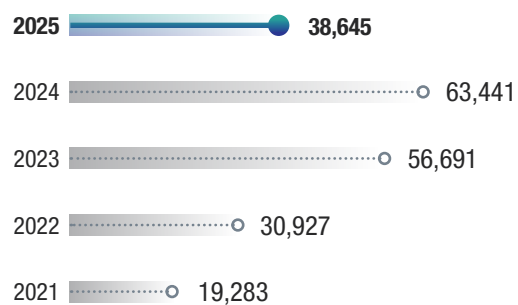


MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL HIGHLIGHTS

Note : FY2025 covers a 12-month period (1 January 2025 – 31 December 2025), while FPE2024 reflects a 13-month reporting period (1 December 2023–31 December 2024). FY2021 to FY2023 were based on 12-month financial years ending 30 November.

	FY 2025 (RM'000)	FPE 2024 (RM'000)	Restated FY 2023 (RM'000)	Restated FY 2022 (RM'000)	FY 2021 (RM'000)
Revenue	306,465	381,428	304,812	294,049	268,509
Profit Before Tax	46,384	72,388	59,960	36,616	25,381
Profit After Tax	38,645	63,441	56,691	30,927	19,283
Net Profit Attributable to Equity Holders	38,696	62,574	56,263	29,368	17,510
Total Assets	738,240	770,465	580,576	499,173	490,148
Total Borrowings	12,844	15,523	4,392	12,133	834
Net Assets	657,943	683,724	509,235	438,129	418,395

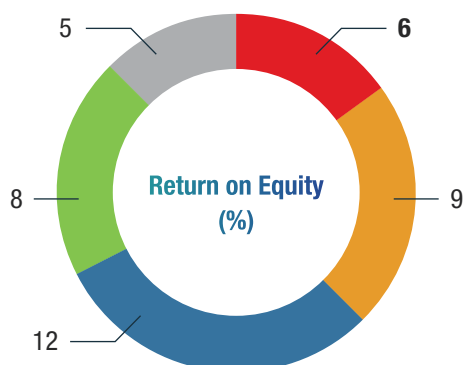
REVENUE
(RM'000)PROFIT BEFORE TAX
(RM'000)TOTAL ASSETS
(RM'000)PROFIT AFTER TAX
(RM'000)

MANAGEMENT DISCUSSION & ANALYSIS

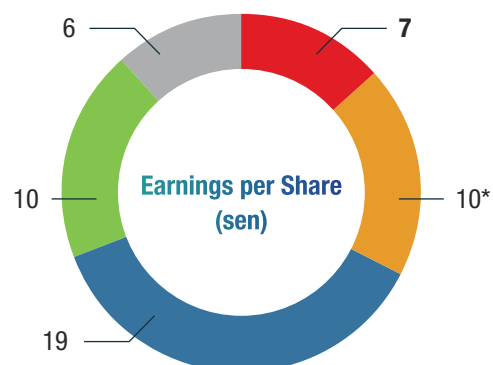
	FY 2025	Restated* FPE 2024	Restated FY 2023	Restated# FY 2022	FY 2021
Return on Equity (%)	6	9	12	8	5
Return on Total Assets (%)	6	9	10	7	5
Gearing Ratio (%)	Net Cash	Net Cash	Net Cash	Net Cash	Net Cash
Earnings per Share (sen)	7	10*	19	10	6
Net Assets Per Share (RM)	1.10	1.13*	1.65	1.42	1.26
Price Earning Ratio	16	14*	8	17	15
Share Price as at the Financial Year End (RM)	1.06	1.42	1.54	1.75	0.92

FY2025 was a reset year for the Group. Beyond the reporting transition to a 31 December year-end, the year represented a period of recalibration — improving governance alignment, optimising capital deployment, and refining the operating focus in a more competitive construction environment.

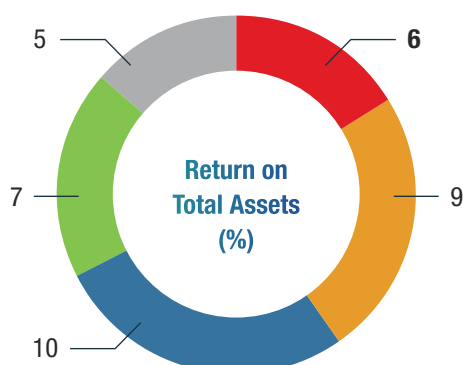
Against moderating sector momentum and ongoing input cost volatility, the Group delivered a steady financial performance anchored by execution quality, balance sheet strength, and active capital management.



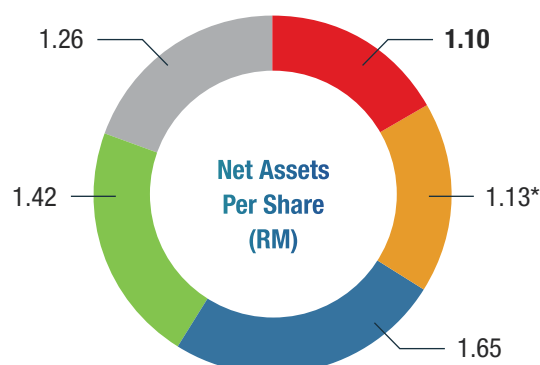
● 2025 ● 2024 ● 2023 ● 2022 ● 2021



● 2025 ● 2024 ● 2023 ● 2022 ● 2021



● 2025 ● 2024 ● 2023 ● 2022 ● 2021



● 2025 ● 2024 ● 2023 ● 2022 ● 2021

MANAGEMENT DISCUSSION & ANALYSIS

REVENUE

The Group recorded revenue of RM306.47 million in FY2025, compared with RM381.43 million in FPE2024, which included a longer 13-month period and stronger cyclical demand.

Demand conditions were shaped by shifting project mix, input price movements, and heightened competitive dynamics. Despite these factors, the Group maintained its market presence across core product segments, supported by production efficiency, customer relationship management, and careful pricing.



PROFITABILITY AND EARNINGS

Profit before tax stood at RM46.38 million, while profit after tax amounted to RM38.64 million. Net profit attributable to equity holders was RM38.69 million, translating into earnings per share of 7 sen.

Earnings were measured against an exceptionally strong FPE2024, which benefited from a longer reporting period as well as property revaluation gains and fair value adjustments that lifted headline results.

In contrast, FY2025 performance reflects the Group's underlying earnings strength within a normalised 12-month cycle, driven by cost optimisation, heightened margin awareness, and sustained improvements in manufacturing efficiency.

The Group's ability to sustain profitability amid input cost volatility and competitive pricing pressures underscores the resilience of its operating model and the discipline of its financial management. Over the longer-term trajectory, the Group has materially strengthened its earnings base, with net profit attributable to equity holders more than doubling compared to FY2021 levels.

RETURNS AND CAPITAL EFFICIENCY

Return on equity for FY2025 stood at 6%, return on total assets was 6%. The moderation reflects earnings normalisation following the stronger performance in recent periods, combined with a larger capital base. The Group continues to generate positive returns, underpinned by a focus on execution quality and sound financial fundamentals.



**PROFIT BEFORE TAX STOOD
AT RM46.38 MILLION,
WHILE PROFIT AFTER TAX
AMOUNTED TO RM38.64
MILLION.**



**NET PROFIT ATTRIBUTABLE
TO EQUITY HOLDERS
WAS RM38.69 MILLION,
TRANSLATING INTO
EARNINGS PER SHARE
OF 7 SEN.**

MANAGEMENT DISCUSSION & ANALYSIS



FINANCIAL POSITION AND CAPITAL STRUCTURE

As at 31 December 2025, total assets stood at RM738.24 million, compared to RM770.47 million as at 31 December 2024.

The reduction was primarily attributable to normalisation of asset balances following revaluation adjustments in the prior year, alongside deliberate portfolio rationalisation and capital recycling during FY2025. This included a reduction in other investments from RM70.75 million to RM22.31 million (current portion) and RM1.00 million (non-current), alongside more modest contributions from investment property, reflecting RM17.57 million in FY2025 compared with RM65.87 million in the prior period.

These movements reflect active asset monetisation and capital redeployment, strengthening liquidity and improving balance sheet efficiency.

Shareholders' equity remained strong at RM647.02 million. Net assets per share stood at RM1.10, reflecting cumulative retained earnings and sustained value accretion.

Total borrowings amounted to RM12.84 million at year-end. With cash and bank balances exceeding outstanding borrowings, the Group remained in a net cash position. This conservative capital structure provides financial flexibility and positions the Group to pursue selective opportunities without undue leverage risk.

CASH FLOW ANALYSIS

Operating Cash Flow

Net cash from operating activities was RM24.80 million. The operating cash inflow was primarily attributable to tax refunded and working capital timing effects, while underlying operating performance remained sound.

Investing Cash Flow

Net cash from investing activities was RM38.54 million. Key contributors included disposal of property, plant and equipment, disposal of investments, and partially offset with loan to holding company of RM78 million.

Financing Cash Flow

Net cash used in financing activities were RM68.13 million during the year. The main components were treasury share purchases of RM63.97 million.

As at 31 December 2025, the Group held 60,889,500 treasury shares, representing a total cost of RM63.97 million. The treasury share programme reflects confidence in the Company's intrinsic value and a commitment to shareholder value. During FY2025, the Company also completed a 1-for-1 bonus issue to improve share liquidity and broaden investor participation.

DIVIDEND

The Board extends its appreciation to shareholders for their continued trust and support, and remains focused on strengthening the Group's financial position and delivering sustainable long-term growth. Dividend considerations are undertaken with due regard to earnings performance, capital requirements, liquidity, and investment priorities.

For FY2025, no dividend has been declared, following careful consideration by the Board. This reflects a considered capital management approach amid evolving market conditions and ongoing initiatives.

By retaining earnings, the Group preserves financial flexibility to support stability, strengthen its balance sheet, and pursue value-enhancing opportunities aligned with its longer-term trajectory.

The Board believes that maintaining a strong capital base and net cash position will position Ajiya to navigate industry cyclicality more effectively while building sustainable shareholder value over time.

MANAGEMENT DISCUSSION & ANALYSIS

STRATEGIC INITIATIVES IN FY2025

In FY2025, the Group deliberately shifted its emphasis from expansion-driven growth to margin discipline, capital optimisation, and execution quality. The year also marked a strategic consolidation - with the cessation of Thai operations, Ajiya is now focused exclusively on the Malaysian market, simplifying its structure, enabling better allocation of resources and reflecting a deliberate prioritisation of its core domestic strengths.

Several initiatives contributed to the Group's performance during the year:

- Active asset monetisation, including disposal of industrial land and reduction of non-core investments
- Strengthened procurement planning and cost controls to mitigate raw material volatility
- Execution of a share buyback programme to enhance shareholder value
- Consolidation under Chin Hin Group, unlocking ecosystem synergies
- Continued automation and digital workflow enhancements across operations

Management remained focused on safeguarding margins while adapting to shifting demand patterns and input cost dynamics. For FY2025, the Group recorded revenue of RM306.47 million and profit before tax of RM46.38 million. Profit after tax stood at RM38.64 million, with net profit attributable to equity holders of RM38.69 million.

This translates into a four-year compounded annual growth rate ("CAGR") of 15.2% from FY2021, underscoring the Group's ability to generate improving earnings within a normalised reporting period.

Earnings were supported by both core operating activities and selected non-operating income, including interest income and gains from the disposal of properties. With a simplified ownership structure, streamlined operations, and a refined focus, Ajiya is better positioned to navigate industry cycles with greater agility.

BUSINESS SEGMENT PERFORMANCE

METAL DIVISION: MARGIN AWARENESS AND MARKET CONSOLIDATION

The Metal Division continued to serve as a core contributor to Group revenue in FY2025, maintaining steady execution across infrastructure, industrial, and commercial projects within a more selective construction environment.

While demand fundamentals remained intact, FY2025 was characterised by heightened price competition and input cost volatility. In response, the division shifted its emphasis toward margin protection and production optimisation.

Key priorities during the year included:

- Procurement efficiency to stabilise input costs amid raw material fluctuations
- Improved machinery efficiency to enhance factory utilisation and workflow
- Expansion of distributor networks across Peninsular and East Malaysia
- Deepening focus on IBS-aligned and sustainable product solutions

Although revenue remained relatively stable, margin sensitivity was observed in certain quarters due to higher production costs and selective pricing pressures. The division preserved profitability through tighter cost controls, careful expense management, and continuous process improvements.

Cross-group collaboration within the Chin Hin ecosystem enhanced procurement scale advantages, broadened project access, and reinforced market penetration. Product innovation and sustainability remain embedded in the division's longer-term positioning.



MANAGEMENT DISCUSSION & ANALYSIS

The Ajiya 8 Series integrated metal solutions and IBS-compatible systems continue to support energy-efficient and green construction requirements. The Zipseam high-performance roofing system, engineered for high value industrial facilities, remains a key solution serving specialised project segments.

The division continues to apply its 7P's Proactive Strategy — Product, Price, Place, Promotion, Process, Performer, and People — ensuring balanced attention across commercial execution, efficiency, and workforce development.



Factory utilisation stood at 36.79% in FY2025, compared to 41.41% in FPE2024 (a 13-month period). The moderation reflects the shorter reporting cycle and more selective demand conditions during the year. Marketing and brand-building initiatives, including the Ajiya Mobile Hub and participation in ARCHIDEX, remain part of the division's market engagement strategy.

In industry recognition, Ajiya was honoured at the BlueScope Steel Architectural Awards ASEAN 2024 for its contribution to the Masjid Daing Abdul Rahman project.

GLASS DIVISION: EFFICIENCY AND VALUE REPOSITIONING

The Glass Division continued its consolidation in FY2025, building on earlier restructuring efforts and sharpening its focus on efficiency, earnings quality, and product specialisation within the Malaysian market. In a year characterised by cost sensitivities and evolving demand dynamics, the division prioritised execution over expansion.

Key initiatives during the year included:

- Improving machinery utilisation and production scheduling
- Expanding wholesale footprint across Peninsular and East Malaysia
- Targeting higher-value glass solutions, particularly Low-E glass and IGU
- Strengthening supply chain coordination and procurement planning



Continuous improvements in workflow management and cost controls were implemented to enhance output consistency and margin stability. While certain quarters experienced earnings volatility, partly attributable to fair value movements in investments and cost pressures, the division maintained its approach toward safeguarding core profitability.

Product specialisation continues to define the division's repositioning. By emphasising energy-efficient and ESG-aligned architectural glass solutions, the division is aligning with increasingly stringent building codes and sustainability standards. Demand for Low-E glass, solar control glass, and IGU remains supported by regulatory shifts, green building certification frameworks, and greater awareness of lifecycle energy efficiency among developers.

Wholesale expansion further strengthened market responsiveness, enabling faster delivery cycles and improved customer service levels. The division also continues to leverage ecosystem synergies within the Chin Hin Group, broadening project visibility and improving procurement leverage.

Utilisation rate stood at 36.6% in FY2025, compared to 39% in FPE2024 (a 13-month period). The moderation reflects the shorter reporting cycle and more selective demand conditions during the year. Management remains focused on progressively improving capacity utilisation through better production planning and demand coordination. By strengthening its efficiency base and repositioning toward specialised, energy-efficient solutions, the Glass Division is better placed to improve earnings quality and capture opportunities within Malaysia's evolving green construction market.

MANAGEMENT DISCUSSION & ANALYSIS

DIGITAL TRANSFORMATION AND OPERATIONAL ENHANCEMENTS

In FY2025, Ajiya continued to strengthen its digital infrastructure and operating systems. The focus during the year shifted from implementation to optimisation, ensuring that previously deployed systems translated into measurable cost efficiency, workflow transparency, and margin protection.

Key initiatives advanced during the year:

- Continued enhancement of the digitised Credit Control Department, supported by automated reminder systems to improve receivables management
- Ongoing optimisation of the Odoo platform to enhance internal reporting visibility
- Full operationalisation of the Transport Management System, improving route planning, logistics cost control, and delivery reliability
- Implementation of the LHDN e-Invoice Model to streamline tax compliance and reporting
- Further development of the Accounts Payable Invoice System to automate payment workflows and strengthen internal controls
- Standardisation of quality assurance through the QAQC Checklist System
- Implementation of Repair Maintenance System to improve machinery upkeep, maintenance planning and operational efficiency.

These enhancements strengthened working capital discipline and cost awareness, which proved increasingly important in a year where competitiveness was driven by agility and pricing precision.

○



CAPITAL MANAGEMENT AND GOVERNANCE

In parallel with these enhancements, FY2025 also saw significant capital management execution. The Group completed a substantial tranche of its share buyback programme, repurchasing approximately 60.89 million shares during the year, representing about 10% of its issued share capital. The successful implementation of a 1-for-1 bonus issue in October 2025 enhanced share liquidity and broadened investor participation, while preserving the underlying capital base.

During FY2025, the Group also undertook several changes to its board composition:

- On 29 May 2025, Mr. Yeo Ann Seck resigned as Non-Independent Non-Executive Director
- Effective 1 July 2025, Datuk Wira Chiau Haw Choon was redesignated from Managing Director to Executive Director
- Mr. Ng Wai Luen was appointed as Non-Independent Executive Director effective 1 July 2025

MANAGEMENT DISCUSSION & ANALYSIS

SUSTAINABLE BUILDING MATERIALS AND INNOVATION

Sustainability remains embedded within Ajiya's product innovation and operating strategy. In FY2025, the Group continued aligning its offerings with evolving environmental regulations, green building requirements, and energy-efficiency standards across Malaysia's construction sector. This is increasingly important as sustainability transitions from a competitive differentiator to a baseline commercial and regulatory expectation.



METAL DIVISION

The Ajiya 8 Series continues to reflect the Group's commitment to sustainable construction solutions. Designed to optimise comfort, safety, security, and durability, these systems support improved thermal insulation, acoustic performance, and energy efficiency in modern developments.

Core solutions such as the Ajiya PU Roof and AGiBS systems remain aligned with IBS initiatives and green construction frameworks. During FY2025, the division implemented ISO 14001 Environmental Management System certification, marking a further step in its sustainability commitment. The division is also promoting its CoolPro energy-efficient high-performance product range, continuing efforts to install solar systems at its new factory and pursuing Environmental Product Declarations for selected product segments.

Sustainability is also embedded in operations. Manufacturing optimisation, waste reduction initiatives, energy-efficiency upgrades, and resource management improvements contribute to lower production intensity and improved cost awareness.



GLASS DIVISION

The Glass Division maintained its focus on energy-efficient architectural glass solutions in FY2025. Products such as IGU, Low-E glass, and solar control glass support reduced energy consumption and lower building carbon intensity.

As building codes increasingly incorporate energy performance benchmarks, demand for these specialised solutions is expected to remain supportive. The division continues to pursue Environmental Product Declarations for selected glass processing segments.

Wholesale expansion across Peninsular and East Malaysia enhances market responsiveness and delivery capabilities, supporting recurring demand from commercial, residential, and industrial developments.

FY2025 demonstrated that sustainability and sound financial management are complementary priorities. By integrating sustainable product innovation, operating efficiency, capital management, and digital transformation, the Group continues to build its position within Malaysia's evolving green construction value chain.

PEOPLE

In 2025, the Group was recognised as one of the HR Asia Best Companies to Work for in Asia, affirming its commitment to building a capable and engaged workforce. Across both the Metal and Glass Divisions, the Group continued to invest in employee training, technical upskilling, and talent development to support execution quality and long-term competitiveness. Workplace safety, employee well-being, and a culture of continuous improvement remain central to how the Group operates. As Ajiya advances its sustainability agenda, the Group recognises that its people are the foundation upon which product quality, customer service, and operational progress are built.

MANAGEMENT DISCUSSION & ANALYSIS

ANTICIPATED RISKS AND CHALLENGES

Ajiya continues to adopt a forward-looking approach to risk management. While Malaysia's construction sector remains supported by infrastructure spending and industrial investments, conditions have become more cost-sensitive and competitive.

The table below outlines the key risks identified in FY2025, their potential impact, and the Group's mitigation approach.

Type of Risk	Risk Description	Mitigation Measures
Construction Cycle Moderation	While government-led projects remain supportive, private sector demand may moderate amid tighter financing conditions. Slower project rollouts could affect order momentum and pricing discipline.	Diversify customer base across public and private sectors, strengthen distribution channels, and focus on IBS-aligned and sustainable solutions with stronger demand visibility.
Raw Material Cost Volatility	Geopolitical conflicts, particularly the Middle East crisis and Strait of Hormuz disruptions, have driven global energy and fuel prices higher, increasing diesel, freight, and logistics costs. These pressures feed into steel, glass, and other raw material input costs, compressing manufacturing margins across both divisions.	Proactive procurement planning, selective inventory management, and pricing adjustments to reflect input cost movements. The Group also monitors commodity market trends closely and maintains flexible supplier arrangements to mitigate supply chain disruption.
Margin Compression & Price Competition	Heightened competition within the building materials sector increases pricing pressure and reduces margin buffers.	Emphasise product differentiation, enhance operational efficiency, and focus on higher value-added segments.
Credit & Liquidity Risk	Extended payment cycles in construction projects may impact working capital and cash flow stability.	Strengthen credit assessment, structured billing terms, close monitoring of receivables, and proactive collection management.
Regulatory & Sustainability Compliance	Evolving environmental regulations and ESG standards may increase compliance costs and product specification requirements.	Proactive alignment with industry sustainability standards, ongoing investment in environmental certifications, and continued development of energy-efficient product solutions.
Group Integration Risk	The strengthening of Chin Hin Group's shareholding introduces broader coordination requirements across governance and operations.	Clear governance structure, board realignment, and operational synergy coordination within the broader group ecosystem.

By maintaining tight cost management, sound governance oversight, and proactive capital planning, the Group remains well placed to navigate both cyclical and structural risks.

MANAGEMENT DISCUSSION & ANALYSIS



PROSPECTS AND OUTLOOK

Malaysia's construction sector continues to be supported by infrastructure projects, industrial expansion, and sustainability-driven development. However, industry growth has shown signs of moderation compared to the momentum recorded in 2025.

Against this backdrop, Ajiya enters financial year ending 31 December 2026 ("FY2026") with:

- Stable revenue momentum
- A simplified shareholding and group structure
- Active capital optimisation initiatives

While cost pressures remain a near-term consideration, the Group's procurement management and operating optimisation provide a degree of insulation. The Board remains cautiously optimistic that demand for IBS, energy-efficient roofing systems, IGU, and Low-E glass solutions will continue to provide growth opportunities.

Looking ahead, Ajiya will prioritise margin discipline, productivity enhancements, and liquidity strength, while pursuing selective, demand-led expansion opportunities that can be executed efficiently and profitably.

○

MANAGEMENT DISCUSSION & ANALYSIS

GROWTH STRATEGIES

STRATEGIC FOCUS BY DIVISION

METAL DIVISION	STRATEGIC THEME	KEY FOCUS AREAS	STRATEGIC OBJECTIVE
	Operational Discipline & Market Strengthening	- Strengthen distributor networks in Peninsular and East Malaysia - Expand IBS-aligned and sustainable product solutions - Enhance procurement efficiency to mitigate cost volatility - Improve factory utilisation through better production planning - Continue digital workflow integration - Leverage cross-group synergies within Chin Hin ecosystem	- Protect margins amid cost pressures - Strengthen market penetration - Improve operational efficiency - Enhance scale advantages through group integration - Support sustainable building demand
GLASS DIVISION	STRATEGIC THEME	KEY FOCUS AREAS	STRATEGIC OBJECTIVE
	Efficiency, Specialisation & Value Enhancement	- Improve machinery utilisation - Expand wholesale footprint - Target higher-value glass solutions - Prioritise Low-E glass and IGU products - Promote ESG-aligned architectural glass - Implement smart sourcing strategies - Optimise supply chain efficiency - Explore selective regional expansion	- Stabilise margins - Enhance earnings quality - Capture demand for energy-efficient solutions - Strengthen competitive positioning in sustainable construction

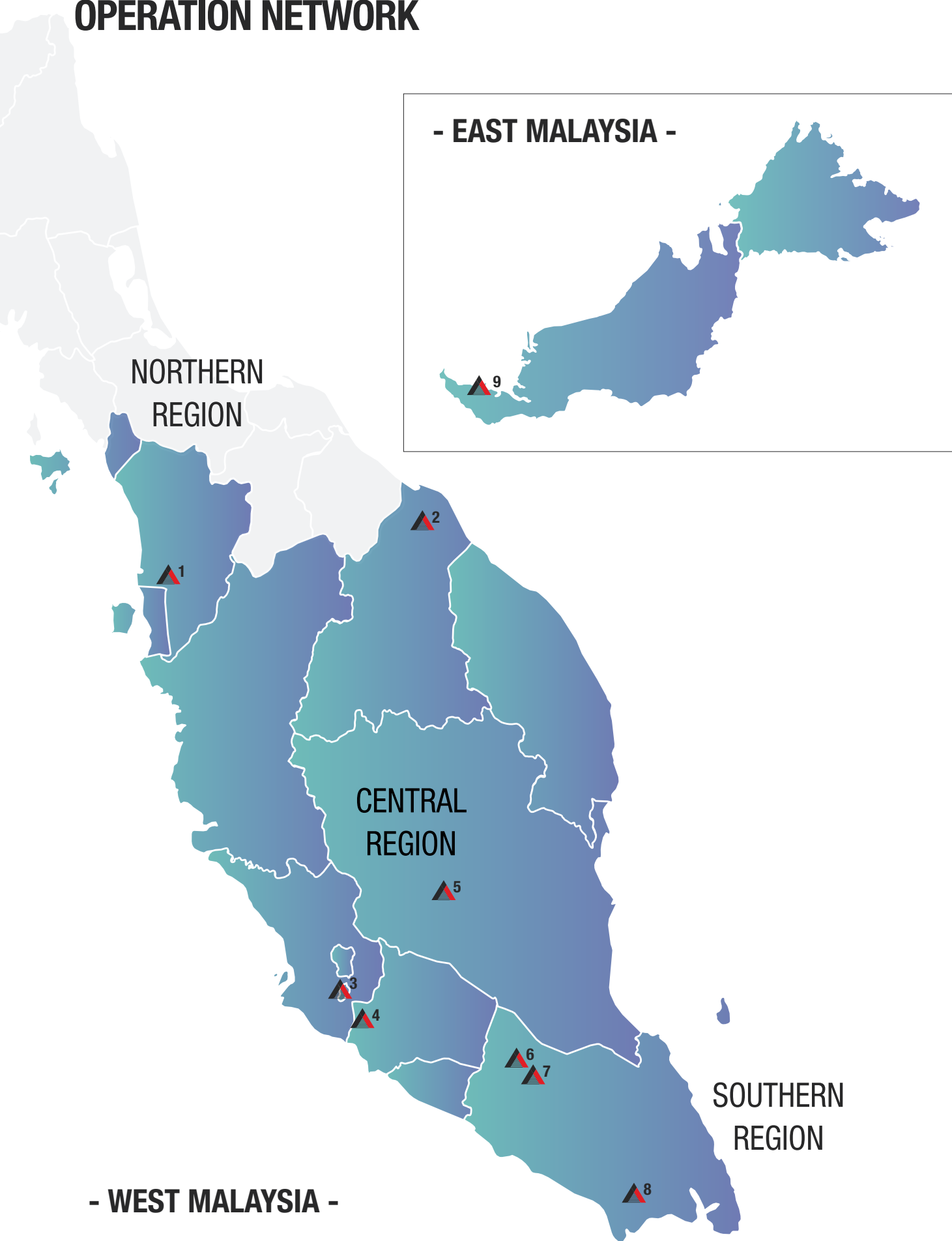
FY2025 was a year of consolidation, capital management, and steady execution for Ajiya Berhad. While industry conditions moderated compared to the prior financial period, the Group demonstrated its ability to remain profitable, generate positive returns, and preserve a strong balance sheet.

The strengthening of controlling shareholding under Chin Hin Group, coupled with governance realignment and capital optimisation, has further enhanced Ajiya's positioning for the longer term. Through proactive cost management, asset optimisation, and focused execution across both the Metal and Glass Divisions, the Group continues to navigate margin pressures and competitive dynamics with care and agility.

Sustained investment in sustainable building solutions and operating efficiencies ensures that the Group remains aligned with evolving regulatory standards and market expectations. As Ajiya enters FY2026, management remains committed to safeguarding financial stability, enhancing shareholder value, and pursuing growth opportunities that are well-considered and well-executed.

With a strengthened corporate foundation, a net cash balance sheet, and a clear direction, Ajiya is well positioned to navigate industry cycles and continue delivering value to its stakeholders.

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
Senai, Johor



9 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 governance framework, structures, and practices applied across the Group during the financial year ended 31 December 2025.



This Statement is prepared in accordance with Paragraph 15.25 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and set out the Group’s application of the principles and practices guided by the Malaysian Code on Corporate Governance (“MCCG”).

The detailed application of each MCCG Practices is provided in the Corporate Governance Report 2025 (“CG Report”), available on the Company’s website at www.ajiya.com.

OUR APPROACH TO CORPORATE GOVERNANCE

The Board remains committed to upholding a sound corporate governance framework that supports sustainable growth, responsible business conduct and safeguards stakeholders’ interests. Governance is embraced not merely as a compliance obligation but as an essential pillar of responsible leadership anchoring ethical behaviour, accountability, and transparent in decision-making.

Ajiya’s governance culture is shaped by its Vision, Mission and Leadership Principles, and reinforced by internal control and risk management frameworks that support daily operations and long-term strategic goals.

Throughout 2025, the Board continued to review and refine its governance practices to ensure continuous alignment with evolving regulatory developments and stakeholder expectations. As at 31 December 2025, Ajiya has applied most of the recommended practices under the MCCG, with the following exception:-

- 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.
- Practice 13.3 : Leverage technology to facilitate voting in absentia and remote participation.
(All the general meetings were conducted physically.)

Further details on the Group’s application, adoption, or departure from the MCCG Principles and Practices are provided in the CG Report published on the Company’s website.

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 growth and ensuring sustainable value creation for shareholders. Its responsibilities encompass setting the Group’s strategic direction, overseeing business conduct, monitoring risk management and internal control systems, ensuring integrity of financial reporting, and upholding sustainability governance and regulatory compliance.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

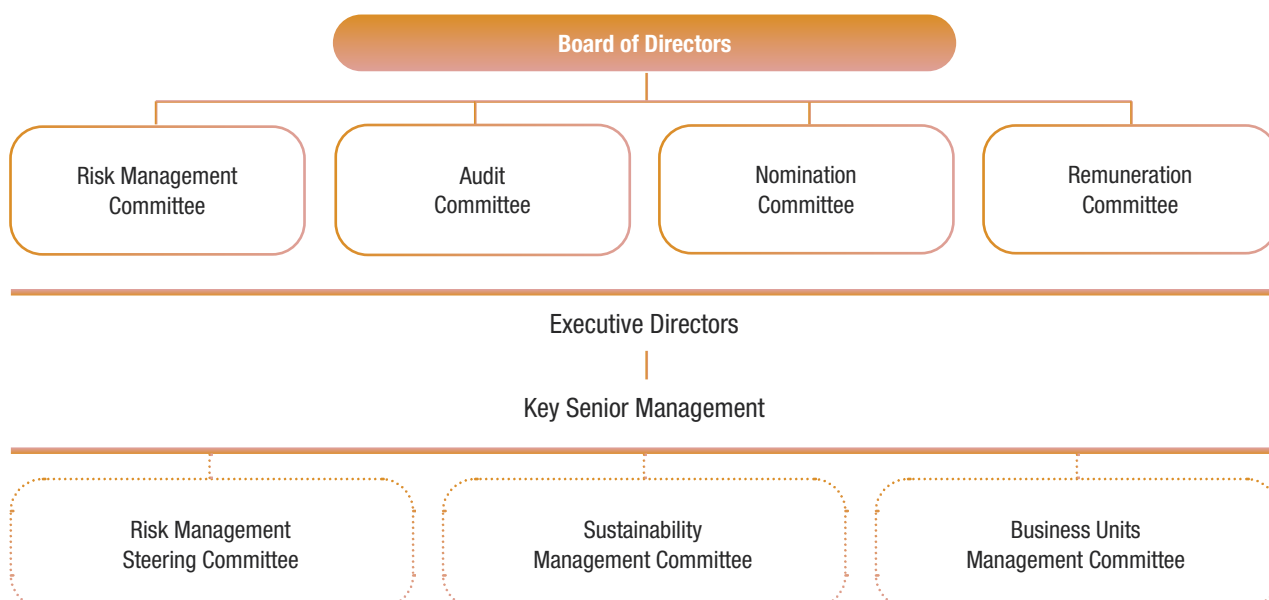
PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I) BOARD RESPONSIBILITIES (CONT'D)

1. Board Roles and Responsibilities (Cont'd)

While specific responsibilities are delegated to the Board Committees, the Board retains overall oversight through a schedule of reserved matters, clearly defined Terms of Reference and regular reporting by the Board Committees Chairman. Day-to-day management is entrusted to the Executive Directors and Key Senior Management, who are 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 and focuses on specific governance and oversight functions. All Committees are chaired by different Independent Non-Executive Directors to ensure objective and balanced deliberation. The Chairman of each Committee reports significant matters, key deliberations, and recommendations to the Board for consideration or approval. Minutes of all Committee meetings are circulated to the Board to keep Directors informed of the Committees' discussions and decisions.

For operational matters, the Board delegates authority to the management team, led by the Executive Directors and Key Senior Management. Their roles, responsibilities, and authority limits are clearly defined in the Group's Policies and Procedures Manual, ensuring effective management, execution, operational efficiency, and accountability.

2. Board Leadership

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A :

BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I) BOARD RESPONSIBILITIES (CONT'D)

2. Board Leadership (Cont'd)

Although the Chairman holds an executive role, the Board is of the view that independence is preserved through the presence of a majority of Independent Non-Executive Directors, which provides the necessary balance of power and objectivity. In addition, the Chairman does not serve as a member of any Board Committee, further reinforcing the separation of roles and maintaining independent oversight.

The Executive Directors are responsible for the overall management of the Group's business operations and resources. They are tasked with executing strategic plans, implementing policies approved by the Board, and driving the achievement of the Group's corporate objectives. In carrying out these responsibilities, the Executive Directors are supported by Key Senior Management, who ensure that operational matters, concerns, and issues are addressed effectively.

The roles of the Chairman and the Executive Directors are held by different individuals, with clearly defined and distinct responsibilities. This separation of roles ensures balance of authority, promotes accountability, and supports effective governance throughout the Group.

3. Company Secretaries

The Board is supported by suitably qualified and competent Company Secretaries. The Directors have unrestricted access to the Company Secretaries, who provide advice on corporate governance best practices, corporate disclosure obligations, securities laws and regulations, as well as compliance with the Company's Constitution, statutory and regulatory requirements. The Company Secretaries also ensure the proper conduct of Board and Committee meetings, including the preparation of meeting agendas, circulation of meeting papers, and recording of minutes.

4. Access to Information and Independent Advice

The Board is provided with timely, comprehensive, and relevant information to facilitate informed discussions and effective decision-making. Board papers and supporting materials are circulated to Directors in advance of each meeting to allow sufficient time for review and preparation.

Directors have full and unrestricted access to all information related to the Group's operations and affairs, enabling them to discharge their duties effectively. Where necessary, they may engage directly with Key Senior Management for clarification or additional details, where required.

To enable the effective discharge of their responsibilities, Directors may seek independent professional advice at the Company's expense on matters they consider necessary to support informed and objective decision-making.

5. Board Charter

The Board Charter serves as a comprehensive governance document that outlines the roles and responsibilities of the Board, the Board Committees, and matters reserved for the Board's deliberation and decision. It also clearly defines the distinct functions of the Chairman, Directors, and Independent Directors to ensure clarity of responsibilities and effective governance practices.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I) BOARD RESPONSIBILITIES (CONT'D)

5. Board Charter (Cont'd)

The Board Charter was reviewed and updated in August 2025 to ensure it remains relevant and aligned with current regulatory requirements and evolving corporate governance practices.

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

6. Ethics and Integrity

The Board has established a comprehensive set of policies and procedures to uphold the principles of good business conduct, forming a strong foundation for the Group's long-term success and sustainability.

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

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

Directors and Key Senior Management are expected to avoid situations or transactions that may give rise, directly or indirectly, to a conflict between their personal interests and the interests of the Group. They are under a continuous obligation to disclose any actual, potential, or persistent conflict of interest to safeguard the Group's interests and preserve good governance.

The Board periodically reviews and updates the Code of Ethics and Conduct to ensure it remains aligned with the Group's governance expectations and evolving regulatory requirements.

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

- **Whistleblowing Policy**

The Whistleblowing Policy provides a mechanism for reporting suspected or known misconduct, wrongdoing, corruption, fraud, or abuse of the Group's resources. It also offers protection to whistleblowers who report concerns in good faith.

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

- **Stay Honest, Be Corrupt Free**

Ajiya remains committed to ethical business practices, with a focus on preventing bribery and corruption. 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, setting out the Group's principles in preventing and addressing improper solicitation, bribery, and corruption within business activities. Management personnel have received training to enhance their 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I) BOARD RESPONSIBILITIES (CONT'D)

6. Ethics and Integrity (Cont'd)

- **Stay Honest, Be Corrupt Free (Cont'd)**

Ajiya emphasises on promoting employee awareness and adherence to the Anti-Bribery and Corruption Policy through various communication channels including poster and company handbook. All new employees are required to acknowledge their understanding and commitment to the policy during the recruitment process.

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

- **Directors' Fit and Proper Policy**

Approved by the Board in April 2022, the Directors' Fit and Proper Policy outlines the criteria for the appointment and re-appointment of Directors. The Policy ensures that all Directors possess the appropriate character, experience, integrity, competence and time commitment necessary to effectively discharge their fiduciary and leadership responsibilities.

The Directors' Fit and Proper Policy is available for reference on the Company's website.

7. Sustainability

The Board continues to provide oversight of the Group's strategic sustainability matters across the economic, environmental, social, and governance ("ESG") aspects. It ensures that sustainability-related risks and opportunities are integrated into the Group's strategic planning processes, recognising the importance of sustainability in driving business growth and long-term value creation for stakeholders.

The Risk Management Committee oversees the Group's key risks, including cyber risks and sustainability-related risks, while the management team is responsible for driving the strategic management of material sustainability matters and embedding appropriate practices across the Group's operations.

As part of the annual Board evaluation exercise, the Board assesses its sustainability leadership and ESG-related roles, and provides input and suggestions for continuous improvement in addressing the Group's sustainability issues.

The Directors also participate in ongoing training and development programmes to keep abreast of evolving sustainability trends, requirements, and best practices, and ensure that the Group's sustainability initiatives and disclosures remain aligned with relevant sustainability frameworks and regulatory expectations.

The Sustainability Statement included in this Annual Report provides an overview of the Group's performance, commitments, and impact across key economic, environmental, and social areas.

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

In addition to routine matters, the Board deliberated on several key areas during the year, as summarised below:

Key Matters 2025

- Reviewed the Group's annual business plan, including the 2025 budget, 2024 performance, digitisation efforts and sustainability initiatives.
- Reviewed succession planning for the Board, Board Committees and Key Senior Management to ensure leadership continuity.
- Approved property disposals as part of the Group's asset optimisation strategy.
- Reviewed and recommended to shareholders the Proposed Bonus Issue of new ordinary shares on the basis of 1 Bonus Share for every 1 existing Ordinary Share held.
- Execution of share buy-back programme to enhance shareholder value.
- Approved revision to the Terms of Reference of the Risk Management Committee to strengthen its oversight role.

Looking Ahead to 2026

- Review Board Policies to ensure continued effectiveness, relevance and compliance with evolving regulatory requirements and the Group's strategic needs.
- Evaluate and explore opportunities for business diversification, joint ventures, mergers and acquisitions to drive growth.
- Continue to review succession planning for the Board and Key Senior Management.
- Enhance sustainability initiatives aligned with the Group's operations and strategic objectives.
- Review operational restructuring and consolidation efforts aimed at streamlining operations.
- Continue to strengthen its digital infrastructure and operating systems to further improve operational efficiency and effectiveness.

II) BOARD COMPOSITION

1. Board Composition and Diversity

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

- Non-Independent Executive Chairman
- 2 Executive Directors
- 4 Independent Non-Executive Directors

The Board acknowledges the importance of diversity, including gender, ethnicity, age, and professional background in fostering robust discussions and enhancing the Board's overall effectiveness. A diverse Board composition facilitates balanced deliberations and brings a broader range of perspectives and insights to the decision-making process.

Through the Nomination Committee, the Board conducts an annual review of its size, structure, and composition. The Board's skills and competencies are also assessed annually through structured questionnaires. Based on the Board evaluation exercise and the review of the Board Diversity and Skills Matrix, the Board is satisfied that its current composition remains optimal for effective and objective decision-making.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II) BOARD COMPOSITION (CONT'D)

1. Board Composition and Diversity (Cont'd)

Guided by its Diversity Policy, the Board shall comprise at least one (1) woman Director, and continues to 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 Board's composition.

The Board is of the view that the current mix of executive, non-independent, and independent directors, together with a broad range of skills, knowledge, experience, and professional expertise, provides a strong foundation for effective governance and contributes to the Board's overall effectiveness.

The current Board composition and diversity as at the date of this report is as follows:

Director	Independence		Tenure	Gender		Age			Ethnic		Industry Knowledge/ Experience							
	Independent Directors	Non-independent Directors		Male	Female	40-49 years	50-59 years	60-69 years	Bumiputera	Chinese	Strategy / Entrepreneurship	Legal & Regulatory	Internal Controls / Risk Management	Accounting/ Finance / Taxation	Building Material / Property Development	Sales & Marketing	IT & Digital Strategy	Economics/ Banking / Business Admin
Datuk Seri Chiau Beng Teik, JP		√	3 years	√				√		√	√				√	√		√
Datuk Wira Chiau Haw Choon		√	3 years	√		√				√	√		√	√	√	√		√
Mr. Ng Wai Luen		√	8 months	√			√			√	√	√	√	√	√	√	√	√
Ms. Er Kian Hong	√		3 years		√	√				√		√	√	√				√
Mr. Teh Boon Beng	√		3 years	√				√		√			√	√		√		√
Datuk Hj Mohd Yusri Bin MD Yusof	√		3 years	√			√		√		√		√	√	√	√	√	√
Dato' Boey Chin Gan	√		3 years	√				√		√	√	√	√		√	√	√	√

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II) BOARD COMPOSITION (CONT'D)

2. Succession Planning

a) Board Succession Planning

• Appointment to the Board

The Nomination Committee is responsible for ensuring that the Board remains effective through structured succession planning. In carrying out this responsibility, the Nomination Committee reviews the existing Board composition, identifies the required skills and competencies, and recommends suitable candidates to the Board. All appointments are 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. Prospective candidates are required to declare their fit and propriety, including any conflict of interest and existing directorships.

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



In recommending candidates for appointment, the Nomination Committee considers, among others:

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

Candidates for Board appointments are identified through various independent sources, including referrals from existing Board members, Management, major shareholders, and professional networks. Where appropriate, the Board remains open to engaging external and independent channels to source suitably qualified candidates, ensuring access to a broader talent pool.

While the Board recognises the importance of sourcing from a wide and independent pool of candidates, the internal recommendation of Mr. Ng Wai Luen for appointment as Executive Director of Ajiya during the year was supported by his extensive knowledge of the Group's operations, demonstrated leadership and his significant contributions to the Group's strategic development. These qualities collectively support effective internal succession planning, providing a strong rationale for internal succession and serving the best interests of the Group.

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)**

Nevertheless, the Board remains mindful that independent sourcing channels will continue to be an important consideration in future Board appointments to promote balance, diversity and objectivity in the selection process.

For Independent Director appointments, the Committee ensures that all candidates meet the independence criteria prescribed under the MMLR.

- **Re-election of Directors**

The Company's Constitution provides that one-third of the Directors shall retire by rotation at each 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 at least once every three years but shall be eligible for re-election.

Accordingly, Datuk Hj Mohd Yusri Bin MD Yusof, Mr. Teh Boon Beng and Mr. Ng Wai Luen will retire pursuant to the Company's Constitution and are eligible for re-election, subject to the shareholders' approval at the forthcoming 30th 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 their performance, contribution, experience and their fit and propriety.

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

b) Senior Management Succession Planning and Diversity

Senior Management plays a critical role in executing the Group's corporate strategies and day-to-day operations.

The Executive Directors, together with Key Senior Management, support the Nomination Committee in ensuring that an appropriate succession planning framework, talent management and process and human capital development programmes are in place. The Nomination Committee receives updates from the Executive Director on succession planning initiatives, workforce diversity and talent development programmes. The Group has established a structured competency assessment framework to support the development of potential successors. The Management identifies and assesses emerging talent and potential successors, both internally and externally, for Senior Management positions.

The Group remains committed to a diverse and inclusive workplace, providing equal opportunities based on merit and free from discrimination. A diverse workforce brings valuable perspectives that contribute to the Group's long-term growth. The Board promotes a work environment that is free from harassment, where all employees are treated with respect and dignity. During the year, the Group conducted various people development and wellbeing programmes to support employees' growth and maintain a healthy and balanced working environment.

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 (Cont'd)

A significant milestone for the year was Ajiya recognised as one of the HR Asia Best Companies to Work for in Asia, reflecting the Group's relentless focus on its people as the most valuable asset. The recognition reaffirm Ajiya's commitment to building a positive, supportive, and empowering workplace for everyone in Ajiya.

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 2025, 19% of the Group's employees are women, with women holding 17% of senior management positions.

Further details on the Board and Senior Management diversity 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 representation of Independent Directors provides an effective check and balance, allowing for independent judgment and objective deliberation on relevant matters, thereby safeguarding the interest of stakeholders.

The Board is guided by the MCCG in relation to the tenure of Independent Directors. In accordance with the MCCG, the tenure of an Independent Director shall not exceed a cumulative term of nine (9) years.

Upon completion of the nine-year tenure, an Independent Director may continue to serve on the Board as a Non-Independent Director. Where the Board intends to retain an Independent Director beyond the nine-year cumulative term, the Board will provide appropriate justification and seek shareholders' approval through a two-tier voting process at the Annual General Meeting.

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 prior to their appointment and conducts annual evaluations to ensure that such independence is maintained. Each Independent Director has provided a written confirmation of independence.

Based on the assessments conducted, the Board is satisfied that all Independent Directors continue to uphold their independence and are able to provide impartial perspectives and objective challenge to management. The Independent Directors are free from any business or other relationships that could materially interfere with the exercise of independent judgement in the best interests of 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 performance, operational matters, 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 to all the Directors in advance. The meeting agenda and board papers are distributed electronically and/or in hard copy seven (7) days prior to the meetings, with reminders issued accordingly. 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 to provide input on specific agenda items.

Board and Board Committees meetings will be conducted physically and/or via electronic means, allowing Directors to participate through audio or video conferencing. Where appropriate, matters requiring Board approval may be dealt with through circular resolutions. Circular resolutions passed, and the minutes approved at subsidiary boards, are noted at the next Board meeting.

To maintain checks and balances and ensure objective review of matters brought up by the Board Committees, the Board Chairman does not serve on 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 reports key matters discussed and recommendations made to the Board. Directors are required to disclose any conflict of interest and abstain from related deliberations and decisions making.

It is the Board's policy that a Director shall not hold more than five (5) directorships in listed corporations. Directors are required to notify the Chairman or the Company Secretary of any directorship held in other listed and non-listed companies and any subsequent changes.

The details of Directors' attendance at Board, Board Committee meetings and General Meetings for financial year ended 31 December 2025 are set out as follows:

DIRECTORS	NO. OF MEETINGS ATTENDED						
	Board	AC	NC	RC	RMC	AGM	EGM
Datuk Seri Chiau Beng Teik, JP	5/6	n/a	n/a	n/a	n/a	1/1	1/1
Datuk Wira Chiau Haw Choon	6/6	n/a	n/a	n/a	n/a	1/1	1/1
Mr. Yeo Ann Seck (resigned on 29-05-2025)	3/4	n/a	n/a	n/a	n/a	0/1	n/a
Mr. Ng Wai Luen (appointed on 01-07-2025)	2/2	n/a	n/a	n/a	n/a	n/a	1/1
Ms. Er Kian Hong	6/6	6/6	2/2	n/a	n/a	1/1	1/1
Mr. Teh Boon Beng	6/6	n/a	n/a	1/1	1/1	1/1	1/1
Datuk Hj Mohd Yusri Bin MD Yusof	6/6	6/6	2/2	1/1	1/1	1/1	1/1
Dato' Boey Chin Gan	6/6	6/6	2/2	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 discharge their roles, Directors continuously participate in relevant training programmes, seminars and forums to keep abreast of regulatory updates and developments in the business environment, in addition to completing the Mandatory Accredited Programme prescribed by the MMLR.

The Company Secretaries regularly update the Board on regulatory requirements, corporate governance practices and applicable guidelines. In addition, 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 programme and factory visits. The induction manual comprises the Board Charter, minutes of the last Board meeting, annual meeting timetable, and the Company's annual report, providing an overview of the Board's roles and responsibilities. Factory visits to the Group's operating plants further enhance Directors' familiarity with the Group's operational structure and management.

The training programs attended by the Directors during the financial year 2025 covered a wide range of areas, including finance and taxation, Directors' roles and responsibilities, ESG matters, corporate governance and regulatory updates, technology and digitisation, economic outlook and industry trends, details are tabulated as below:

Attended By	Seminar/Program/Briefing
Datuk Seri Chiau Beng Teik, JP	Conflict of Interest
Datuk Wira Chiau Haw Choon	- Conflict of Interest - Senior Leader Awareness Workshop on Design Thinking
Mr. Ng Wai Luen	- KPMG ESG Symposium: Adopting IFRS S1 & S2 - Design Thinking Workshop - Breakthrough Growth with AI - GreenRE Accredited Professional Course-Green Building Best Practices - Interactive Dashboards for Presenting Data Analytics Results - Strategic Tax Insights for C-Suite Executives: e-Invoicing, Stamp Duty, SST, and Transfer Pricing
Ms. Er Kian Hong	- Malaysia Budget 2025 and Latest Tax Development - Key Amendments to the ACE Market Listing Requirements - The Evolving Financial Industry-Technology Driven Banking and Capital Markets, Fintech Credit and ESG - Unmasking Financial Frauds & Market Manipulation (Information, Transaction, Financial Statement Based) - Essential Fundamentals of Anti Bribery and Corruption
Mr. Teh Boon Beng	- Strategic Oversight in Strategy Implementation : Getting Execution Right at the Board Level - Boardroom Blindspots: How Our Preceptions of Risk Influence our Boardroom Effectiveness - Driving Sustainable Organization: Empowering Boards for Lasting Impact - Essential Fundamentals of Anti-Bribery and Corruption

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A :

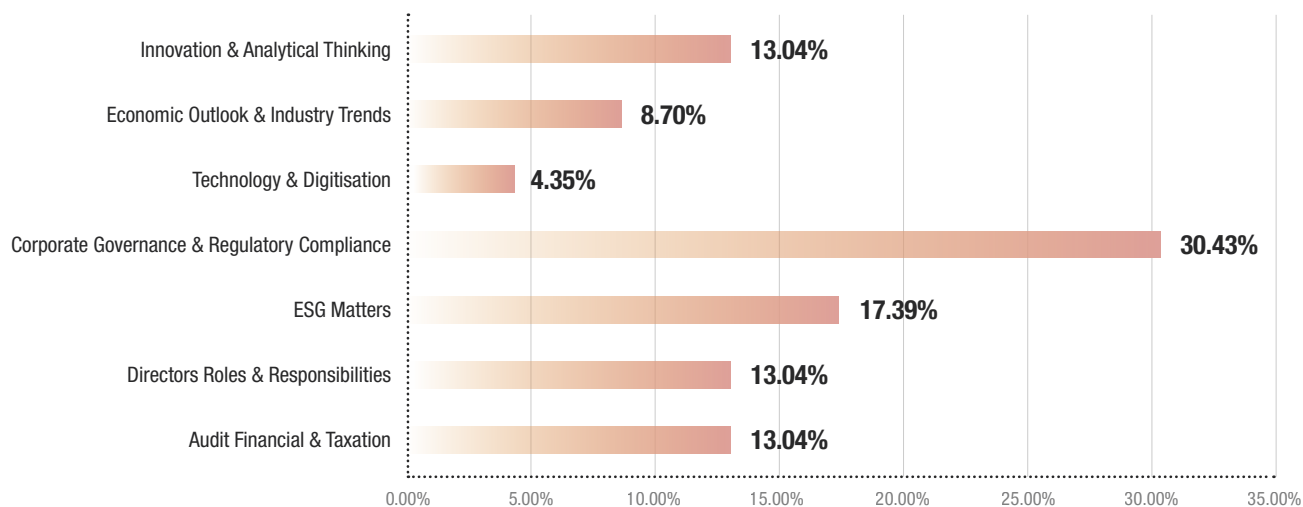
BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II) BOARD COMPOSITION (CONT'D)

5. Directors' Training Development (Cont'd)

Attended By	Seminar/Program/Briefing
Datuk Hj Mohd Yusri Bin MD Yusof	- The Real Deal: Addressing Issues and Challenges of IFRS S1 and S2 Reporting in Malaysia - Pengenalan Pasaran Niaga Hadapan - New Disclosure Requirements for Shariah Screening
Dato' Boey Chin Gan	- National Sustainability Reporting Framework & Latest Bursa Listing Requirements - Related Party Transaction & Recurrent Related Party Transaction

Summary of Training Programme Attended by Directors 2025



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 of 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 both self-assessment and peer-assessment approaches. The effectiveness of the Board is evaluated based on size and composition, 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 Directors, the assessment criteria covered fit and proper elements, contribution and participation, calibre and personality.

The 2025 Board effectiveness assessment was conducted internally, facilitated by the Company Secretaries. The Nomination Committee deliberated comprehensively on the Report of Board Evaluation, Diversity and Skill Matrix presented by the Company Secretaries, which included suggestion for improvement from Board members. The report, with recommended enhancement areas was subsequently presented to the Board.

Based on the 2025 assessment, the Board was satisfied with the performance of each Director, the Board as a whole, and the Board Committees. The results concluded that the current Board size and composition remain appropriate, and the Board Committees have effectively discharged their duties in accordance with their respective Terms of Reference. The assessment indicated that each individual Director has carried out their duty effectively. These results form the basis of the Nomination Committee's recommendations to the Board on the re-election of retiring Directors at the forthcoming Annual General Meeting.

The Nomination Committee also reviewed the performance of each Independent Director. The Board was satisfied that all Independent Directors demonstrated impartiality, exercised sound judgment, provided objective insights, and constructively challenged Management while devoting sufficient time and commitment to effectively discharge 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 defined in its Terms of Reference.

The Nomination Committee meets at least once a year or as needed. In 2025, meetings were held in February and July, with all members in attendance. Key issues discussed and recommendations made during the meeting were subsequently reported to the Board by the Chairman of Nomination Committee.

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)

Activities carried out by the Nomination Committee during the financial year ended 31 December 2025 included:

- Conducted annual assessment and reviewed the performance evaluation findings of the Board, Board Committees, and individual Directors.
- Reviewed the Board diversity and skill matrix, assessing the size, composition and competencies of Board members in conjunction with the evaluation exercise.
- Assessed the independence of Independent Directors.
- Reviewed and recommended to the Board the appointment of a new Director and the redesignation of Director's roles.
- Recommended to the Board the re-election of retiring Directors.
- Oversight the succession planning of Key Senior Management.
- Reviewed the trainings programmes attended by Directors during the financial year.

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 supported by the Remuneration Committee in implementing this Remuneration Policy.

The Remuneration Committee comprises entirely Independent Non-Executive Directors. The role and responsibilities of the Remuneration Committee are set out in its Terms of Reference. The Remuneration Committee conducts annual review of Directors' remuneration to ensure that it remains competitive and appropriately 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 remuneration of Key Senior Management comprises fixed and performance linked components, taking into consideration market competitiveness, experience, responsibilities, individual and company performance. The Board authorised the Executive Directors 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 performance targets set in the annual budget of each Business Division.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III) REMUNERATION (CONT'D)

The Remuneration Committee meets at least once a year or as needed. In 2025, the meeting took place in February, with full attendance from all members. During the meeting, the Remuneration Committee reviewed and recommended to the Board the Directors' fees and meetings allowances. The Remuneration Committee also proposed that Directors' fees be paid for the current financial year on a monthly basis. The fees and benefits paid and payable to Directors are subject to shareholders' approval at the Annual General Meeting.

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 year ended 31 December 2025 are presented in the table below:

a) The Company

Name	Fees	Allowance	Salary	Bonus	Benefits- In-Kind	Other Emoluments	Total
Executive Director							
Datuk Seri Chiau Beng Teik, JP	42,000	5,000	-	-	-	-	47,000
Datuk Wira Chiau Haw Choon	42,000	6,000	-	-	-	-	48,000
Mr. Ng Wai Luen (appointed on 01-07-2025)	21,000	2,000	-	-	-	-	23,000
Independent Non-Executive Director							
Ms. Er Kian Hong	42,000	10,000	-	-	-	-	52,000
Mr. Teh Boon Beng	42,000	7,000	-	-	-	-	49,000
Datuk Hj Mohd Yusri Bin MD Yusof	42,000	11,000	-	-	-	-	53,000
Dato' Boey Chin Gan	42,000	11,000	-	-	-	-	53,000
Non-Independent Non-Executive Director							
Mr. Yeo Ann Seck (resigned on 29-05-2025)	17,500	3,000	-	-	-	-	20,500
Total	290,500	55,000	-	-	-	-	345,500

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III) REMUNERATION (CONT'D)

b) The Group

Name	Fees	Allowance	Salary	Bonus	Benefits- In-Kind	Other Emoluments	Total
Executive Director							
Datuk Seri Chiau Beng Teik, JP	42,000	5,000	-	-	-	-	47,000
Datuk Wira Chiau Haw Choon	42,000	6,000	-	-	-	-	48,000
Mr. Ng Wai Luen (appointed on 01-07-2025)	21,000	2,000	-	574,062	-	74,629	671,691
Independent Non-Executive Director							
Ms. Er Kian Hong	42,000	10,000	-	-	-	-	52,000
Mr. Teh Boon Beng	42,000	7,000	-	-	-	-	49,000
Datuk Hj Mohd Yusri Bin MD Yusof	42,000	11,000	-	-	-	-	53,000
Dato' Boey Chin Gan	42,000	11,000	-	-	-	-	53,000
Non-Independent Non-Executive Director							
Mr. Yeo Ann Seck (resigned on 29-05-2025)	17,500	3,000	-	-	-	-	20,500
Total	290,500	55,000	-	574,062	-	74,629	944,191

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 Audit 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 objective oversight. None of the Audit Committee members are former audit partners. The composition of the Audit Committee was reviewed by the Nomination Committee annually, conducted in February 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I AUDIT COMMITTEE (CONT'D)

The Board has adopted an External Auditors Policy which provides guidelines for the selection and appointment of External Auditors, as well as the assessment of their suitability, objectivity, and independence. 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. The Audit Committee also held private sessions with the External Auditors without the presence of Management, ensuring open and independent dialogue. Based on these engagements, the Audit Committee was satisfied with the audit responses and the overall audit quality.

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.

Further details of the activities carried out by the Audit Committee for the financial year ended 31 December 2025 are provided 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 across 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 are reviewed annually by the Nomination Committee.

The Risk Management Committee oversees the implementation and effectiveness of the Risk Management Framework, reviews risk exposures, evaluates the adequacy of mitigation measures, and provides oversight on key risks including cyber risks and sustainability-related risks. The Risk Management Framework was last reviewed by the Risk Management Committee and approved by the Board in November 2025. The Terms of Reference of the Risk Management Committee was also revised in November 2025.

The Risk Management Committee is supported by the Risk Management Steering Committee ("RMSC") at the operational level to ensure 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.

Through the Audit Committee and the Risk Management Committee, and with the support from the Internal Auditors and the RMSC, the Board continues to review and evaluate the adequacy and effectiveness of the Group's risk management processes and internal control system. Based on the reports and assurances received throughout the year, the Board is satisfied that the risk management and internal control system in place during 2025 was sound and effective in safeguarding the Group's assets and shareholders' interests.

A review of the state of risk management and internal controls within the Group during the financial year ended 31 December 2025 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 other stakeholders, providing meaningful information on the Group's financial, operational and sustainability performance. The Board ensures timely and equal dissemination of information to all stakeholders.

The Company leverages information technology and various communication channels, including social media platforms, announcements via Bursa LINK, and a dedicated "Investors" section on its corporate website. This section provides updates on corporate information, announcements, corporate governance and sustainability performance. The Annual Report provides a comprehensive overview of the Group's financial and non-financial performance. Shareholders and investors may channel their enquiries through the "Contact Us" section available on the Company's website.

The Board had formalised an Investor Relation Policy and a Disclosure Policy for handling the disclosure of material information to shareholders and investors. The policies ensure that public communications adhere to obligations imposed by Bursa Securities and other regulatory authorities.

The Group has initiated an integrated investor relations and public relations programme to communicate effectively with the investment community, ensuring consistent, strategic and timely dissemination of the Group's financial and operational developments.

The Group also engages with stakeholders through roadshows with local communities and customers, as well as participation in industrial association activities and institutional forum.

Notwithstanding the above, the Board remains mindful of the legal and regulatory requirements governing the release of material and price-sensitive information.

Further details on the Group's stakeholder engagement activities are available in the Sustainability Statement of this Annual Report.

II. CONDUCT OF GENERAL MEETINGS

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

The 29th Annual General Meeting and the Extraordinary General Meeting held in 2025 were convened at accessible venues for shareholders. In the event physical meeting is not feasible due to unforeseen circumstances, the Company will utilise available technology to facilitate remote participation and electronic voting, ensuring shareholders the right to attend, participate and raise questions through real-time text submissions.

At the General Meetings, the Company addressed questions submitted in advance by the Minority Shareholders Watch Group. A dedicated question-and-answer session was held for shareholders to seek clarification on the Company's performance and operations. Poll results were announced on the same day via Bursa LINK, and the meeting minutes were published on the Company's website within 30 business days.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C :

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

II. CONDUCT OF GENERAL MEETINGS (CONT'D)

The Company encourages shareholders' participation in General Meetings by providing adequate notice. The Notices of Meeting for the Annual General Meeting held in 2025 was issued more than twenty-eight (28) days prior to the meeting date, allowing shareholders sufficient time to consider the proposed resolutions. Shareholders were provided with clear administrative details and guidance on the conduct of the meeting. Each item of special business was supported with an explanatory note.

All Directors, including the Chairmen of the respective Board Committees, endeavour to attend General Meetings to engage directly with shareholders.

COMPLIANCE STATEMENT

The Board remains committed to upholding high standards of corporate governance across the Group. The Board is of the view that the Company has, in all material aspects, complied with the principles and practices recommended in the MCCG, save for the departures disclosed in the CG Report.

The Corporate Governance Overview Statement, together with the CG Report, was approved by the Board of Directors on 13 April 2026.

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 financial year ended 31 December 2025, 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 Act 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 Act is set out on page 145 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

ADDITIONAL DISCLOSURE STATEMENTS (CONT'D)

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 year ended 31 December 2025 are as follows:

	Group (RM)	Company (RM)
Auditors' remuneration		
(a) Statutory - UHY Malaysia PLT	252,000	95,000
(b) Statutory - Other auditor	9,754	-
(c) Non-statutory - UHY Malaysia PLT	65,000	65,000
(d) Non-statutory - Other auditor	19,430	-
	346,184	160,000

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

3. Material Contracts

Save as disclosed below, the Company and its subsidiaries have not entered into any material contracts, involving the interest of directors and chief executive who is not a director or major shareholder, other than those entered into in the ordinary course of business, which are still subsisting at the end of the financial year or entered into since the end of the previous financial year:

- i) 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 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 Datuk Wira Chiau Haw Choon are both Directors and major shareholders of Ajiya and CHGB;
- (c) Datuk Hj Mohd Yusri Bin MD Yusof is an Independent Non-Executive 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.

ADDITIONAL DISCLOSURE STATEMENTS (CONT'D)

4. Utilisation of Proceeds

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

5. Employees Share Option Scheme

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

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

The Company had, at the last Annual General Meeting held on 27 May 2025, obtained a shareholders' mandate for RRPT entered into by the Company and the Group. The details of the RRPTs for the financial year ended 31 December 2025 are as follow:

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.	231,733	Yeo Ann Seck ⁽¹⁾ was a the director and major shareholder of Ajiya and a director of ARI. Yeo Ann Seck is the major shareholder of JS. Yeo Ann Ling, the brother of Yeo Ann Seck, is the director and shareholder of SHGS.
	Jin Sing Sdn Bhd ("JS")	Sale of metal roll forming products by ARI.	35,356	Yeo Tun Hong, Yeo Fei Lu, Yeo San San and Yeo Huei Shuang, the children of Yeo Ann Seck, are the shareholders of JS. Yeo Tun Hong and Yeo Fei Lu are the directors of JS.

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
Ajiya Safety Glass Sdn Bhd ("ASG")	Firm Development Sdn Bhd ("FD")	Sale of safety glass by ASG	57,775	Yeo Ann Seck ⁽¹⁾ was a the director and major shareholder of Ajiya and the director of ASG. Yeo Ann Seck is the director and major shareholder of SHG.
	Seng Hiap Glass Sdn Bhd ("SHG")	Sale of safety glass by ASG	59,863	Yeo Ann Ling, the brother of Yeo Ann Seck, is the director and shareholder of FD and SHGS.
	Seng Hiap Glass (Segamat) Sdn Bhd ("SHGS")	Sale of safety glass by ASG	273,133	Yeo Tun Hong, Yeo Fei Lu, Yeo San San and Yeo Huei Shuang, the children of Yeo Ann Seck, are the shareholders of SHG.
	Network Command Sdn Bhd ("NC")	Sale of safety glass by ASG	24,828	Yeo Tun Hong, Yeo Tun Hian, Yeo Fei Lu, Yeo San San and Yeo Huei Shuang, the children of Yeo Ann Seck, are the shareholders of NC. Yeo Tun Hong and Yeo Fei Lu are the directors of SHG and NC.
Ajiya Group	PP Chin Hin Realty Sdn Bhd and its subsidiaries (PPCH Realty Group")	Leasing/renting of factory and office premises from PPCH Realty Group based on current market value and is payable on an equal pro-rated monthly basis.	935,339	Datuk Seri Chiau Beng Teik, JP and Datuk Wira Datuk Wira Chiau Haw Choon are the Directors of Ajiya and PP Chin Hin Realty Sdn. Bhd. Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the major shareholders of Ajiya ⁽³⁾ .
		Provision of hostel accommodations by PPCH Realty Group based on prevailing market price.	48,000	Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the major shareholders of PP Chin Hin Realty Sdn. Bhd.

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
Ajiya Group	Signature International Berhad, its subsidiaries and associates ("Signature Group")	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.	4,272	Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the Directors of Ajiya and Signature International Berhad. Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the major shareholders of Ajiya ⁽³⁾ . Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the major shareholders of Signature International Berhad .
		Provision of project management solution and interior fit out solutions by Signature Group based on prevailing market price.	176,242	Shelly Chiau Yee Wern, the daughter of Datuk Seri Chiau Beng Teik, JP and sibling of Datuk Wira Chiau Haw Choon, is the director of Signature International Bhd.
Ajiya Group	Chin Hin Group Berhad, its subsidiaries and associates ("CHGB Group")	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.	6,950,458	Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the Directors of Ajiya and Chin Hin Group Berhad. Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the major shareholders of Ajiya ⁽³⁾ . Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the major shareholders of Chin Hin Group Berhad
		Provision of management services (iv) by CHGB Group based on prevailing market price.	2,988,736	Shelly Chiau Yee Wern, the daughter of Datuk Seri Chiau Beng Teik, JP and sibling of Datuk Wira Chiau Haw Choon, is the director of Chin Hin Group Bhd and Chin Hin Group Property Bhd
		Provision of green products by CHGB Group based on prevailing market price.	172,632	

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
Ajiya Group	Chin Hin Building Material Shared Services SB ("CHBMSS")	Provision of shared service by CHBMSS based on prevailing market price.	1,816,176	Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the Directors of Ajiya and CHBMSS. Datuk Seri Chiau Beng Teik, JP and Datuk Wira Chiau Haw Choon are the major shareholders of Ajiya⁽³⁾. Ng Wai Luen is the directors of CHBMSS and subsidiary companies of Ajiya Group. Chin Hin Group Berhad is the holding company of CHBMSS.
Asia Roofing Industries Sdn Bhd ("ARI")	Asteel Ajiya Sdn Bhd ("AASB")	Sale of metal roll forming products by ARI	17,211	Ng Wai Luen and Lau Mei Ho ⁽²⁾ are directors of ARI and AASB.
		Licensing agreement with ARI	15,529	
Ajiya Safety Glass Sdn Bhd ("ASG")	Asteel Ajiya Sdn Bhd ("AASB")	Sale of safety glass by ASG	1,516,305	Ng Wai Luen and Lau Mei Ho ⁽²⁾ are directors of ASG and AASB.
		Letting of factory by ASG	247,200	
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.	2,648,082	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")		137,402	
	SA Design & Technology Sdn Bhd ("SADT")		1,076,482	

Note :

1. Mr. Yeo Ann Seck has resigned as Director of Ajiya Berhad, Asia Roofing Industries Sdn Bhd and Ajiya Safety Glass Sdn Bhd with effect from 29 May 2025.
2. Ms. Lau Mei Ho has resigned as Director of Asia Roofing Industries Sdn Bhd and Ajiya Safety Glass Sdn Bhd with effect from 2 September 2025.
3. Deemed interest pursuant to Section 8 of the Companies Act 2016, by virtue 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 the Group's financial reporting, the adequacy and effectiveness of the internal control system, the performance of both internal and external audit functions, governance controls, and compliance with relevant legal and regulatory requirements.

The Board is pleased to present the Audit Committee Report for the financial year ended 31 December 2025.

1. COMPOSITION

The Audit Committee was established on 12 November 1996, with duties and responsibilities set out in 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 an alternate director, and no former key audit partner has been appointed as a member of the Audit Committee.

All the Audit Committee members are financially literate and possess the necessary knowledge and professional experience in finance, 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 Malaysian Code on Corporate Governance ("MCCG").

Members of the Audit Committee :

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 is reviewed periodically to ensure it remains relevant and aligned with current regulatory requirements. The last review was carried out in October 2023. The Terms of Reference are accessible on the Company's website.

3. MEETINGS

During the financial year ended 31 December 2025 ("FY2025"), the Audit Committee held six (6) meetings. All meetings were scheduled with adequate notices, and meeting papers were circulated in advance.

AUDIT COMMITTEE REPORT

3. MEETINGS (CONT'D)

The External Auditors attended two (2) Audit Committee meetings held during the FY2025. Additionally, the Audit Committee held two private sessions with the External Auditors, without the presence of Management or Executive Directors, to discuss matters relating to the audit and any issues of concern 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 reported to the Board on key matters discussed.

Meeting Attendance

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

4. SUMMARY OF ACTIVITIES

The activities and main matters carried out by the Audit Committee during the FY2025 are summarise as below:

(i) Financial Reporting

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

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.

(ii) Oversight Matters Relating to External Audit

- The Audit Committee had on 24 February 2025, reviewed the Audit Review Memorandum for financial period ended 31 December 2024, presented by External Auditors, UHY Malaysia PLT ("UHY"). The Memorandum outlined areas including the disposition of issues set out in Audit Planning Memorandum, audit findings, possible key audit matters and outstanding confirmation.
- The Audit Committee deliberated the final draft of the Audited Financial Statements for the financial period ended 31 December 2024, with the External Auditors, held on 8 April 2025.
- The Audit Committee reviewed the Audit Planning Memorandum for the FY2025, presented by UHY on 25 November 2025. The Memorandum outlined the audit engagement team, audit phases, Group audit scope, significant risks, areas of audit focus, internal control plans, and reporting timelines. UHY in its presentation of the Audit Planning Memorandum, provided a written assurance that they are independent from the Group and confirming their compliance with the independent requirements set out in the By-law (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants. and the International Ethics Standards Board for Accountants.

AUDIT COMMITTEE REPORT**4. SUMMARY OF ACTIVITIES (CONT'D)****(ii) Oversight Matters Relating to External Audit (Cont'd)**

- d. At the same meeting held on 25 November 2025, the Audit Committee reviewed the proposed provision of audit and non-audit fees for the FY2025. 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 Auditors.

The details of the audit fees and non-audit fees paid to the External Auditors for the FY2025 are set out in the Additional Disclosure Statements of this Annual Report.

- e. Throughout the FY2025, the Audit Committee held two (2) private sessions with the External Auditors, in February 2025 and November 2025. These sessions were conducted without the presence of Executive Board members and Management, providing an opportunity for open discussions on audit matters, including the level of cooperation received from the staff throughout the audit. No major concerns were raised that required the attention of the Board.
- f. The Audit Committee, together with Key Senior Management and the Financial Controller, assessed the performance, suitability, and independence of UHY throughout the FY2025. 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 re-appointment to the Board for shareholders' approval at the forthcoming Annual General Meeting.

(iii) Oversight Matters Relating to Internal Audit

During the FY2025, the Audit Committee carried out the following:

- a. The Audit Committee reviewed and approved the Internal Audit Annual Plan 2025. The Internal Audit Annual Plan was developed based on risk based approach, outlining the audit coverage and scope.
- b. Reviewed and deliberated the Internal Audit Report tabled by the Internal Auditors. At the meetings, the Audit Committee discussed the audit findings, management responses, recommendations for improvement and the follow-up review of previous audit findings.
- c. In June 2025, the Audit Committee reviewed the proposed outsource of internal audit function and recommended to the Board the appointment of Eco Asia Governance Advisory Sdn Bhd as internal auditors.
- d. In November 2025, the Audit Committee reviewed a status report on the implementation of management's follow-up actions arising from previous internal audit findings.
- e. The Audit Committee conducted an assessment of the Internal Auditors' performance in November 2025. The assessment focused on the scope, adequacy of resources and manpower, competency, and its collaboration with External Auditors. The results of the assessment were presented to the Audit Committee in February 2026. The Audit Committee was satisfied with the overall effectiveness of the internal audit function.

(iv) Related Party Transactions & Conflict of Interest Situation

- a. The Audit Committee regularly reviewed the Related Party Transactions and Recurrent Related Party Transactions entered into by the Company and/or its subsidiaries with related parties. The Audit Committee ensured compliance with the disclosure requirements prescribed under the MMLR.

AUDIT COMMITTEE REPORT

4. SUMMARY OF ACTIVITIES (CONT'D)

(iv) Related Party Transaction & Conflict of Interest Situation (Cont'd)

- b. The Audit Committee reviewed, on a quarterly basis, the register of conflict of interest situations declared by the Directors and Key Senior Management.
- c. At its meeting held in April 2025, 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 Transactions of a revenue or trading nature.

(v) Other Matters Considered by the Audit Committee

- a. Reviewed the findings on whistleblowing cases on quarterly basis.
- b. 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.
- c. Reviewed other reports, circulars and announcements issued by the Company, which fall under the purview of the Audit Committee's responsibilities.

5. AUDIT COMMITTEE PERFORMANCE ASSESSMENT

The Board through the Nomination Committee, conducted an annual assessment of the Audit Committee's performance. In addition, the Audit Committee members undertook self-evaluations and peer assessments to review the effectiveness of one another.

Based on the results of the assessment, the Board was satisfied that the Audit Committee continued to function effectively, with all members discharging their duties and responsibilities in accordance with the Audit Committee's Terms of Reference. The Board also concluded that the Audit Committee members possess the appropriate knowledge, experience and attributes to carry out their duties effectively.

6. TRAINING AND REGULATORY UPDATING

During the financial year, the Audit Committee members attended relevant training programmes and seminars to stay abreast of regulatory developments and updates. Details of the training attended are set out in the Corporate Governance Overview Statement of this Annual Report.

7. INTERNAL AUDIT FUNCTION

The internal audit function is a key component of the Group's overall assurance framework, providing independent and objective assurance on the state of risk management and internal control of key operation and governance procedures.

In June 2025, the Audit Committee reviewed and the Board subsequently approved the outsourcing of internal audit function from the existing in-house Governance, Risk and Compliance ("GRC") team to Eco Asia Governance Advisory Sdn Bhd ("EAGA"). The engagement is led by Ms. Janeeta Salim, an Associate Member of the Institute of Internal Auditor Malaysia. This strategic move aims to enhance the independence and objectivity of the internal audit process, after due evaluation of the Group's current resources.

AUDIT COMMITTEE REPORT**7. INTERNAL AUDIT FUNCTION (CONT'D)**

The Internal Auditors conduct independent assessments of the adequacy and effectiveness of the Group's internal controls and governance processes. Their work is performed in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

The internal audit function operates independently from the Group's operational activities. The Internal Auditors are free from any relationships or conflicts of interest that could impair their objectivity and independence.

The Internal Auditors adopt a risk-based approach in planning the Internal Audit Annual Planning. The Audit Committee reviews and approves the annual audit planning prior to the commencement of audit activities. The audit scope focuses on key risk areas and critical operational processes, including assessments of internal control adequacy and effectiveness, risk management practices, operational efficiency, and compliance with established policies, procedures, and relevant statutory requirements.

Based on the internal audit reviews conducted during the financial year, the Board is of the view that there were no significant weaknesses or breakdowns in the internal controls system of the Group that may result in material losses for the FY2025.

The total cost incurred and payable for the internal audit function performed by the Internal Auditors in FY2025 amounted to RM23,976 (2024: RM157,500).

8. COMPLIANCE STATEMENT

This Report was approved by the Board of Directors on 13 April 2026.

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”), pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“MMLR”), the Malaysian Code on Corporate Governance 2021 (“MCCG”) and the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies (“SORMIC Guide 2025”) issued by the Institute of Internal Auditors Malaysia (“IIAM”) and Bursa Malaysia. This Statement outlines the Group’s risk management and internal control framework for the financial year ended 31 December 2025 (“FY2025”).

BOARD RESPONSIBILITY

The Board recognises its overall responsibility for safeguarding stakeholders’ interests and maintaining a sound risk management and internal control system to address all key risks the Group considers relevant to its operations. The Board provides oversight on risk governance matters, including approval of the Group’s risk appetite and ensuring that significant control gaps are addressed in a timely manner. The Group recognises that effective risk management and a robust 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 acknowledges the inherent limitations of the internal control system, which 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 these systems under review to ensure they remain fit to address the financial, risk management, governance, strategy, operational, and compliance aspects of the Group.

RISK MANAGEMENT FRAMEWORK

The Board follows Practices 10.1 and 10.2 of the MCCG, and aligns the Group’s risk management framework with internationally recognised standards — specifically, ISO 31000 (Risk Management). This global standard reinforce accountability, strengthen governance, and enhance business resilience. The Risk Management Committee is responsible for identifying risks and ensuring the adequacy of risk management framework and processes within the Group.

In adopting the IIA’s Three Lines Model, the Board maintains clear lines of accountability across the Group: the Board and its Committees provide oversight and approve the Group’s risk appetite; Management (first and second lines) owns, enables, and manages risk within agreed parameters; and the internal audit function (third line) provides independent assurance on the effectiveness of the Group’s governance, risk management, and control processes.

The Risk Management Committee is supported by the Risk Management Steering Committee (“RMSC”), an operational management committee, to ensure that risk management systems and governance are embedded throughout the Group. The RMSC works together with operational department heads to identify, evaluate, and manage the significant risks affecting the affairs of the business.

The Board has approved the Group’s risk appetite, which defines the nature and level of risk the Group is willing to accept in pursuit of its strategic and business objectives. Risk tolerances are cascaded to business units and key process owners to guide decision-making and control activities. The Executive Directors and the Management team ensure the implementation of policies and guidelines on risks and controls, formulate business processes and structures within the agreed risk parameters, and operate the internal control system to manage the identified risks.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT FRAMEWORK (CONT'D)

The business units and key process owners review the identified risks and their potential impact on the Group, and periodically report risk assessment updates and overall risk status to the Management. The Management summarises the risk identification and assessment in the Risk Management Report, which is presented to the Risk Management Committee for further deliberation. The Management regularly assesses the likelihood of the identified risks — including financial, operational, compliance, environmental, sustainability, and technology-related risks — and their potential impact on financial and non-financial parameters to determine the risk rating for reporting and monitoring purposes.

INTERNAL AUDIT FUNCTION

For the FY2025, the Group's internal audit function underwent a transition to strengthen the independence and objectivity of the audit process.

Prior to June 2025, the internal audit activities were conducted by the in-house Governance, Risk & Compliance ("GRC") team of the Group. The GRC team evaluated the adequacy and effectiveness of the Group's internal control system, reporting administratively to the Executive Director and functionally to the Audit Committee. The Internal Auditors were free from any relationships which could impair the objectivity and independence of the internal audit function. There was no conflict of interest, and the Internal Auditors did not have direct operational responsibility or authority over any of the activities audited.

Following a review by the Audit Committee, the Board approved the outsourcing of the internal audit function in June 2025 to Eco Asia Governance Advisory Sdn Bhd ("EAGA"), an independent external service provider. This strategic decision was made after due evaluation of the Group's current resources and with the aim of further enhancing the independence, objectivity, and professional rigour of the internal audit process. With effect from June 2025, EAGA assumed responsibility for the internal audit function for the remainder of FY2025.

EAGA carries out internal audit activities in accordance with the 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. EAGA assesses the adequacy and integrity of the Group's system of internal controls and makes recommendations, where applicable, to improve 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.

EAGA aligns its internal audit practices with the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors. The internal audit scope addresses financial, operational, and compliance risks, covering critical business processes, internal control gaps, effectiveness, and the adequacy of existing procedures. The internal audit plan is reviewed and approved by the Audit Committee to provide reasonable assurance that the 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 conducted through interviews and discussions with Management, walkthrough tests, review of relevant established policies, procedures and authority limits, and the observation and testing of internal controls.

KEY ELEMENTS OF INTERNAL CONTROL

The Board recognises 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 organisational 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. Management will highlight to the Board issues relating to business operations, and any significant fluctuation or exception noted will be acted upon in a timely manner.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

KEY ELEMENTS OF INTERNAL CONTROL (CONT'D)

Key elements of the internal control system in place during FY2025 and up to the date of this Statement include:

- 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.
- Systematically documented and revised Policies and Standard Operating Procedures (SOPs): These are made available to guide employees in their daily operations, ensuring alignment with business objectives.
- Clearly defined corporate policies: This includes the Code of Ethics and Conduct, Whistleblowing Policy, and Anti-Bribery and Anti-Corruption Policy.
- Structured recruitment process: The Group has established a comprehensive recruitment process to bring in talent effectively.
- Training and development programmes: A wide variety of programmes were implemented to continuously enhance employees' knowledge, skills and competencies in line with the Group's evolving business needs.
- Quarterly review of financial results and management report: Conducted by the Audit Committee and the Board, this ensures ongoing oversight of financial performance.
- Review of internal audit reports and findings: The Audit Committee systematically reviews internal audit reports and findings to address control deficiencies.
- Regular management and operational meetings: These meetings focus on business operational performance to ensure that actions are implemented to meet the Group's objectives.
- Management of emerging risks: The Group recognises and monitors emerging risk categories, including environmental and sustainability-related risks such as ESG and climate-related matters, as well as technology-related risks including cybersecurity, as part of its ongoing risk identification and assessment process.

ASSURANCE FROM MANAGEMENT

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

The Board has received written assurance from the Executive Director and the Key Senior Management, who is the Chief Financial Officer from the immediate holding company, Chin Hin Group Berhad, Building Material Business Group that, in all material aspects, the Ajiya Group's risk management and internal control system has operated effectively during the financial year under review and up to the date of this Statement. The Board has assessed the credibility and sufficiency of these assurances in the context of the Group's overall risk management and internal control framework, and is satisfied that they provide a reasonable basis for the conclusions set out herein.

With the written assurance from Management, the inputs from the internal auditors, and the feedback from External Auditors on the Group's control system, the Board believes that the risk management and internal control system is adequate and has not resulted in any material losses.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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 2025. Messrs UHY Malaysia PLT have reviewed this Statement in accordance with 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 the Malaysian Institute of Accountants (“MIA”) for the FY2025. The External Auditors have reported to the Board that, based on their review, nothing has come to their attention that causes them to believe this Statement has not been prepared, in all material aspects, in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025, 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 interests of stakeholders. The Board recognises the need for continuous improvement to evolve the system in meeting the rapidly changing business environment, including heightened expectations arising from the SORMIC Guide 2025. Accordingly, the Board remains committed to continuously strengthening and enhancing the risk management and internal control systems — across governance, sustainability, technology, and operational dimensions — to support the Group’s long-term objectives.

This Statement on Risk Management and Internal Control was approved by the Board on 13 April 2026.

SUSTAINABILITY STATEMENT



INTRODUCTION

Sustainability is integral to the building materials industry, where resource use, environmental impact and stakeholder expectations continue to evolve. At Ajiya Berhad (“Ajiya” or “the Group”) and its subsidiaries, we recognise that the management of environmental, social and governance (“ESG”) matters underpins long-term value creation, sustainable economic contribution, business resilience and responsible growth. Our approach focuses on operating efficiently, reducing our environmental footprint, and contributing to a more sustainable built environment while supporting the well-being of the communities in which we operate.

As we progress on our sustainability journey, we are strengthening governance, systems, and processes to manage ESG risks and opportunities in a structured and transparent manner. This includes embedding sustainability considerations into decision-making, enhancing oversight and accountability, and improving the quality of data, monitoring and disclosures. We continue to align our practices with recognised frameworks to support consistency, comparability and transparency in our reporting.

The Board of Directors of Ajiya is pleased to present this Sustainability Statement for the financial year ended 31 December 2025 (“FYE2025”). This Statement outlines our approach, key priorities and progress in advancing sustainability across the Group, reflecting our commitment to responsible business conduct and the creation of long-term value for our stakeholders and communities.



ECONOMIC • ENVIRONMENTAL • SOCIAL • GOVERNANCE

SUSTAINABILITY STATEMENT

**OUR PURPOSE**

To Build Trust &
Commitment Together

**OUR VISION**

To Enrich Wellbeing for
the Community

**OUR MISSION**

Explore New Frontiers

SCOPE OF REPORTING AND BOUNDARIES

This Statement provides an annual overview of Ajiya and its subsidiaries' economic and environmental, social and governance ("ESG") strategies, practices and performance. It covers the period from 1 January 2025 to 31 December 2025, unless otherwise stated.

The performance data disclosed in this Sustainability Statement covers all operating entities in Malaysia that are under the full operational control of Ajiya. The reporting boundary encompasses the following divisions and entities:

Metal Base Division ("AMG")

Asia Roofing Industries Sdn Bhd
ARI Utara Sdn Bhd
ARI Timur (KB) Sdn Bhd

Glass Base Division ("AGG")

Ajiya Safety Glass Sdn Bhd

The content of this Statement is guided by the materiality assessment conducted in financial period ended 31 December 2024 ("FPE2024") and approved by the Board on 8 April 2025, which identified and prioritised the sustainability issues most significant to our business and stakeholders. The Group has determined that the material matters identified remain relevant and applicable for FYE2025. These material matters take into account stakeholder interests, key risks, and their potential impact on our ability to execute our strategy. The outcomes of this assessment inform the selection of our key performance indicators and define the boundaries and scope of our reporting.

STATEMENT OF ASSURANCE

This Sustainability Statement presents data sourced internally from the Group, compiled and measured against industry standards, and aligned 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 the respective business divisions to ensure the Statement provides a fair and accurate account of Ajiya's sustainability efforts and outcomes.

Results are diligently verified by Management and subsequently reviewed by the Sustainability Management Committee ("SMC") before being presented to the Board. In our ongoing effort to strengthen reporting quality, the Group is actively enhancing its data collection processes, addressing reporting gaps, and broadening the scope of assurance for disclosures made in this Statement.

This Statement was prepared using 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") on sustainability reporting, as well as the Sustainability Reporting Guide 3rd Edition and the following international sustainability frameworks and standards:

International Frameworks

- Sustainability Accounting Standards Board ("SASB") Sector-Specific Disclosures
- Global Reporting Initiative ("GRI") 2021 (Core Option)
- United Nations Sustainable Development Goals ("UNSDGs")



Sustainability Accounting Standards Board
("SASB") Sector-Specific Disclosures



Global Reporting Initiative
("GRI") 2021 (Core Option)



United Nations Sustainable Development Goals ("UNSDGs")

SUSTAINABILITY STATEMENT

Malaysia-specific frameworks and regulations

- Bursa Malaysia Sustainability Reporting Guide (3rd Edition)
- FTSE4Good Bursa Malaysia ("F4GBM") Index



Bursa Malaysia Sustainability Reporting Guide (3rd Edition)



FTSE4Good Bursa Malaysia ("F4GBM") Index

Climate and Environment Standards

- Task Force on Climate-related Financial Disclosures ("TCFD")
- Greenhouse Gas Protocol



Task Force on Climate-related Financial Disclosures ("TCFD")

Memberships of Associations

We are committed to advancing responsible and sustainable development across the steel and glass industries by contributing to industry standards, best practices and advancements in construction technology. This commitment is demonstrated through our active membership in 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")
- Building Materials Distributors Association of Malaysia ("BMDAM")

EXCLUSIONS, LIMITATIONS AND DISCLAIMERS

The Group acknowledges ongoing challenges associated with data collection for certain indicators and is actively working to strengthen its tracking and collection systems to improve the accuracy of future reporting.

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, stakeholders are cautioned against undue reliance on these statements, as actual results may differ.

REPORT AVAILABILITY AND FEEDBACK

The Sustainability Statement is available for download on the Ajiya corporate website at www.ajiya.com and on the Bursa Securities website. We welcome feedback, inquiries and suggestions as part of our commitment to continuous improvement. All comments and inquiries may be directed to:

Sustainability Management Committee email: enquiry@ajiya.com

SUSTAINABILITY STATEMENT

MESSAGE FROM THE EXECUTIVE DIRECTOR

DEAR STAKEHOLDERS,

At Ajiya, we recognise that sustainability is critical to our long-term value creation. As a building materials manufacturer, we support the shift towards sustainable development through responsible resource use, minimising environmental impact, and delivering solutions that contribute to resilient communities. We regard this transition as one that must be inclusive and beneficial to all stakeholders.

In alignment with the Malaysian government's commitment to achieve net zero carbon emissions by 2050, we continue to strengthen our governance framework to effectively manage sustainability-related risks and opportunities as we progress on our sustainability journey. We are implementing initiatives to improve energy efficiency, reduce emissions, and transition towards renewable energy, while enhancing our production processes and upgrading machinery. We are also progressing towards ISO 14001 certification, reinforcing our commitment to robust environmental management.

Guided by our purpose of building trust and commitment together, we recognise that meaningful progress requires both capability and collaboration. We are investing in our people. This will help build the competencies needed to embed sustainability into our operations. We are working closely with our suppliers and vendors, particularly local partners, to encourage responsible practices and support the adoption of recognised sustainability standards. Through these efforts, we aim to strengthen our value chain and contribute positively to the communities where we operate.

Looking ahead, more is required to build on this foundation. Our priority is to accelerate progress across our operations, strengthen performance tracking and disclosures, and align with evolving frameworks. We remain committed to enhancing transparency and delivering long-term value for all.

Sincerely,

Datuk Wira Chiau Haw Choon
Executive Director



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 the strategic direction of the Group
MANAGEMENT TEAM	- Approves sustainability targets and disclosures - Strategic management of material sustainability matters - Assists the Board in overseeing the 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: The Executive Directors are 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 practices to the 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

Stakeholder engagement is a fundamental component of our sustainability management approach. We prioritise ongoing, meaningful engagement with our key stakeholder groups to understand their concerns, expectations, and interests across all sustainability and governance matters. These insights directly inform our strategies, material priorities, and performance targets. In FYE2025, we engaged with five such groups through a variety of structured engagement channels, as detailed below:

STAKEHOLDERS	AREAS OF CONCERN	ENGAGEMENT APPROACH	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 - Safety and health	- Regular meetings and discussions - Townhall meetings - Annual performance appraisal - Forums, trainings, and workshops - 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 programmes - Annual Reports - Educational factory visits - Briefings and trainings	- Community Development - Environmental Management - Human Rights & Labour Practices
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

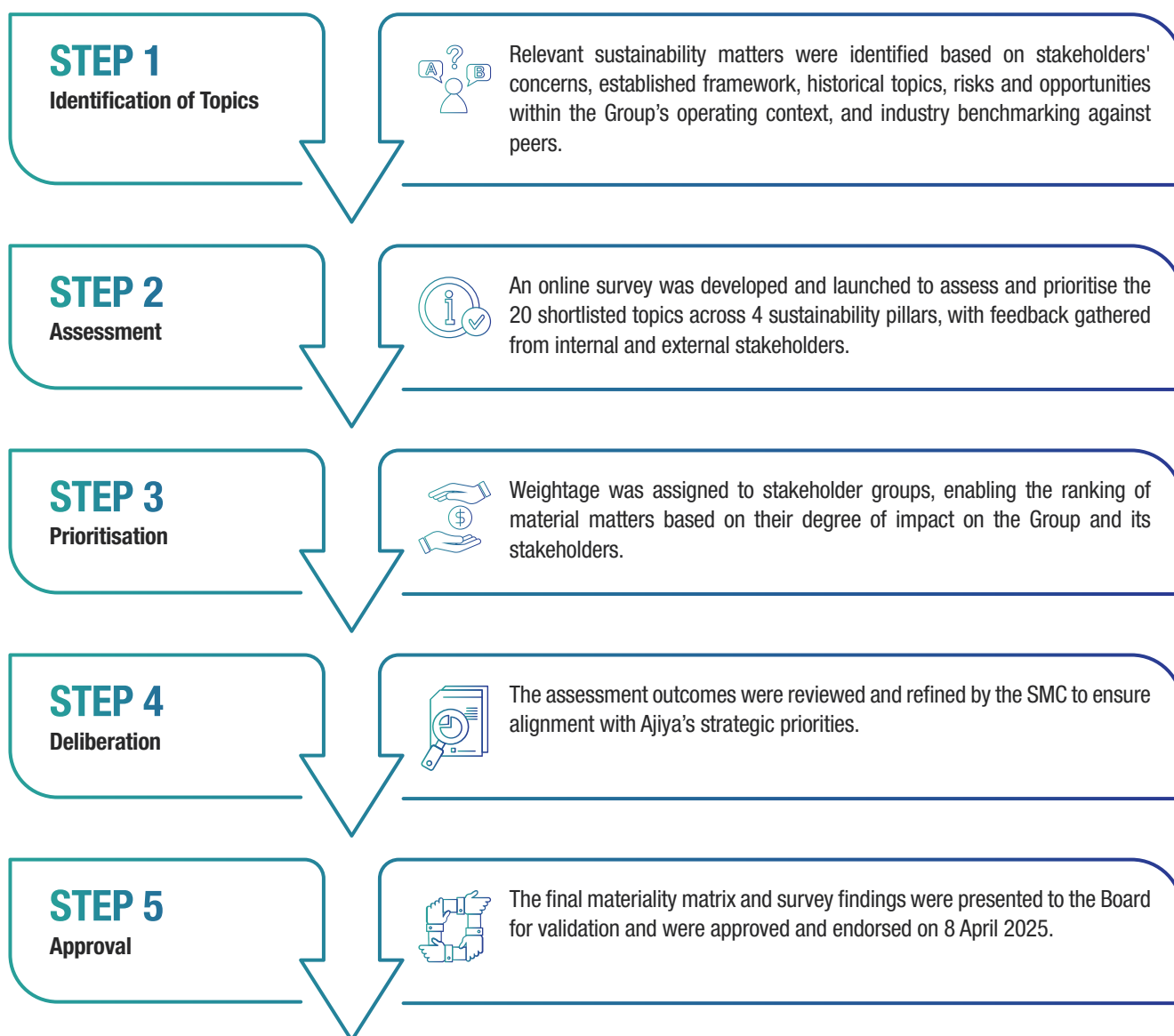
SUSTAINABILITY STATEMENT

MATERIALITY ASSESSMENT

Materiality Assessment Process

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

In FPE2024, Ajiya undertook its inaugural double materiality assessment, marking a significant shift from the traditional focus on impact materiality to a dual perspective that incorporates financial materiality. This approach considers both how the Group impacts the environment and society, and how ESG topics influence enterprise value creation. The assessment was conducted through five key stages:

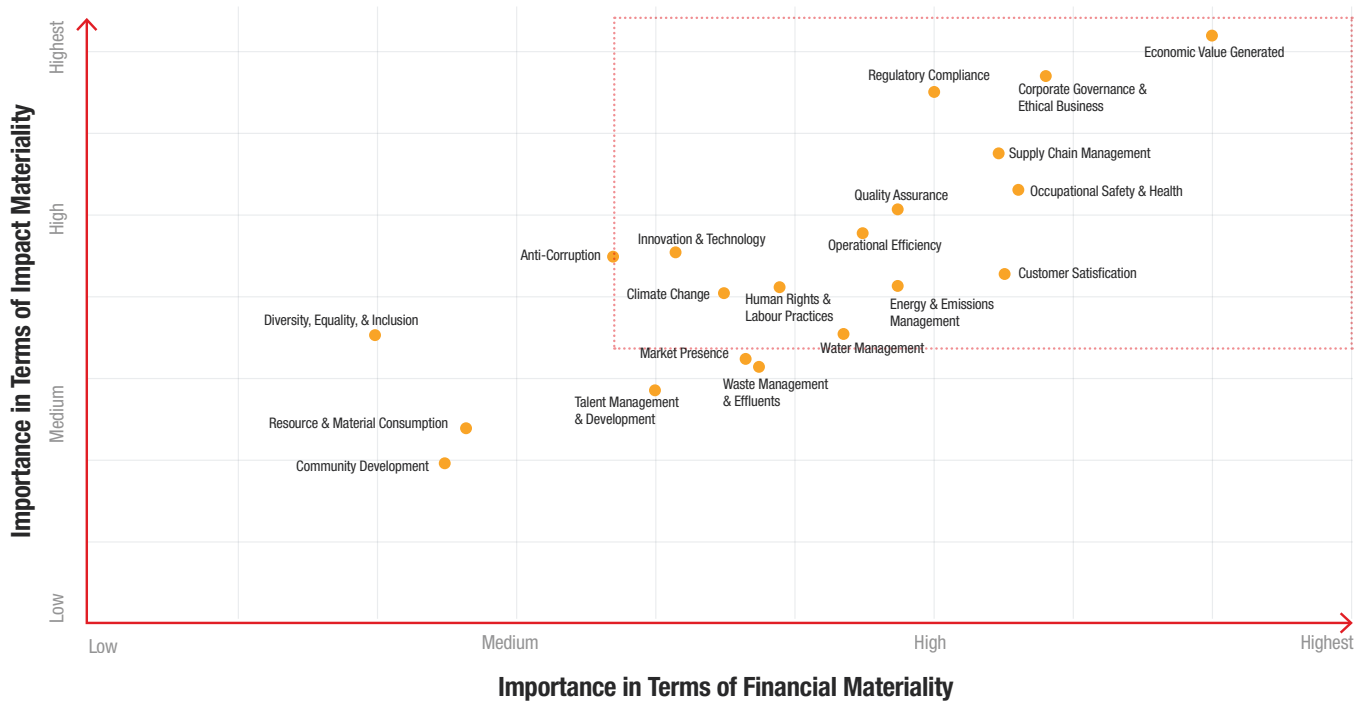


This process ensures that Ajiya's sustainability strategies are aligned with stakeholder expectations, while supporting the effective management of risks and capitalisation on opportunities critical to the Group's long-term success. For FYE2025, the Group has determined that the 20 material matters identified in FPE2024 remain relevant to its business operations and no new materiality assessment was conducted.

SUSTAINABILITY STATEMENT

MATERIALITY MATRIX

The Materiality Matrix visually represents the relative importance of each identified matter, serving as a strategic tool to guide the prioritisation of sustainability issues across the Group.



MATERIAL TOPIC

UNSDG

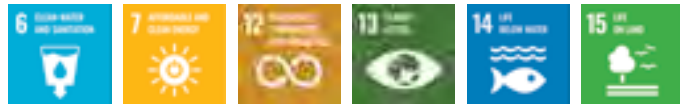
ECONOMIC

- Economic Value Created
- Quality Assurance
- Innovation and Technology
- Customer Satisfaction



ENVIRONMENTAL

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



SOCIAL

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



SUSTAINABILITY STATEMENT

MATERIAL TOPIC	UNSDG
GOVERNANCE - Corporate Governance and Ethical Business - Supply Chain Management - Regulatory Compliance - Anti-Corruption	    

KPIS AND TARGETS

By consistently incorporating measurable and actionable KPIs across all areas of our operations, we improve decision-making, optimise resource use, and achieve meaningful results. This method promotes a culture of accountability across all levels, ensuring our actions support our sustainability commitments.

KPIs	Targets	Progress
Economic		
Average customer satisfaction score	Maintain a Customer Satisfaction Index ("CSI") of at least 75% (rated good and above)	 - Results from the Annual Customer Satisfaction Survey: - Metal Division rated as "Good", exceeding 75% - Glass Division recorded 56%
Percentage of complaints resolved	Resolve 90% of customer complaints within 14 working days, measured from the issuance of the Customer Complaint Form by Marketing/Customer Service Department 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 FYE2027	 - Metal Division: achieved the 80% target. - Glass Division: 71.9%, ongoing
Percentage of suppliers assessed on environmental criteria	Establish baseline on percentage of key raw material suppliers assessed on environmental criteria by FYE2025	
Percentage of annual procurement spend directed towards local suppliers	Allocate at least 70% of procurement spending to local raw material suppliers annually	

SUSTAINABILITY STATEMENT

KPIs AND TARGET (CONT'D)

KPIs	Targets	Progress
Environment		
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 FYE2025, with annual progress reporting	
Percentage of forklifts converted to electric models	Glass Division: Convert 20% of forklifts to electric models by FYE2027, achieving at least a 20% reduction in diesel consumption	 Implementation in progress for the 2027 target
ISO 14001 certification	To obtain certification of ISO 14001 for AMG Factory by FYE2025, and AGG Factory by FYE2026	 ISO 14001:2015 Certification • Metal Division: certified at site L142 in FYE2025, expansion planned for site L153 in FYE2026 • Glass Division: certification timeline postponed to FYE2027
Total volume of cullet waste sent for recycling	Divert 100% of cullet waste to the recycling facility by FYE2025	
Percentage of scheduled waste recycled	100% of scheduled waste (glass sludge) directed to certified waste treatment facilities for recycling (Kualiti Alam) by FYE2026	
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	 61.8% completed a minimum of 8 hours of training
Number of human rights violations	Zero incidents of human rights violations and complaints	
Percentage of female employees in senior management positions	Achieve at least 20% female representation in senior management positions by FYE2025	 17% female representation in senior management positions

SUSTAINABILITY STATEMENT

KPIS AND TARGETS

KPIs	Targets	Progress
Social		
Number of workplace fatalities	Maintain zero workplace fatalities	
Lost Time Incident Rate ("LTIR")	Maintain zero LTIR annually	
Number of safety training	Conduct at least 2 safety trainings per year, starting in FYE2025	
Governance		
Number of whistleblowing cases	Maintain zero reported justified whistleblowing cases annually	
Incidents of corruption, non-compliance or unethical conduct	Maintain zero reported incidents of corruption within the Company	
Percentage of employees receiving anti-corruption training	100% of employees received an anti-corruption awareness briefing	
Percentage of employees who sign off on the Code of Ethics	100% of employees to sign off on Code of Ethics	
Percentage of suppliers and transporters to sign off on Anti-Bribery Anti-Corruption ("ABAC") policy	100% raw material suppliers and transporters to be informed or notified about our ABAC policy	 • Metal Division: 100% suppliers informed, transporters notified with acknowledgement • Glass Division: 100% suppliers informed, transporters' notification to be implemented
Percentage of operations assessed for corruption risks	Once a year for at least two departments annually	 Audit to be conducted in FYE2026
Customer data	Maintain zero incidents of customer data leaks	

 Achieved

 To be Implemented

 Not Achieved

SUSTAINABILITY STATEMENT

PILLAR 1: ECONOMIC PERFORMANCE

ECONOMIC VALUE GENERATED



► WHY THIS IS IMPORTANT

Economic value generation is fundamental to us as it reflects the Group's financial resilience, operational sustainability, and ability to create value for stakeholders. Through sustained economic performance, we support long-term business continuity while delivering meaningful contributions to our stakeholders.

OUR APPROACH

Ajiya manages economic value through a set of internal policies that reinforce integrity, accountability, and ethical financial conduct. These include the Code of Ethics, Whistleblowing Policy, Anti-Corruption Policy, and Remuneration Policy, which collectively guide responsible financial management and decision-making.

In managing our value chain, we promote fair payment terms and responsible contracting practices through robust procurement governance and transparent supplier engagements. Standardised contract templates and clear commercial terms ensure suppliers, particularly small and medium-sized manufacturers, fabricators, transporters and raw-material vendors, are treated equitably.

OUR PERFORMANCE

Economic Value Generated (RM)

	FYE2023	FPE2024	FYE2025
Revenue	304,812,004	381,427,915	306,464,642
Profit	56,691,362	63,441,451	38,644,926

Economic Value Distributed (RM)

	FYE2023	FPE2024	FYE2025
Payments to suppliers and contractors	200,663,252	266,159,914	203,008,957
Employee wages and benefits	40,823,906	41,543,477	39,753,697
Payments to financiers/providers of capital	632,990	217,254	804,617
Payments to government (taxes, fees, levies)	3,268,555	8,946,774	7,738,627
Community investments	84,330	27,602	29,722

FYE2025 HIGHLIGHTS

RM203 million

Total Procurement Spending
(FPE2024: RM266 million)

78%

local procurement
(FPE2024: 79%)

100%

customer complaints
resolved (FPE2024: 100%)

SUSTAINABILITY STATEMENT

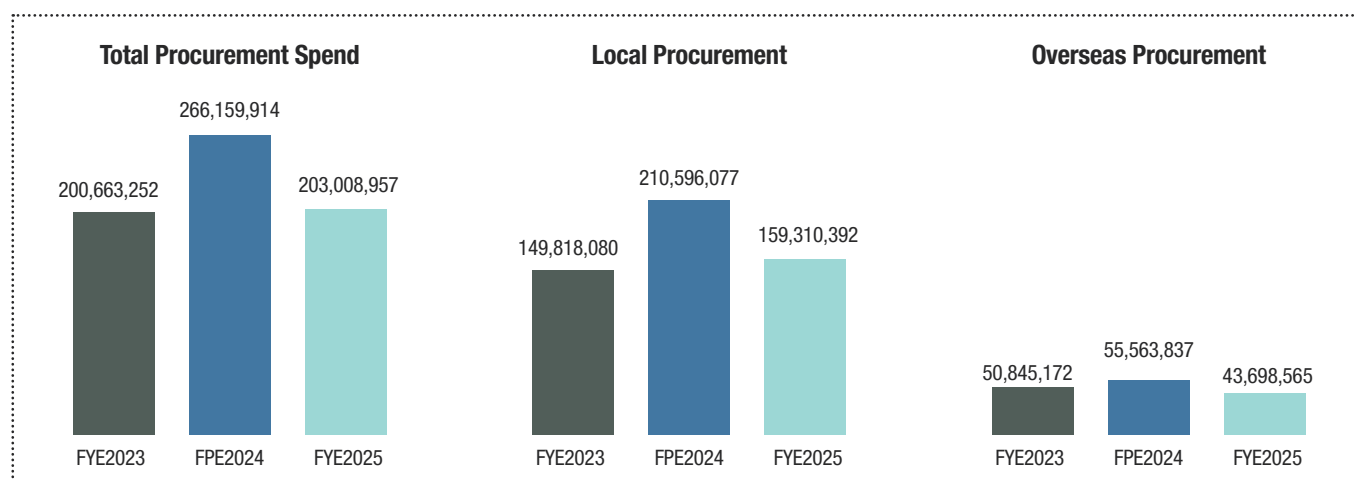
Economic Value Retained (RM)

	FYE2023 (‘000)	FPE2024 (‘000)	FYE2025 (‘000)
Economic Value Retained	56,691	63,441	38,645

Our Performance

Procurement Spend (RM)

	FYE2023	FPE2024	FYE2025
Total Procurement Spend	200,663,252	266,159,914	203,008,957
Local Procurement	149,818,080	210,596,077	159,310,392
Overseas Procurement	50,845,172	55,563,837	43,698,565



Breakdown of Employee Wages and Benefits (RM)

	FYE2023	FPE2024	FYE2025
Salaries, Bonus, Benefits	37,336,472	37,782,565	35,892,223
EPF	3,012,829	3,184,613	3,346,417
SOCSSO	436,626	534,614	474,196
EIS	37,979	41,685	40,861

In 2025, we continued to focus on operational efficiency, governance and risk management, and strengthening market presence. The Group generated revenue of RM306,464,642 and recorded a profit of RM38,644,926, while distributing economic value to suppliers, employees, financiers, the government and the community.

Procurement remained a significant component of the distribution of economic value, with total spend of RM203,008,957, of which RM159,310,392 was attributed to local procurement.

WAY FORWARD

We will continue to strengthen our governance practices and uphold transparency, accountability and ethical financial conduct in managing economic value.

SUSTAINABILITY STATEMENT

LOCAL PROCUREMENT



▶ WHY THIS IS IMPORTANT

We prioritise local procurement as part of our responsible business practices, recognising the interconnectedness between our business, the environment and the communities we serve. By supporting local suppliers and encouraging environmentally responsible practices within our supply chain, we contribute to economic growth, environmental sustainability and community resilience. This reflects our commitment to building strong supplier relationships and supporting a responsible, sustainable regional ecosystem.

OUR APPROACH

Procurement activities, including the arrangement of deliveries from suppliers, are centrally managed across the Group. Accordingly, for procurement reporting purposes, all operational branches are treated as significant locations of operation. We define “local” based on geographical origin and supplier registration. For the Glass Division, this refers to Malaysian origin, while the Metal Division refers to suppliers registered and operating within Malaysia.

Supplier selection is conducted in a consistent and transparent manner, guided by defined evaluation criteria, including warranty entitlement, delivery lead time, quality assurance, payment terms, risk mitigation and competitive pricing.

In line with our environmental commitments, we source critical raw materials such as metals and glass through long-term supplier relationships and effective inventory management to minimise material wastage.

Suppliers are required to provide documentation, including Material Safety Data Sheets (“MSDS”) and green certificates, to support compliance with environmental and safety requirements. Supplier performance is monitored through our evaluation and procurement processes.



We maintain a diversified supplier base, engaging international suppliers where necessary to fulfil specific requirements, address market gaps and support cost-efficiency.

We experienced challenges in maintaining and increasing the proportion of local procurement, primarily due to price competitiveness and limited availability of specialised materials among local suppliers. At the same time, we encouraged key suppliers to obtain eco-label certification to promote environmentally responsible practices and reduce supply chain risks.

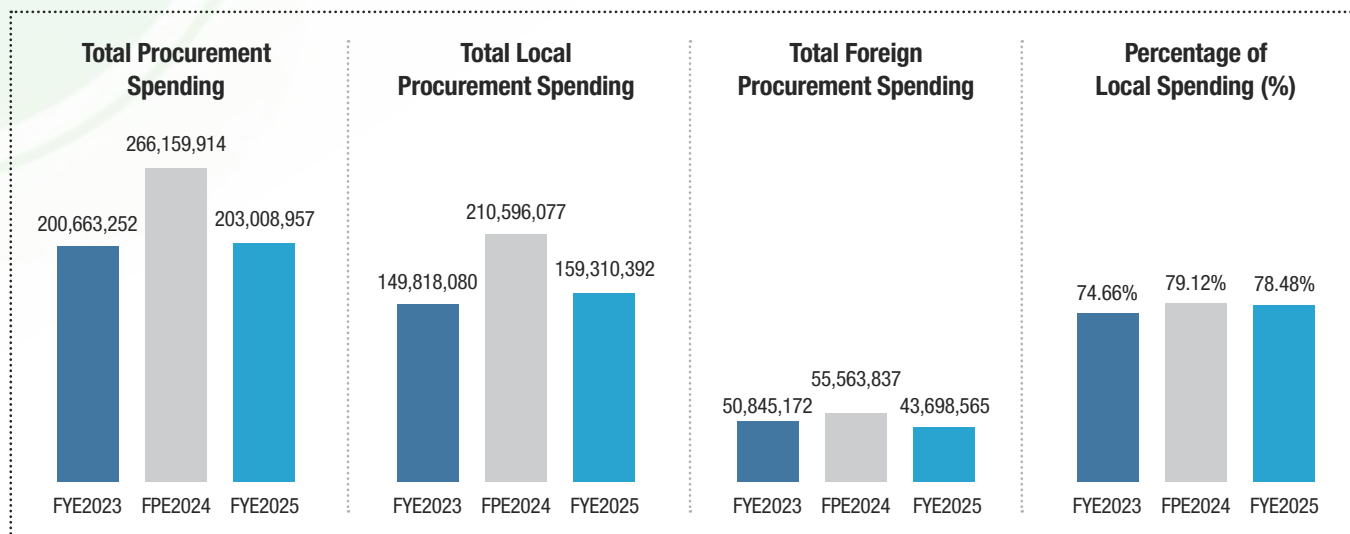
PERFORMANCE

Ajiya continues to monitor the proportion of materials and services sourced locally and internationally across its operations. Local procurement remains the dominant component of the Group's procurement spending across the reporting period. During the financial year, the Group achieved 78.48% of procurement spending directed towards local suppliers.

Local Procurement Spending and Contribution (RM)

	FYE2023	FPE2024	FYE2025
Total Procurement Spending	200,663,252	266,159,914	203,008,957
Total Local Procurement Spending	149,818,080	210,596,077	159,310,392
Total Foreign Procurement Spending	50,845,172	55,563,837	43,698,565
Percentage of Local Spending (%)	74.66%	79.12%	78.48%

SUSTAINABILITY STATEMENT



SUPPLIER ENVIRONMENTAL AND SOCIAL ASSESSMENT

We assess environmental and social considerations within our supply chain as part of our supplier evaluation and procurement processes. During the reporting period, environmental assessments were conducted for six key suppliers in the Glass Division and five key suppliers in the Metal Division. The current assessment scope is limited to selected metrics and does not cover all environmental and social indicators across the Group.

WAY FORWARD

We will continue to strengthen local supplier relationships as part of our responsible sourcing practices, supporting supplier capability development and encouraging environmentally responsible practices across our supply chain. This approach contributes to supply chain resilience, reduces environmental impact and promotes the long-term competitiveness of local suppliers, in line with our commitment to sustainable and responsible procurement.

QUALITY ASSURANCE AND CUSTOMER SATISFACTION

WHY THIS IS IMPORTANT

Delivering products and services that consistently meet customer expectations is core to our business. Customers rely on us to provide quality building materials, and the ability to meet those expectations directly shapes our reputation, stakeholder confidence and long-term performance. Maintaining strong quality standards and customer satisfaction is therefore essential to sustaining trust, long-term relationships, and repeat business, supported by structured quality management practices and continuous monitoring of customer feedback.



OUR APPROACH

Quality assurance and customer satisfaction are managed through structured systems that support consistent product quality and responsiveness to customer needs.

QUALITY ASSURANCE

Quality assurance is managed under the internationally recognised ISO 9001:2015 framework, supported by a Quality Management System (QMS) that focuses on continuous improvement, regulatory compliance, and adherence to customer requirements. Oversight is provided by the Quality Assurance/Quality Control (QA/QC) function, which focuses on defect prevention and process improvement throughout the production cycle.

SUSTAINABILITY STATEMENT



This is further supported by supplier evaluations to ensure raw materials meet established standards, ongoing training in ISO 9001 and regular reviews of ISO 9001:2015 compliance to pursue higher levels of certification.

CUSTOMER SATISFACTION

Customer satisfaction is monitored through an annual survey that gathers feedback on product quality, delivery, customer service, technical support, pricing and overall business relationship. Feedback is also received through formal complaints and ongoing interactions with sales and technical teams.

All feedback is reviewed by the Customer Service function in close collaboration with QA/QC to address customer concerns, identify areas for improvement, and support continuous improvement in product quality and service delivery.

QUALITY PERFORMANCE

Metal Division

Metric	FYE2023	FPE2024	FYE2025
Customer Complaints Received	228	233	326
Customer Complaints Resolved	228	233	326
Resolution Rate (%)	100%	100%	100%

Glass Division

Metric	FYE2023	FPE2024	FYE2025
Justified Customer Complaints Received	275	444	296
Justified Customer Complaints Resolved	275	444	296
Justified Goods Returned Advice Received	223	292	279
Justified Goods Returned Advice Resolved	223	292	279

WAY FORWARD

We will continue to strengthen our quality assurance and customer satisfaction practices by providing training and workshops to simplify processes, enabling more precise and efficient quality checks. This supports improved process efficiency and consistent product quality in meeting customer requirements.

SUSTAINABILITY STATEMENT

PILLAR 2: PROTECTING THE ENVIRONMENT



Ajiya is committed to advancing climate-related considerations into its business practices to address the risks and opportunities associated with climate change across its operations in Malaysia. This aligns with the Malaysian Government's commitment to achieve net zero emissions by 2050, as stated in its Climate Change Commitment Statement. The delivery of this ambition is anchored in the Group's business context and aligned with national policies and plans, including the 12th Malaysia Plan, the National Energy Policy 2022–2040, and the National Energy Transition Roadmap ("NETR"), as well as international frameworks and global climate commitments outlined in the Paris Agreement.

Our strategy takes a practical, progressive approach that focuses on managing energy intensity, reducing greenhouse gas ("GHG") emissions, improving resource efficiency and minimising waste as we transition to cleaner, more sustainable practices.

We are also taking measured steps to provide stakeholders with insightful information by enhancing the transparency of our climate-related risks and opportunities disclosures. We are strengthening these disclosures in line with the International Financial Reporting Standards ("IFRS") and the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"), as part of our ongoing preparations to fully adopt these disclosure standards as mandated by Bursa Malaysia.

CLIMATE CHANGE

As a manufacturing group and supplier of building materials, our operations depend on energy and natural resources such as water to deliver high-quality products and support our manufacturing process. We recognise the growing importance of addressing climate change and the potential risks and opportunities it presents to our business and the broader building materials value chain.

In alignment with the Malaysian Government's commitment to achieve Net Zero Carbon Emissions by 2050, we have established operational KPIs and initiatives on energy savings, GHG reduction, waste reduction and resource efficiency. This approach provides a structured pathway to reduce emissions while supporting the long-term sustainability of our manufacturing operations.



NET ZERO CARBON

by 2050



**Decarbonising Through Transition
to Renewable Energy ("RE")**



**Pursuing Energy Efficiency and
Carbon Reduction Measures**



**Establishing Strategic Oversight, Leadership and
Governance on Climate at the Board, Management and
across the Group including at its subsidiaries.**



SUSTAINABILITY STATEMENT

CLIMATE-RELATED DISCLOSURES

To support the Net Zero Carbon (“NZC”) by 2050 ambition, we are strengthening our climate-related disclosures in line with internationally recognised reporting frameworks. Our reporting approach is guided by the recommendations of the Task Force on Climate-related Financial Disclosures (“TCFD”), and we are progressively aligning our disclosures with the International Financial Reporting Standards (“IFRS”) in preparation for the phased implementation mandate by Bursa Malaysia under the National Sustainability Reporting Framework (“NSRF”).

During FYE2025, we completed a GHG emissions baseline assessment covering Scope 1 and Scope 2 emissions, with selected Scope 3 categories assessed where relevant. This baseline provides a reference point for tracking emissions performance and supporting the development of future reduction targets.

GOVERNANCE

Ajiya has established a governance framework to ensure effective oversight of sustainability matters, including climate change-related risks and opportunities. The Board of Directors is responsible for integrating sustainability and climate-related considerations into the Group’s strategic direction to deliver long-term value creation and sustainable performance, including the Group’s strategy, risk management and decision-making.

The Board maintains oversight of sustainability and climate-related matters through updates from management and the review of key sustainability developments, risks and opportunities. Climate-related considerations are incorporated into strategic discussions, investment decisions and the evaluation of major business initiatives. The Board also oversees the effectiveness of the sustainability governance framework to ensure alignment with regulatory expectations and industry’s best practices.



a. Strategy

Ajiya is committed to minimising the Group’s environmental footprint, particularly through reducing direct and indirect energy use, lowering carbon emissions and embedding sustainable practices across its operations and value chain. It is implementing decarbonisation strategies and action plans, including:

- Replacing fossil fuel-powered machinery and equipment with hybrid or electric alternatives
- Installing energy-efficient systems
- Transitioning its fleet to electric or hybrid alternatives

During the reporting period, we completed a baseline measurement of Scope 1 and Scope 2 GHG emissions, and, where feasible, Scope 3 GHG emissions. The measurements provide a reference point for us to develop strategies and monitor the performance. We have set 2024 emissions of 5,721.84 tCO₂e as the baseline reference.

Innovation and technology will be key in realising our strategies to contribute towards more sustainable construction practices to meet customer expectations. We are leveraging the complementary capabilities of our Metal Division and Glass Division to develop the Ajiya 8-series All-In-One Housing Solution. Within these 8 product series, the prefabricated steel frame system (“AGiBS”) is aligned with the Construction Industry Development Board (“CIDB”) Malaysia’s Industrial Building System (“IBS”) framework. AGiBS enables more efficient construction practices and supports sustainable building development.

SUSTAINABILITY STATEMENT

b. Risk Management

Ajiya integrates climate-related risks and opportunities into the Group's enterprise risk management ("ERM") framework to ensure these risks and opportunities are systematically identified, assessed and managed. Climate-related risks are assessed across short-, medium- and long-term horizons and categorised into physical and transition risks based on their potential impact on the Group's operations, assets and supply chains.

The Group has identified key climate-related risks and opportunities that may influence business activities, operational resilience and strategic positioning.

RISKS						
Category	Risk Driver	Potential Business Impact	Mitigation/ Action Plan			
Physical Climate Risk (Acute)	Extreme rainfall pattern	Extreme rainfall and flash floods may lead to operational site shutdowns, damage to inventory, machinery or equipment, supply chain disruptions, and workforce inaccessibility.	- Waterproof packaging of materials - Employee training on flood-prevention SOPs and PPE - Fogging activities to prevent dengue - Ongoing evaluation of drainage improvements, weather-monitoring systems, and insurance coverage			
Timeframe :	S/ M / L	Likelihood:	S:2	M:2	L:3	Severity: S:2 M:2 L:3
Physical Risk (Chronic)	Rising temperature	Rising temperatures may affect machinery functionality, worker health and productivity, and increase energy demand for cooling.	- Temperature monitoring systems - Worker rotation - Installation of industrial fans - Provision of PPE - Progressive automation - Solar PV integration - Ongoing evaluation of additional cooling measures			
Timeframe :	S/ M / L	Likelihood:	S:2	M:2	L:2	Severity: S:2 M:3 L:1
Physical Climate Risk	Draught/ water scarcity	Water shortages may disrupt production, delay manufacturing processes, and increase reliance on alternative water sources.	- Closed-loop water recycling system, reserve water tanks - Access to municipal water supply - Consideration of rainwater harvesting and water conservation initiatives			
Timeframe :	S/ M / L	Likelihood:	S:1	M:1	L:2	Severity: S:1 M:2 L:2

SUSTAINABILITY STATEMENT

b. Risk Management (Cont'd)

RISKS			
Category	Risk Driver	Potential Business Impact	Mitigation/ Action Plan
Transition Risk	Environmental and energy policy shifts	Regulatory developments such as carbon taxes, higher energy tariffs, green-certified material requirements, and waste management obligations may increase costs and compliance requirements.	- Sourcing from green-certified suppliers - Solar PV installation - Engagement with regulatory bodies - Waste recycling practices - Ongoing evaluation of energy-efficient technologies and carbon strategies
Timeframe :	S/ M / L	Likelihood:	Severity:
		S:2 M:4 L:3	S:1 M:3 L:2
Transition Risk	Compliance and legal	Increase disclosure requirements, green building standards, and Scope 3 regulations may result in financial penalties, additional compliance costs, and increase reporting requirements.	- Employee training on compliance - Adherence to regulatory requirements - Engagement with regulatory bodies - Maintaining zero environmental fines - Ongoing strengthening of reporting processes
Timeframe :	S/ M / L	Likelihood:	Severity:
		S:3 M:4 L:3	S:3 M:4 L:3
Transition Risk	Market and reputation	ESG performance may influence financing conditions, investor perception and demand for sustainable products.	- ESG improvement initiatives - Engagement with lenders - Pursuit of green certifications - Development of sustainable product offerings
Timeframe :	S/ M / L	Likelihood:	Severity:
		S:2 M:2 L:3	S:1 M:2 L:3
Transition Risk	Transition to a low-carbon business model	Investment in decarbonisation initiatives may increase operational costs and require adjustments to the supply chain and operations.	- Investment in solar PV - Implementation of energy efficiency initiatives - Ongoing evaluation of carbon credits and supply chain decarbonisation
Timeframe :	S/ M / L	Likelihood:	Severity:
		S:4 M:4 L:3	S:2 M:3 L:2

SUSTAINABILITY STATEMENT

Opportunities

The following potential opportunities have been identified in relation to the Group's climate-related risks, based on mitigation measures undertaken and the evolving market and regulatory landscape in the climate change risk assessment.

OPPORTUNITIES				
Category	Risk Driver	Potential Business Opportunity	Mitigation/ Action Plan	Timeframe
Opportunity	Renewable energy solutions	Adoption of renewable energy reduces reliance on conventional energy sources and supports emissions reduction efforts.	- Expansion of solar PV capacity - Integration of renewable energy into operations.	M / L
Opportunity	Purchase of carbon credits	The use of carbon credits and emissions reduction initiatives provides a mechanism to offset emissions and support compliance with carbon regulations.	Evaluation and potential investment in carbon credits	M / L
Opportunity	Diversification of business	Development of sustainable and green-certified products supports alignment with evolving market requirements and demand for environmentally compliant materials.	Development of green-certified products and sustainable solutions	M / L
Opportunity	Access to new markets	Increasing demand for green building materials creates opportunities for market expansion.	Pursuit of green certifications and alignment with sustainable requirements	M / L

Legend:

S - refers to short-term, 2024-2026 (0-2 years).
M - refers to medium-term, 2027-2035 (2-10 years).
L - refers to long-term, 2036-2050 (>10 years).

Note:

Short-term ratings are based on historical data and operational insights
 Medium and long-term ratings are based on scenario modelling under:

- Shared Socioeconomic Pathway 2-4.5 (SSP2-4.5)
- Network of Greening the Financial System (NGFS Net Zero 2050)

Likelihood Scale

- 1 – very unlikely
- 2 – Unlikely
- 3 – Possible
- 4 – Likely
- 5 – Very likely

Severity Scale

- 1 – Insignificant
- 2 – Minor
- 3 – Moderate
- 4 – Major
- 5 – Catastrophic

SUSTAINABILITY STATEMENT

The Group conducted a Climate Risk Assessment in FPE2024 to identify and evaluate climate-related risks and opportunities across its operations. The assessment considered both physical and transition risks and applied internationally recognised climate scenarios, including the Network for Greening the Financial System (“NGFS”) Net Zero 2050 and the Shared Socioeconomic Pathway (SSP2-4.5) scenarios, to understand potential long-term climate trajectories and their implications for the Group’s business. The Group has also identified potential mitigation measures to address climate-related risks arising from these scenarios.

The outcomes of this assessment inform the Group’s ongoing risk management approach. Under the Group’s ISO 31000:2018-aligned ERM framework, the Risk Management Committee (“RMC”) oversees the management of emerging risks, including climate-related risks.

Through this assessment, the identified climate-related risks are categorised into physical risks and transition risks, reflecting the potential impacts of climate change and the global transition towards a lower-carbon economy.



Physical Risks

Physical risks arise from the direct impacts of climate change on the Group’s operations, supply chains and resource availability. These include acute risks from extreme weather events such as flash floods and storms, and chronic risks from long-term shifts in climate patterns, including rising temperatures and extended droughts. In Malaysia, the tropical climate and exposure to the Northeast and Southwest monsoon seasons contribute to heavy rainfall and periods of drought. Under the SSP-4.5 climate scenario, the country is projected to experience changes in rainfall patterns, rising temperatures and water availability, resulting in both acute and chronic risks.

Rainfall patterns are projected to intensify over time, with increases in annual precipitation and heavy rainfall events in the medium and long term, increasing the risk of flash floods. Temperature trends show a steady rise, with increases in days exceeding 30°C and in days with a heat index above 35°C, raising the risk of heat-related illnesses, productivity losses and increased cooling costs. Water availability is projected to remain generally stable, although intense rainfall following dry periods may necessitate improved water resource management. These changes may disrupt the supply chain of raw materials, compromise resource availability such as water and energy, and hinder operational efficiency.



Transition Risks

Transition risks arise as governments continue to develop policies to combat climate change along the transition journey to decarbonisation. These risks are categorised into four main areas, namely policy and legal risks, technology risks, market risks and reputation risks. Policy and legal risks arise from increasing environmental regulations, which may require companies to adopt sustainable practices, with non-compliance potentially resulting in financial penalties, operational restrictions or reputational damage. Developments such as Malaysia’s National Sustainability Reporting Framework (“NSRF”) and the growing adoption of climate-related financial disclosures aligned with IFRS S1 and S2 signal heightened expectations for environmental transparency. Technology risks relate to the transition to sustainable technologies and equipment, which may introduce additional costs and require significant upfront capital expenditure and adjustments to operational processes.

SUSTAINABILITY STATEMENT

Market risks and reputational risks arise from shifting consumer preferences, stricter procurement standards and increasing emphasis on ESG performance. As environmental awareness grows, customers are increasingly seeking eco-friendly materials and solutions, while supply chain pricing may fluctuate as suppliers adapt to low-carbon practices. Businesses failing to align with sustainable practices risk damaging their market position, particularly as ESG scores become more prominent in influencing financing rates and investment decisions, including Bursa Malaysia's initiative to assign ESG scores to Public-Listed Companies ("PLCs") through the FTSE Russell Index. Malaysia's tightening regulatory and financial sector developments, including stricter ESG-linked lending criteria and potential carbon tax frameworks, are expected to heighten transition risks. For a dual-faceted manufacturing company like Ajiya, these transition risks are particularly relevant given the industry's emissions footprint and evolving sustainability demands.

Metrics and Targets

We monitor climate-related risks and opportunities using a structured emissions management framework that measures GHG emissions across our operations. These metrics support our ability to monitor climate-related performance and assess progress towards our long-term climate ambitions. Our GHG emissions inventory covers Scope 1 and Scope 2 emissions, with selected Scope 3 categories assessed where feasible, providing greater visibility over both direct and indirect emissions associated with our activities.

- Scope 1 emissions are the Group's direct emissions from sources owned or controlled, primarily arising from fuel consumption in operational activities.
- Scope 2 emissions are the Group's indirect emissions from the generation of purchased electricity used across Ajiya's facilities.
- Selected Scope 3 emissions currently include employees commuting and business travel, allowing the Group to better understand emissions associated with certain value chain activities.



We also monitor carbon intensity by measuring emissions relative to revenue, enabling us to evaluate environmental performance in relation to operational growth and economic activity.

We calculate GHG emissions using Global Warming Potential ("GWP") values for Scope 1 emissions, which are obtained from the Intergovernmental Panel on Climate Change ("IPCC") database, while emission factors for grid electricity are based on the United Nations Framework Convention on Climate Change ("UNFCCC") Harmonised Grid Factors 2021. In FPE2024, prior-year Scope 2 emissions data were restated to reflect improvements in electricity consumption tracking and emissions calculation methodologies, enhancing the accuracy of emissions reporting.

During FYE2025, the Group achieved three of the five environmental targets as follows:

- Completed a greenhouse gas emissions baseline assessment covering Scope 1 and Scope 2 emissions, with selected Scope 3 categories assessed where feasible.
- Achieved ISO 14001 Environmental Management System certification for the AMG factory, strengthening environmental management practices at the facility.
- Achieved the target to divert 100% of cullet waste generated from glass manufacturing processes to recycling facilities, supporting resource efficiency and circular economy practices within the Glass Division.



SUSTAINABILITY STATEMENT

ENERGY AND
EMISSIONS MANAGEMENT

► WHY THIS IS IMPORTANT

Energy consumption and GHG emissions are key environmental considerations for us as a manufacturing group, due to the energy-intensive nature of certain production processes. Managing energy use efficiently and reducing emissions are therefore important to minimise environmental impact, improve operational efficiency and ensure compliance with evolving regulatory expectations.

OUR APPROACH

We continue to strengthen our approach to energy and emissions management as the construction and building materials sector transitions towards a lower-carbon economy. Through improved energy efficiency, the expansion of renewable energy and operational optimisation, we aim to progressively reduce our carbon footprint while supporting sustainable manufacturing practices and the development of products that contribute to more sustainable construction to meet evolving customer and regulatory expectations.

Our approach is guided by our Environmental Management System (“EMS”), which is aligned with the requirements of ISO 14001:2015 and supported by our Environmental Policy. The EMS provides a structured framework for managing environmental impacts across our operations while supporting regulatory compliance and continuous improvement.

At the operational level, we monitor energy consumption and associated GHG emissions, implement energy efficiency measures, and expand the use of renewable energy across our facilities to improve energy performance and support the transition to lower-carbon operations.

OUR PERFORMANCE

Indicator	FYE2023	FPE2024	FYE2025
Total Energy Consumption (GJ)	41,441.94	52,433.42	39,306.13
Renewable Energy Share (%)	31.30	25.85	27.22
Scope 1 Emissions (tCO ₂ e)	151.86	206.22	212.39
Scope 2 Emissions (tCO ₂ e)	4,038.16	5,515.61	5,424.10
Emissions Intensity (tCO ₂ e/RM'000)	0.014	0.015	0.021

(a) Energy Management

Energy consumption is an important operational consideration for Ajiya, as our manufacturing processes rely on electricity and fuel to support production. Monitoring energy use enables us to better understand operational demand, improve energy efficiency and support the management of energy-related environmental impacts.

The Group's energy consumption profile comprises fuel usage for fleet operations and equipment as well as electricity purchased from the national grid, supplemented by on-site solar photovoltaic (“PV”) generation. Energy demand varies across divisions, with the Glass Division requiring higher electricity consumption due to furnace-based production processes, while the Metal Division has comparatively lower operational energy requirements.

To strengthen energy management practices, we utilise real-time energy monitoring systems to track solar power generation across our facilities. These systems improve visibility into energy usage patterns and support the identification of opportunities to enhance operational energy efficiency.

SUSTAINABILITY STATEMENT

ENERGY EFFICIENCY AND OPTIMISATION INITIATIVES

We implement operational and technical initiatives to improve energy performance and optimise electricity consumption across our facilities.

Within the Glass Division, energy efficiency is closely linked to the operational performance of tempering furnaces, laminate furnaces and autoclave processes, where production loading efficiency significantly influences electricity consumption per square foot of glass produced. Operational improvements include optimising furnace loading, minimising temperature fluctuations and utilising efficient full-convection furnace systems to enhance electricity efficiency.

Energy efficiency initiatives implemented across our facilities include:

- Replacement of conventional lighting with LED lighting systems in plant facilities
- Scheduling high-power machinery operations during off-peak hours to improve electricity consumption efficiency
- Installation of a dedicated air-conditioning system for the safety glass facility rather than a central chiller system



Meanwhile, technical optimisation measures include:

- Power factor optimisation at the low-voltage main switchboard, maintaining the power factor above 0.95 through routine inspection of capacitor banks and regulators to reduce electrical losses
- Gradual replacement of Star-Delta motor control systems with inverter drives for high-power induction motors to reduce inrush current during motor start-up.

These initiatives support the Group's ongoing efforts to improve operational energy efficiency across its facilities.



OUR PERFORMANCE

Energy consumption across the Group is primarily driven by electricity use in manufacturing operations, particularly in energy-intensive glass processing. The following presents the Group's energy consumption across fuel and electricity sources, as well as energy intensity performance.

FUEL CONSUMPTION

Fuel consumption within the Group primarily relates to diesel and petrol used for fleet operations and equipment.

In FYE2025, diesel consumption amounted to 72,462.30 litres, compared with 81,860.57 litres in FPE2024. The change was mainly attributed to variations in operational activity and order volumes during the year.

The Metal Division began tracking petrol consumption in the second half of FPE2024 for company vehicles and forklifts, enhancing visibility into fuel usage and supporting the identification of opportunities for efficiency improvements. In FYE2025, petrol consumption recorded 7,636.25 litres, compared to 4,376.02 litres in FPE2024.

Overall, fuel consumption in FYE2025 amounted to 80,098.55 litres, compared with 86,236.59 litres in FPE2024.

Fuel Consumption (litre)

	FYE2023	FPE2024	FYE2025
Diesel			
AMG	34,666.50	44,873.44	37,449.77
AGG	26,987.49	36,987.13	35,012.53
Petrol			
AMG	n/a	2,596.02	5,036.25
AGG	2,560.00	1,780.00	2,600.00

Note:

- AMG began tracking petrol consumption in the second half of the FPE2024.
- Comparative figures are presented based on available data and may not be directly comparable to previously reported figures.

SUSTAINABILITY STATEMENT

ELECTRICITY CONSUMPTION

Electricity accounts for the largest share of Ajiya's energy consumption, particularly in the Glass Division, where high-temperature processes such as tempering and lamination require substantial electricity to sustain production. In comparison, the Metal Division's operational processes are generally less energy-intensive, resulting in comparatively lower electricity demand.

In FYE2025, the Group recorded a reduction in total electricity consumption to 10,070.88 MWh, down from 13,792.89 MWh in FPE2024, reflecting a decline in grid electricity consumption, which reduced to 7,329.87 MWh from 10,028.39 MWh in FPE2024, while solar electricity generation reduced to 2,741.01 MWh from 3,764.50 MWh.

Electricity consumption across the Group is monitored regularly through internal energy monitoring systems and monthly reviews of utility bills, enabling management to track usage trends, assess operational efficiency, and identify opportunities for optimisation.



Electricity Consumption (MWh)

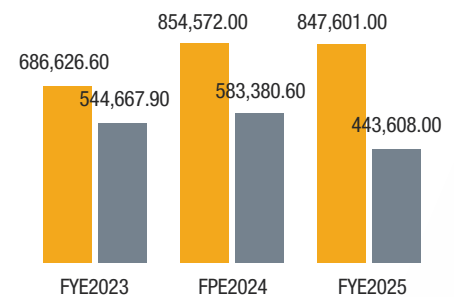
	FYE2023	FPE2024	FYE2025
Grid Electricity	7,342.12	10,028.39	7,329.87
Solar Electricity	3,602.21	3,764.50	2,741.01

Electricity Consumption by Division (kWh)

Electricity Consumption	FYE2023	FPE2024	FYE2025
Metal Division			
Grid Electricity	686,626.60	854,572.00	847,601.00
Solar Electricity	544,667.90	583,380.60	443,608.00
Glass Division			
Grid Electricity	6,655,490.00	9,173,814.00	6,482,269.00
Solar Electricity	3,057,544.00	3,181,119.00	2,297,400.00

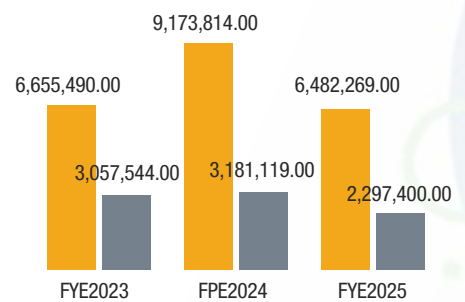
Energy Consumption (GJ)

	FYE2023	FPE2024	FYE2025
Renewable Energy	12,967.96	13,552.20	9,867.64
Non-renewable Energy	28,473.98	38,881.22	29,438.49
Total Energy Consumption	41,441.94	52,433.42	39,306.13

Electricity Consumption by Division
(kWh)

Metal Division

● Grid Electricity ● Solar Electricity



Glass Division

● Grid Electricity ● Solar Electricity

SUSTAINABILITY STATEMENT

RENEWABLE ENERGY CONTRIBUTION

To reduce reliance on conventional energy sources and support the Group's transition towards lower-carbon operations, Ajiya has progressively integrated solar PV systems across its manufacturing facilities.

In FYE2025, the Group generated 3,357.23 MWh of electricity from solar energy, representing a 27.2% contribution to total electricity consumption. This contributed to an estimated 2,484.35 tCO₂e of avoided emissions, supporting the Group's efforts to reduce its operational emissions.

Renewable Energy Share

	FYE2023	FPE2024	FYE2025
Renewable Energy Share	31.3%	25.8%	27.2%

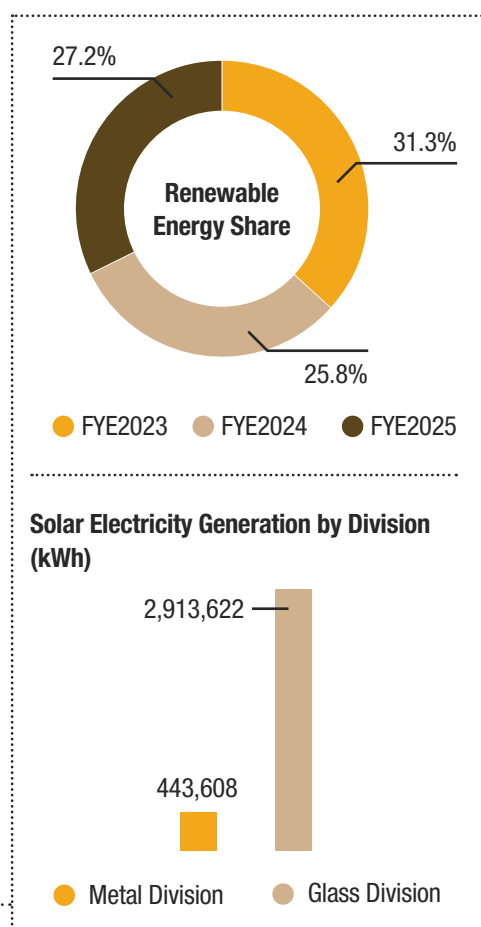
Solar Electricity Generation by Division (kWh)

Division	Solar Generation
Metal Division	443,608
Glass Division	2,913,622

Renewable Electricity Exported to Grid (Net Energy Metering, kWh)

Division	Solar Generation
Metal Division	280,911
Glass Division	428,941
Total Renewable Electricity Exported	709,852

Surplus solar electricity generated at selected facilities is exported to the national grid under Malaysia's Net Energy Metering programme, contributing 709,852 kWh of renewable electricity to the grid in FYE2025.



ENERGY INTENSITY

The Group monitors electricity efficiency using energy intensity indicators that measure electricity consumption relative to production output.

Within the Glass Division, electricity intensity is measured in kilowatts per square foot per mm thickness (kW/SF-T), representing the electricity required to produce one square foot per mm thickness of glass. In FYE2025, the Glass Division recorded an energy intensity of 0.1826 kWh/SF-T, up from 0.1515 kWh/SF-T in FPE2024. The increase was primarily due to lower production during the year, which reduced electricity consumption relative to production volumes.

Energy intensity from the Metal Division is calculated based on total electricity consumption relative to annual production output (metric tonnes). The indicator includes fuel and electricity consumption used within the division's operations.

Energy intensity calculations are based on yearly electricity consumption divided by yearly production output, providing a consistent indicator to monitor operational energy performance.

SUSTAINABILITY STATEMENT

Group's Energy Intensity (GJ/RM'000)

	FYE2023	FPE2024	FYE2025
Energy Intensity	0.136	0.138	0.121

(b) Emissions Management

GHG emissions arise primarily from fuel consumption and electricity use associated with our manufacturing operations. Monitoring and reporting these emissions enable us to understand the carbon footprint of our activities and identify opportunities to improve energy performance.

Our emissions inventory categorises emissions into Scope 1, Scope 2 and selected Scope 3 categories in accordance with the Greenhouse Gas Protocol. Scope 1 emissions represent direct emissions from sources owned and controlled by the Group, while Scope 2 emissions relate to indirect emissions from purchased electricity used across our facilities. Selected Scope 3 emissions currently include employees commuting and business travel.

Emissions Reduction and Management Initiatives

To support the management of GHG emissions across our operations, we implement initiatives to improve energy efficiency, strengthen emissions monitoring, and increase the use of renewable energy.



Key initiatives implemented across the Group include:

- Expanding the use of renewable energy through the installation of rooftop solar PV systems at manufacturing facilities to reduce reliance on grid electricity
- Improving energy efficiency in production processes and equipment, particularly within energy-intensive manufacturing operations
- Strengthening energy monitoring and data tracking systems to enable better oversight of electricity consumption and operational energy performance
- Expanding emissions monitoring to include selected Scope 3 categories such as employees commuting and business travel, to improve visibility of indirect emissions associated with the Group's activities

OUR PERFORMANCE

The following tables present the Group's emissions performance across Scope 1, Scope 2 and selected Scope 3 categories.

Scope 1 and Scope 2 Emissions

Operational Emissions (tCO₂e)

Operational Emissions	Emissions Category	FYE2023	FPE2024	FYE2025
Metal Division	Scope 1	90.77	132.93	112.29
	Scope 2	377.64	470.01	627.22
	Total Emissions	468.41	602.94	739.51
Glass Division	Scope 1	61.09	73.30	100.10
	Scope 2	3,660.52	5,045.60	4,796.88
	Total Emissions	3,721.61	5,118.90	4,896.98

SUSTAINABILITY STATEMENT

Scope 3 Emissions

To strengthen emissions monitoring, we continued monitoring our GHG inventory in FYE2025 to include selected Scope 3 emissions categories covering employees' commuting and business travel.

Total Scope 3 Emissions (tCO₂e)

Emissions Category	FYE2023	FPE2024	FYE2025
Employees Commuting	617.11	658.75	590.29
Business Travel	174.44	199.00	135.11
Total	791.55	857.75	725.40

Tracking Scope 3 emissions allows the Group to better understand emissions associated with employees' commuting and business travel and identify potential opportunities to improve emissions performance over time.

Emissions Category	Transport Mode	FYE2023	FPE2024	FYE2025
Metal Division				
Employees Commuting	Bus	0.38	0.36	0.36
	Motorbike	182.70	181.61	99.40
	Passenger car	249.87	277.80	252.98
Business Travel	Motorbike	0.09	0.33	0
	Passenger car	95.31	82.93	73.96
Total Scope 3 emissions (tCO₂e)		528.35	543.03	426.70
Glass Division				
Employees Commuting	Bus	0.18	0.18	0
	Motorbike	91.16	96.87	115.73
	Passenger car	92.84	101.94	121.82
Business Travel	Passenger car	79.05	115.75	61.15
Total Scope 3 emissions (tCO₂e)		263.23	314.74	298.70

Note: Figures have been rounded to the nearest unit.

Emissions Intensity (tCO₂e/RM'000)

	FYE2023	FPE2024	FYE2025
Emissions Intensity	0.014	0.015	0.021

To better evaluate emissions performance relative to business activities, we monitor carbon intensity by measuring emissions in relation to revenue. These metrics enable us to assess emissions performance alongside business growth and operational expansion.

SUSTAINABILITY STATEMENT

WATER
MANAGEMENT

► WHY THIS IS IMPORTANT

Water management is critical to Ajiya, as we require a consistent supply of water to operate our production activities. Although Malaysia is not classified as a water-stressed nation, we acknowledge that certain localities may experience water scarcity due to distribution challenges, ageing infrastructure or high demand, leading to periodic water supply disruptions and rationing measures. Recognising that water is a shared resource essential for communities, surrounding ecosystems and our business operations, we are committed to managing water responsibly and addressing water-related risks across our operations.



OUR APPROACH

We manage water resources by focusing on improving water efficiency, diversifying water resources and monitoring practices. This approach supports the reliable supply of water required for our manufacturing activities while promoting responsible water stewardship of this shared resource.

Within the Glass Division, water is primarily used as a cooling and cleaning medium in glass processing activities such as grinding, drilling, CNC machining, waterjet cutting and washing. To minimise the risk of operational disruption from water supply interruptions, the facility is equipped with water storage tanks that provide a temporary backup supply.

Meanwhile, within the Metal Division, water consumption is comparatively limited and is mainly used for utilities, cleaning activities and domestic purposes across manufacturing facilities. Water is primarily withdrawn from local supply services and is discharged to the municipal sewer system in accordance with regulatory requirements.

Water usage is monitored daily or monthly to support effective control and efficient management across operations, with periodic assessments using utility data and internal audits, and monthly reviews to track usage trends and identify potential risks. Water-related impacts are managed through the implementation of recycling and treatment systems and compliance with regulatory requirements.

WATER MANAGEMENT INITIATIVES

We continue to implement measures to manage water consumption across our operations while maintaining the reliability of our production processes. During the year, Glass Division undertook a minor upgrade to its sediment pond system, enabling the recycling and reuse of water for the glass edging machine. This improvement supports reducing freshwater consumption in glass processing operations.

The existing water supply infrastructure across the facilities remains in good operating condition, and no major equipment upgrades or replacements were required. Water usage continues to be monitored through operational controls and periodic reviews to ensure efficient use.

OUR PERFORMANCE

In FYE2025, Ajiya recorded total water consumption of 46,383 cubic metres (m³) across its operations. Water consumption is primarily associated with the glass production process. During the year, Glass Division recorded 27,761 m³ of water withdrawal to support these manufacturing processes. The Metal Division recorded 18,622 m³, with use comparatively lower and concentrated on utilities, cleaning activities, and domestic use rather than core production activities.

All water used across the Group's operations was sourced from third-party municipal water supply systems, and no withdrawals were made from seawater or produced water sources. None of the Group's operations is in water-stressed areas. To ensure operational continuity in the event of water supply disruptions, the Glass Division maintains a 75 m³ water storage tank that provides approximately two days of production capacity.

SUSTAINABILITY STATEMENT

Total Water Consumption (m³)

	FYE2023	FPE2024	FYE2025
Metal Division	21,830	23,269	18,622
Glass Division	34,758	45,436	27,761
Intensity	0.186	0.180	0.151
Total Water Consumption	56,588	68,705	46,383

Water consumption is measured in cubic metres (m³) and compiled from monthly utility bills and internal monitoring recorded, based on direct meter measurements. Water intensity is monitored in cubic metres per revenue (m³/RM000 revenue) relative to production output to track operational efficiency.



Water Withdrawal by Division (m³)

	FYE2025
Metal Division	18,622
Glass Division	27,761
Total Water Withdrawal	46,383

All water withdrawals during the reporting period were freshwater supplied by local municipal water authorities, with no withdrawals from natural water sources.

WAY FORWARD

In 2026, the Group plans to install a wastewater treatment plant to enable the recycling and reuse of process water for glass-processing machinery, thereby reducing product rejects associated with water-quality issues. By improving water-recycling capabilities, the Group aims to optimise water use, reduce reliance on the freshwater supply, and enhance overall production efficiency.

WASTE MANAGEMENT AND EFFLUENTS

WHY THIS IS IMPORTANT

Waste management is an important environmental priority as our manufacturing operations generate production waste that must be managed responsibly to minimise environmental impact and ensure regulatory compliance. We are committed to ensuring effective waste management to minimise waste from manufacturing activities and optimise the use of resources, especially non-renewable inputs, across our operations.



OUR APPROACH

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.



SUSTAINABILITY STATEMENT

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 glass and steel/metal, at the point of generation, facilitates effective reuse and 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 safely handled and transported by licensed contractors to disposal facilities.

SUSTAINABLE PROCUREMENT

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

We generate industrial and scheduled waste from manufacturing and maintenance activities, including glass cullet, glass powder, rejected glass, metal scrap, packaging waste and lubricating oils.

Waste management practices include segregation at source, recycling and recovery programmes, and proper handling of scheduled wastes in designated storage areas in accordance with regulatory requirements. Recyclable materials such as metal scrap, glass and packaging waste are sent to licensed recyclers where feasible. Scheduled wastes are managed by licensed contractors, with quantities tracked through the e-SWIS system, while paper waste is reduced through digitalisation initiatives such as e-forms and e-signatures.

WASTE MANAGEMENT INITIATIVES

In FYE2025, we achieved our target of diverting 100% of cullet waste to recycling facilities. Process optimisation is also undertaken to reduce glass breakage and rejection.

OUR PERFORMANCE

Total waste generated increased to 3,334.03 tonnes in FYE2025, representing a 0.02% increase from 3,333.41 tonnes in FPE2024. The Group continued to prioritise waste diversion through recycling and recovery programmes, with 2,819.77 tonnes of waste diverted from disposal. During the year, Ajiya achieved its target of diverting 100% of cullet waste to recycling facilities, with approximately 1,443.39 tonnes of cullet waste generated and fully recycled, supporting the circular use of materials. Waste directed for disposal totalled 514.26 tonnes, primarily non-hazardous waste managed by licensed contractors in accordance with regulatory requirements.



SUSTAINABILITY STATEMENT

Waste Generation (tonnes)

Year	Waste Diverted from Disposal (Recycling)	Waste Directed to Disposal (Landfill)	Total Waste Generated
FYE2023	1,973.24	588.94	2,562.18
FPE2024	2,313.11	1,020.30	3,333.41
FYE2025	2,819.77	514.26	3,334.03



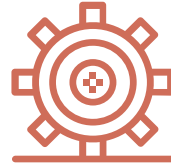
Waste Generation by Division (tonnes)

Type of Waste	FYE2023	FPE2024	FYE2025
Metal Division			
Hazardous Waste	36.78	57.42	83.23
Recycled Waste	502.55	557.86	545.85
Non-recycled Waste	165.68	132.15	65.91
Total Waste Generated	705.01	747.43	694.99
Glass Division			
Hazardous Waste	1.10	0.66	1.02
Recycled Waste	1,470.69	1,755.25	2,273.92
Non-recycled Waste	385.38	830.08	448.35
Total Waste Generated	1,857.17	2,585.99	2,723.29

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



WHY THIS IS IMPORTANT

Resource and material consumption is a key consideration for Ajiya as the efficient use of raw materials and utilities supports sustainable manufacturing operations. Effective management of material inputs helps reduce waste generation, optimise operational costs and improve overall resource efficiency across the Group's production processes. This contributes to financial resilience, operational sustainability and long-term value creation for stakeholders.

OUR APPROACH

We manage our resource and material consumption by prioritising material efficiency and circular practices across our manufacturing operations. Recycled and reclaimed materials are used where feasible, while packaging materials such as wood, plastic wrapping and cardboard are recycled to extend their lifecycle and reduce waste. Recycled glass cullet is sold to a licensed contractor as recycled waste.

Across both divisions, reclaimed materials may be manufactured into final products or repurposed as production inputs where suitable. We monitor the consumption of key materials, including metals, glass and packaging materials, through internal tracking systems to improve oversight of material use and operational efficiency. Strategic sourcing and supplier management practices are also adopted to ensure the responsible utilisation of critical raw materials.



OUR PERFORMANCE

In FYE2025, Ajiya utilised 52,314.58 tonnes of materials across its manufacturing operations, primarily comprising non-renewable materials such as glass and steel used in production.

Materials Consumption

Materials		FYE2023	FPE2024	FYE2025
Metal Division				
Metal Sheets		35,168.78	38,885.13	36,569.79
Packaging Materials		625.08	636.40	674.54
Glass Division				
Glass		12,713.37	11,226.91	14,818.06
Process Materials		250.82	211.51	222.05
Packaging Materials		38.40	49.18	30.14
Total Weight of Materials for Production and Packaging (tonnes)		48,796.45	51,009.13	52,314.58

SUSTAINABILITY STATEMENT

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.

ENVIRONMENTAL MONITORING AND COMPLIANCE

We remain steadfast in our 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, we are progressively enhancing our capabilities in areas such as air emissions, effluent discharge, and other potential pollutants. While structured environmental monitoring initiatives for these aspects have yet to be fully implemented, Ajiya has embarked on an essential initiative by pursuing certification to ISO 14001:2015 Environmental Management System (“EMS”) for the main factories of both divisions in FPE2024. In FYE 2025, our Metal Division (AMG) factory achieved ISO 14001 certification, while our Glass Division (AGG) factory plans to achieve the same certification by 2027.

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



PROCESS IMPROVEMENT

Within the Metal Division, we are transitioning from paint spraying to paint dipping, reducing airborne emissions and minimising environmental impact.



LOCAL EXHAUST VENTILATION (“LEV”) IMPLEMENTATION

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

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 underscores our commitment to responsible environmental management, advancing sustainability and reinforcing our responsibilities as corporate citizens.

BIODIVERSITY

We recognise 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 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.

SUSTAINABILITY STATEMENT

PILLAR 3:
SOCIAL IMPACT

Our workforce is central to delivering our sustainability strategy and creating long-term stakeholder value. Effective management of human capital, including occupational safety and health, labour standards, human rights and workforce development, is fundamental to operational resilience and to maintaining the trust of employees, investors and communities.

In an operating environment shaped by technological advancements, digitalisation and rising demand for sustainable solutions, the Group remains committed to embedding responsible social practices across its operations and nurturing a workforce that drives sustainable performance and creates enduring value for all stakeholders.

FYE2025 HIGHLIGHTS

ZERO FATALITIES AND
ZERO HIGH-CONSEQUENCE
INJURIES in FYE2025 [FPE2024: zero]



Recordable injuries reduced

50% REFLECTING
IMPROVING SAFETY
[FPE2024: 6]



100% employee performance
review coverage across all categories

OCCUPATIONAL
SAFETY AND HEALTH

► WHY THIS IS IMPORTANT

Ajiya recognises that maintaining a safe and healthy workplace is fundamental to protecting employees and ensuring operational continuity. Effective occupational safety and health practices support the identification of hazards, the reduction of workplace risks, and the prevention of injuries and ill health. By embedding structured safety processes, encouraging employee participation, and strengthening awareness through training and health monitoring, the Company fosters a proactive safety culture and supports continuous improvement in workplace safety performance.

OUR APPROACH

We have established occupational safety and health targets, including Lost Time Injury Rate (“LTIR”) and Total Recordable Injury Rate (“TRIR”) targets of not exceeding 2.0, to guide our monitoring of safety performance.

The Safety Committee provides oversight to assess hazards, evaluate risks, and review accident trends against targeted LTI rates.

The Group complies with applicable laws, regulations and internal requirements, and implements Hazard Identification, Risk Assessment, and Risk Control (“HIRARC”) processes. We identify workplace hazards through structured assessments that incorporate employee feedback and investigate accidents to mitigate risks.

Employees can report hazards and unsafe conditions through the “Abnormality and Suggestion Box” located on the production floor. We conduct safety meetings and awareness initiatives to reinforce safe work practices.

All incidents are investigated using the HIRARC process to identify root causes and inform corrective actions.

The Safety Committee facilitates worker participation by meeting quarterly to oversee occupational safety and health matters.

Training is provided to support employee awareness of safety requirements and safe work practices. Programmes are conducted by the Occupational Safety and Health Coordinator (“OSH-C”) and cover areas including fire safety, emergency response, occupational first aid, and machine handling. During the reporting period, 24 employees completed safety and health training.

We also conduct yearly audiometric tests to monitor employee health.

SUSTAINABILITY STATEMENT

OUR PERFORMANCE

Ajiya monitors occupational safety and health performance through key indicators, including work-related injuries, injury rates and health outcomes.

During FYE2025, Ajiya recorded zero fatalities and zero high-consequence injuries. Recordable injuries decreased from six cases in FPE2024 to three cases in FYE2025, reflecting improved safety performance.

No work-related injuries were recorded among non-employees, and no cases of work-related ill health were reported during the reporting period.

A total of 40 training hours were recorded during the reporting period to support employee competency in occupational safety and health.



Work-related Injuries for Employees

Indicator	FYE2023	FPE2024	FYE2025
Number of Fatalities	0	0	0
Fatality Rate	0	0	0
Number of High-consequence Injuries	0	0	0
High-consequence Injury Rate	0	0	0
Number of Recordable Injuries	38	40	12
Lost Time Injury Rate ("LTIR")	41.35	24.37	1.24
Total Recordable Injury Rate ("TRIR")	4.00	4.56	1.24
Number of Hours Worked	1,901,123	1,755,864	1,931,671

* Rates are calculated based on 200,000 hours worked to align with SASB Sector-Specific Disclosures and GRI 403-9 requirements.

Work-related Injuries (Non-Employees)

Indicator	FYE2023	FPE2024	FYE2025
Number of Fatalities	0	0	0
Fatality Rate	0	0	0
Number of High-consequence Injuries	0	0	0
High-consequence Injury Rate	0	0	0
Number of Recordable Injuries	0	0	0
Recordable Injury Rate	0	0	0
Number of Hours Worked	0	0	0

SUSTAINABILITY STATEMENT

Work-related Ill Health

Indicator	FYE2023	FPE2024	FYE2025
Fatalities Due to Work-Related ill Health	0	0	0
Recordable Work-Related ill Health Cases	0	0	0
Main Types of Work-Related ill Health	0	0	0



WAY FORWARD

We will strengthen our occupational safety and health practices by maintaining processes for hazard identification, risk assessment, and incident investigation. We will monitor safety performance through established indicators and review accident trends to support ongoing risk management.

Training programmes and health monitoring initiatives, such as audiometric testing, will be sustained to support employee awareness and well-being.

The Safety Committee will continue to meet regularly to oversee occupational safety and health, assess workplace risks, and review safety performance.

FAIR LABOUR PRACTICES
AND HUMAN RIGHTS

► WHY THIS IS IMPORTANT

Respecting human rights and upholding fair labour practices are essential to maintaining a safe, inclusive, and equitable workplace. These practices support employee well-being, foster trust, and contribute to sustainable organisational performance.

OUR APPROACH

We uphold human rights and fair labour practices across our operations by complying with Malaysian labour laws, including the Employment Act 2022, which covers minimum wage, working hours, and maternity and paternity leave. We also align with the national minimum wage policy.

At Ajiya, we promote an inclusive and equitable workplace where employees are provided with equal opportunities regardless of gender, ethnicity or religion. We uphold zero tolerance regarding harassment, discrimination, exploitation, child labour and forced labour. Fair pay practices are implemented to meet living wage requirements. With management's support, the Group People and Culture Department is responsible for communicating and upholding these standards.

OUR PERFORMANCE

Ajiya maintains a grievance procedure to ensure that employee concerns are addressed in a fair, confidential, and timely manner.

In FYE2025, the Group recorded ZERO complaints related to human rights violations and ZERO incidents of workplace discrimination.

WAY FORWARD

We will continue to uphold human rights and fair labour practices by maintaining compliance with applicable labour laws and reinforcing grievance procedures to support a fair and inclusive workplace.

SUSTAINABILITY STATEMENT

EMPLOYEE DEVELOPMENT



WHY THIS IS IMPORTANT

Our people are the backbone of Ajiya's operations, and their well-being directly impacts productivity, safety and long-term organisational success. We focus on supporting employee well-being through talent development and holistic workforce practices as part of our sustainability agenda.

OUR APPROACH

Ajiya manages employee well-being through a holistic approach that integrates talent development, performance management, employee engagement, and employee benefits. Through the Chin Hin Group People Playbook, guidance is provided to leadership, people managers, and employees to support career growth aligned with both individual and organisational aspirations. The Company emphasises a holistic approach to well-being, recognising the importance of supporting employees' physical, mental and financial well-being.

TRAINING AND DEVELOPMENT

Ajiya focuses on developing employee capabilities to support career growth and organisational performance. Training and development are provided through structured programmes under the People Playbook. The Playbook serves as a guide for leadership, people managers, and employees to advance their careers in line with individual and organisational aspirations. This is supported by a comprehensive learning and development design based on the 70:20:10 approach.

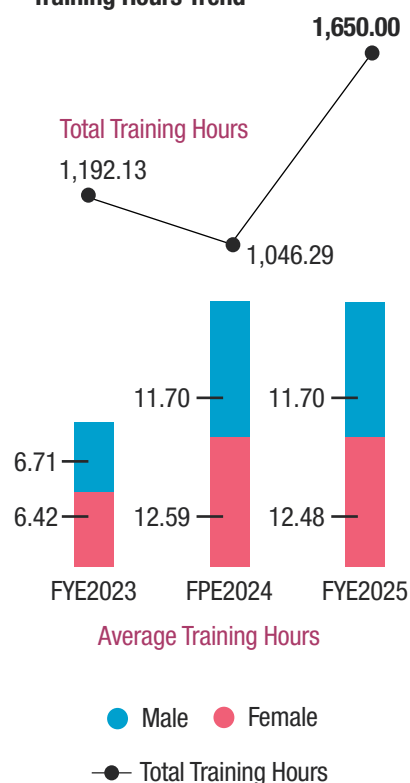
During the reporting period, training initiatives included Finance for Non-Finance Managers, Managing Performance, DISC Assessment, and Data to Business Story and Presentation Alive. Targeted programmes also aimed to upgrade employee skills. These included the Overall Equipment Effectiveness ("OEE") programme, to support continuous improvements in performance and quality; the Occupational Safety and Health Coordinator ("OSH-C") programme, to enhance workplace safety and compliance; and the Certified Environmental Professional in Scheduled Wastes Management programme, which ensures effective and compliant management of scheduled wastes.

Training Hours Trend

Year	FYE2023	FPE2024	FYE2025
Total Training Hours	1,192.13	1,046.29	1,650.00
Average Training Hours (Male)	6.71	11.70	11.70
Average Training Hours (Female)	6.42	12.59	12.48



Training Hours Trend

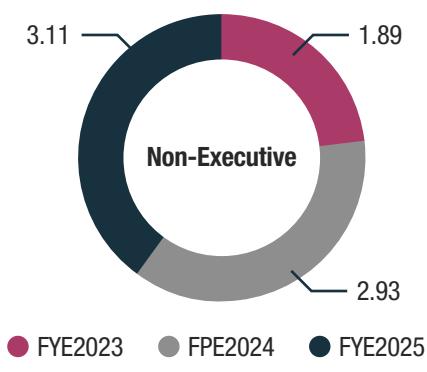
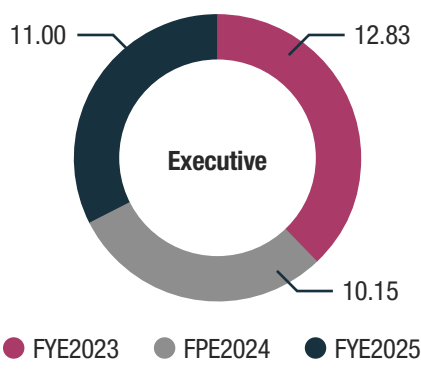
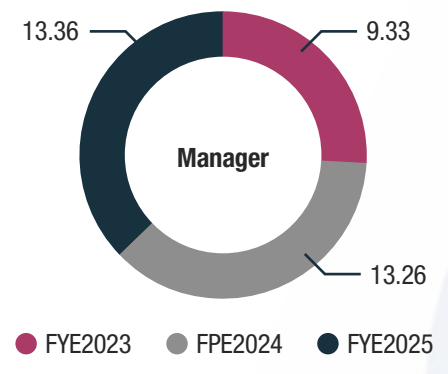
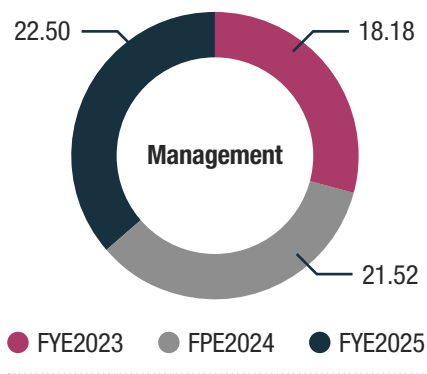
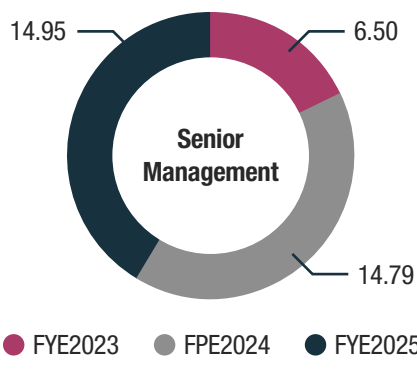


SUSTAINABILITY STATEMENT

Training Hours by Employee Category

Employee Category	FYE2023	FPE2024	FYE2025
Senior Management			
Total Training Hours	52	104	108
Average Hours per Employee	6.50	14.79	14.95
Management			
Total Training Hours	346	495	496
Average Hours per Employee	18.18	21.52	22.50
Manager			
Total Training Hours	448	491	498
Average Hours per Employee	9.33	13.26	13.36
Executive			
Total Training Hours	2,399	2,030	2,050
Average Hours per Employee	12.83	10.15	11.00
Non-Executive			
Total Training Hours	1,151	1,522	1,650
Average Hours per Employee	1.89	2.93	3.11

Average Hours by Employee Category



SUSTAINABILITY STATEMENT

PERFORMANCE MANAGEMENT

Ajiya conducts performance and career development reviews for all employees to support progression. These reviews ensure all employees receive assessment and feedback on performance and development.

These reviews are supported by structured processes outlined in the People Playbook, including career conversations and talent management to assess employees' performance and development potential. The Career Progression and Total Rewards Framework further guides employee advancement.

Performance and Career Development Review

Indicator	Total Employees	Employees Reviewed	% Reviewed
Male	630	630	100
Female	116	116	100

By Employee Category

Employee Category	Total Employees	Employees Reviewed	% Reviewed
Senior Management	7	7	100
Management	32	32	100
Manager	117	117	100
Executive	258	258	100
Non-Executive	234	234	100

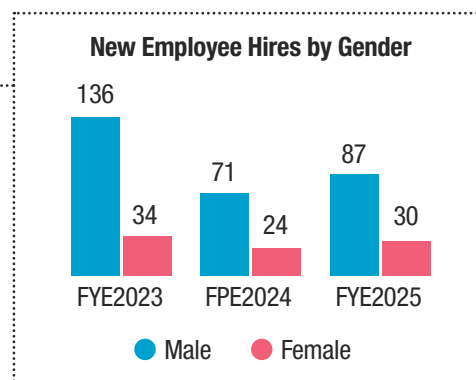
HIRING AND ATTRITION

Our talent strategy is centred on attracting, developing and retaining a skilled and engaged workforce. We are committed to providing structured career development opportunities and supporting employee well-being, recognising these as essential enablers of workforce continuity and sustainable long-term performance.

The number of new hires onboarded at Ajiya increased to 117, compared to 95 in FPE2024, with hires distributed across both genders and age groups. Employee turnover decreased, totalling 140 employees.

New Employee Hires by Gender

Gender	FYE2023	FPE2024	FYE2025
Male	136	71	87
Female	34	24	30
Total	170	95	117



SUSTAINABILITY STATEMENT

New Employee Hires by Age Group

Year	FYE2023	FPE2024	FYE2025
<30 years	93	56	55
30-50 years	76	38	58
>51 year	1	1	4
Total	170	95	117

Employee Turnover by Gender

Gender	FYE2023	FPE2024	FYE2025
Male	71	138	105
Female	34	32	35
Total	105	170	140

Employee Turnover by Age Group

Year	FYE2023	FPE2024	FYE2025
<30 years	47	97	48
30-50 years	54	62	81
>51 year	4	11	11
Total	105	170	140

EMPLOYEE BENEFITS AND REWARDS

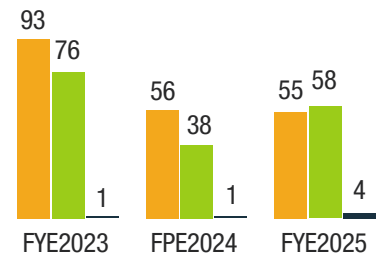
Ajiya provides employee benefits and rewards to support employee well-being and engagement. Performance bonuses are provided to eligible employees.

Employees are also provided with parental leave, with return-to-work and retention tracked following leave. In 2025, 18 employees utilised parental leave, with a 100% return-to-work rate reflecting continued workforce participation following caregiving responsibilities.

BENEFITS PROVIDED TO FULL-TIME EMPLOYEES

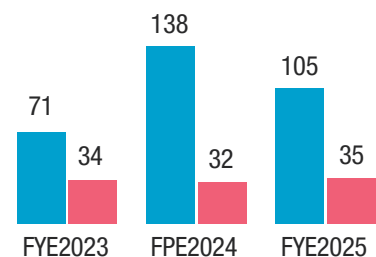
Benefit Category	Description
Performance Bonus	Eligible Employees
Public Holidays	15 days
Medical and Healthcare	Outpatient, Hospitalisation, Dental, Optical and Annual Health Screening
Insurance Coverage	Group Hospital and Surgical, Group Personal Accident, Group Term Life, Disability and Death Coverage
Leave Entitlements	Annual Leave, Sick Leave, Hospitalisation Leave, Parental Leave, Compassionate Leave, Congratulatory Leave and Public Holidays
Other Benefits	Allowances and Training Opportunities

New Employee Hires by Age Group



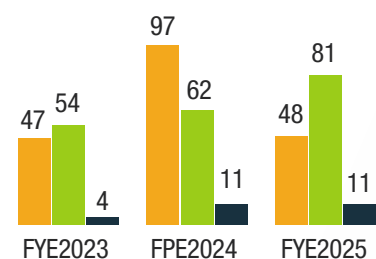
● <30 years ● 30-50 years ● >51 year

Employee Turnover by Gender



● Male ● Female

Employee Turnover by Age Group



● <30 years ● 30-50 years ● >51 year

SUSTAINABILITY STATEMENT

PARENTAL LEAVE AND RETENTION

Category	FYE2023	FPE2024	FYE2025
Employees entitled to parental leave			
• Men	240	248	243
• Women	101	108	100
Employees who took parental leave			
• Men	9	8	10
• Women	8	9	8
Employees who returned to work			
• Men	9	8	10
• Women	8	9	8
Employees retained after 12 months			
• Men	9	8	10
• Women	8	9	8
Return-to-work rate	100%	100%	100%



EMPLOYEE ENGAGEMENT

Ajiya promotes employee engagement through activities aimed at creating awareness and acceptance of holistic well-being. These activities are conducted to support employee well-being and engagement across the organisation.

Initiatives implemented during the reporting period included stress management talks, experiences with essential oil therapy, scam awareness sessions, health and eye screenings, TCM consultations, BMI checks, the Education Excellence Programme for employees' children, long service awards, and cultural celebrations.

Ajiya's recognition as one of the HR Asia Best Companies to Work for in Asia 2025 demonstrates our steadfast dedication to prioritising people. This recognition reflects the strong culture, passion, and teamwork that our people demonstrate every day.

WAY FORWARD

Ajiya will conduct a detailed cost-benefit analysis before launching well-being initiatives and prioritise programmes with measurable impact and scalable solutions. Well-being programme costs will be integrated into HR and operational budgets to ensure financial sustainability. The Company will also conduct employee surveys and needs assessments to ensure programmes address real employee concerns.

SUSTAINABILITY STATEMENT

DIVERSITY, EQUALITY
AND INCLUSION

► WHY THIS IS IMPORTANT

We acknowledge that diversity, inclusivity, and engagement are enablers of long-term sustainability, operational excellence, and responsible governance. The diversity within our workforce, stakeholders and customers necessitates inclusive and effective engagement, which, in turn, directly affects business performance and resilience.

OUR APPROACH

The Group is committed to building a diverse and inclusive workforce, recognising that varied perspectives, experiences and backgrounds enhance organisational capability and enable effective decision-making. In a manufacturing environment where continuous improvement and operational safety are critical, workforce diversity is regarded as a driver of resilience and long-term performance.

We support an inclusive workplace culture grounded in mutual respect, open communication, and psychological safety. Employees are encouraged to raise concerns and contribute to improving safety, quality and operational practices, instilling a culture of accountability and continuous improvement.



In recognition of gender imbalances in the manufacturing sectors, the Group has implemented Her Journey, a gender equity initiative to empower women in the workplace. The initiative aims to improve female workforce retention and support women's career continuity through targeted measures, including flexible work arrangements pre- and post-maternity, caregiving sabbatical leave, and structured returnship programmes. The Group collaborates with TalentCorp to facilitate the re-entry of women returning from career breaks, reinforcing its commitment to equal opportunity and gender-responsive employment practices.

OUR PERFORMANCE

The Group monitors diversity across governance and workforce levels through gender and age indicators to support transparency and continuous improvement, with ethnicity data disclosed in prior reporting periods.

Board Diversity

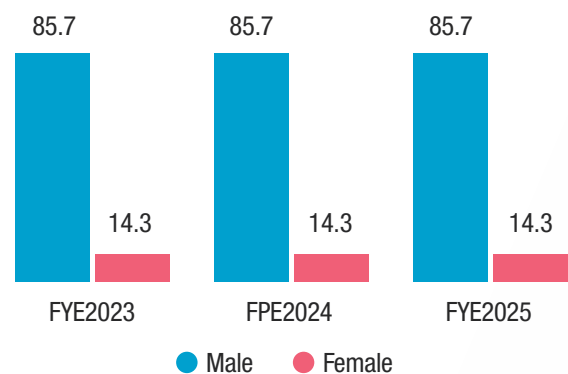
Gender Composition (%)

Gender	FYE2023	FPE2024	FYE2025
Male	85.7	85.7	85.7
Female	14.3	14.3	14.3

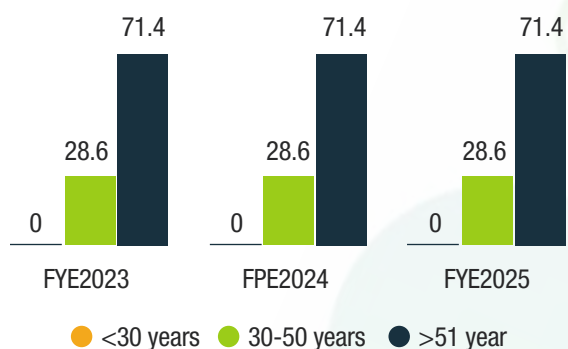
Age Group (%)

Age Group	FYE2023	FPE2024	FYE2025
<30 years	0.00	0.00	0.00
31-50 years	28.6	28.6	28.6
>51 years	71.4	71.4	71.4

Gender Composition (%)



Age Group (%)



SUSTAINABILITY STATEMENT



Employee Diversity

Workforce Composition by Employee Category (%)

FYE2025

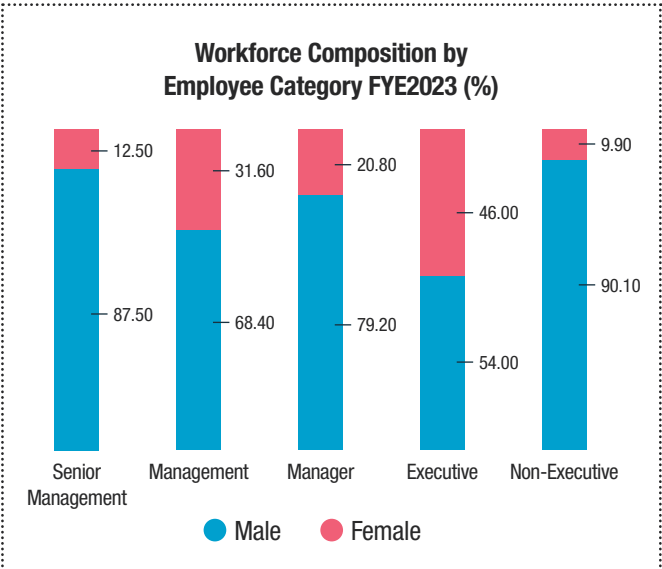
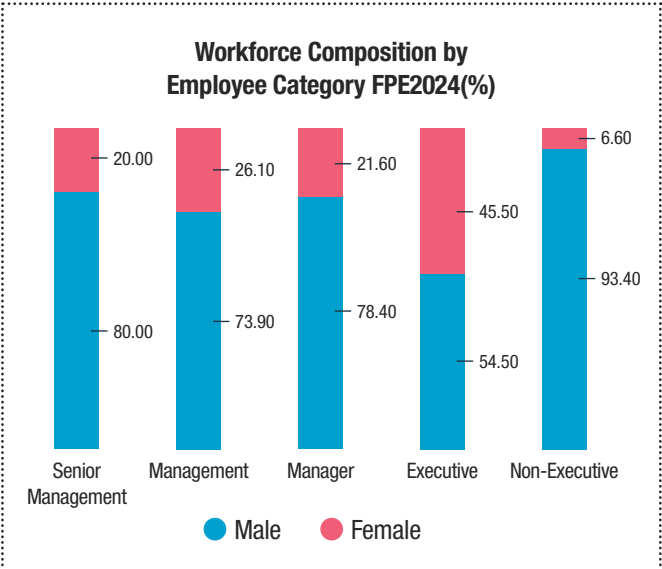
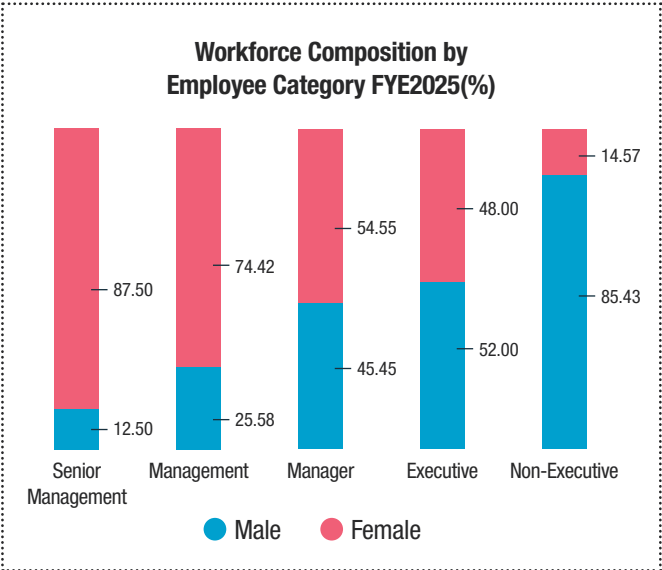
Category	Male	Female
Senior Management	12.50	87.50
Management	25.58	74.42
Manager	45.45	54.55
Executive	52.00	48.00
Non-Executive	85.43	14.57

FPE2024

Category	Male	Female
Senior Management	80.00	20.00
Management	73.90	26.10
Manager	78.40	21.60
Executive	54.50	45.50
Non-Executive	93.40	6.60

FYE2023

Category	Male	Female
Senior Management	87.50	12.50
Management	68.40	31.60
Manager	79.20	20.80
Executive	54.00	46.00
Non-Executive	90.10	9.90



SUSTAINABILITY STATEMENT



Age Group Distribution by Employee Category (%)

FYE2025

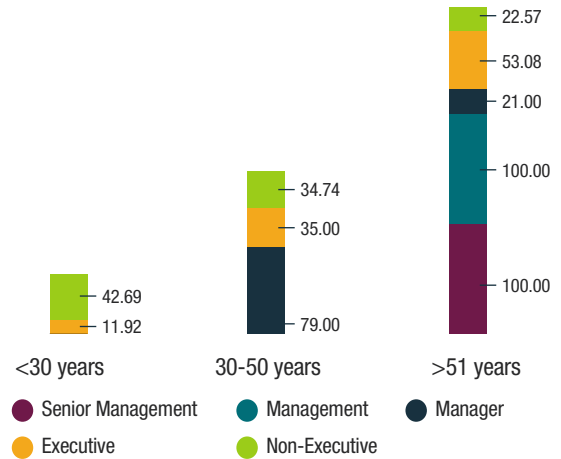
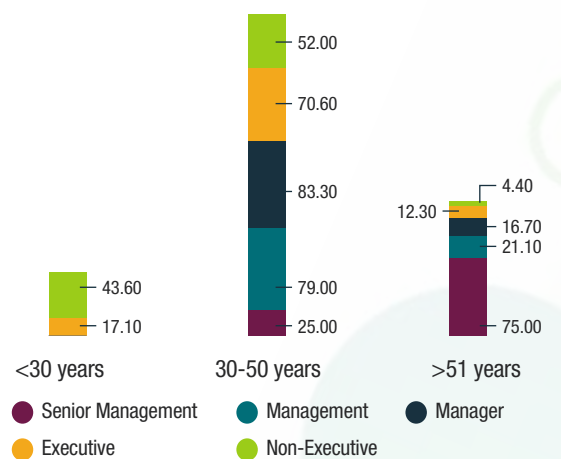
Category	<30 years	30-50 years	>51 years
Senior Management	0	0	100.00
Management	0	0	100.00
Manager	0	79.00	21.00
Executive	11.92	35.00	53.08
Non-Executive	42.69	34.74	22.57

FPE2024

Category	<30 years	30-50 years	>51 years
Senior Management	0	14.30	85.70
Management	0	69.60	30.40
Manager	0	72.90	27.00
Executive	21.50	68.50	10.00
Non-Executive	47.80	49.30	2.90

FYE2023

Category	<30 years	30-50 years	>51 years
Senior Management	0	25.00	75.00
Management	0	79.00	21.10
Manager	0	83.30	16.70
Executive	17.10	70.60	12.30
Non-Executive	43.60	52.00	4.40

Age Group Distribution by Employee
Category FYE2025 (%)Age Group Distribution by Employee
Category FPE2024 (%)Age Group Distribution by Employee
Category FYE2023 (%)

SUSTAINABILITY STATEMENT

Non-Discrimination

Indicator	FYE2023	FPE2024	FYE2025
Number of discrimination incidents	0	0	0



SUSTAINABILITY STATEMENT



COMMUNITY OUTREACH



► WHY THIS IS IMPORTANT

Community investment is an integral component of our sustainability agenda, reflecting our recognition that our operations, workforce, and value chain are closely interconnected with the communities in which we operate. Meaningful engagement with local communities contributes to inclusive economic growth, strengthens social resilience, and supports the creation of long-term shared value. We acknowledge that sustainable business performance extends beyond financial outcomes and reflects broader responsibilities to society and stakeholders.

OUR APPROACH

Our community investment efforts focused on supporting underprivileged communities, including families, youths and school-going children in the areas where we operate. Our approach is anchored in two key areas of focus: talent development and community engagement.

From a talent and workforce development perspective, we recognise that community empowerment and long-term human capital planning are closely linked. By supporting skills development, technical training, education outreach, and youth employability programmes within local communities, we aim to build a pipeline of competent, job-ready talent for the manufacturing sector. To advance this, we are exploring a collaboration with Tunku Abdul Rahman University of Management and Technology (TAR UMT) Johor Branch Campus in Segamat, with the objective of reducing talent shortages, improving workforce stability and supporting local employment opportunities.

Beyond talent development, we support community development through both monetary and in-kind contributions to educational institutions and local organisations, including among others, the Pertubuhan Membantu Pesakit Parah Miskin Malaysia, and 4x4 Relief Malaysia.

OUR PERFORMANCE

AJIYA Berhad implemented community initiatives targeting external beneficiaries during the reporting period, with programmes designed to uplift underprivileged communities.

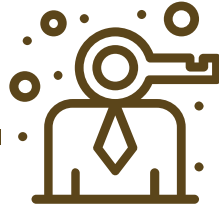
WAY FORWARD

We will strengthen our community empowerment approach by enhancing ownership of initiatives and accountability, with emphasis on longer-term programmes.



SUSTAINABILITY STATEMENT

PILLAR 4: SUSTAINABILITY GOVERNANCE



FYE2025 HIGHLIGHTS

WHISTLEBLOWING POLICY

revised on
8 April 2025



► WHY THIS IS IMPORTANT

Maintaining strong governance practices and high standards of ethical conduct is critical to Ajiya's ability to operate responsibly, safeguard stakeholder trust, and ensure long-term business sustainability. As a manufacturer operating in the building materials industry, the Group is exposed to operational, procurement and regulatory risks, making robust governance practices essential to prevent misconduct, corruption and unethical behaviour.

The Group is committed to conducting its business in a transparent and accountable manner, ensuring compliance with applicable laws and regulations while fostering a culture of integrity across its operations.

► **100%** of raw material suppliers covered under Anti-Bribery and Anti-Corruption, and Conflict of Interest requirements

► **ZERO** confirmed incidents of corruption recorded during the reporting period

OUR APPROACH

Ethical Business Conduct

Ajiya's governance framework is anchored by its Code of Ethics and Conduct, which applies to all Directors and employees. The Code establishes standards of behaviour guided by principles of integrity, accountability, transparency and compliance with applicable laws and regulations.



It provides guidance across key areas, including duty of care and diligence, confidentiality of information, responsible use of company assets, compliance with legal and regulatory requirements, and environmental and social responsibilities. The Code also outlines expectations on workplace conduct, health and safety, and fair and respectful treatment.

Directors and Key Senior Management are required to declare any actual or potential conflicts of interest, with formal processes in place to ensure appropriate disclosure, review and management of such situations. The Code is reviewed periodically by the Board to ensure its continued relevance and effectiveness.

ANTI-BRIBERY AND ANTI-CORRUPTION



The Group does not tolerate any form of bribery and corruption, as set out in its Anti-Bribery and Anti-Corruption ("ABAC") Policy, established in 2020. Oversight of anti-corruption practices is provided by the Board of Directors and the Audit Committee.

Anti-corruption policies and procedures are communicated to Directors through the Board Charter and to employees via the employee handbook and onboarding briefings.

To strengthen governance across its value chain, the Group requires 100% of raw material suppliers to sign the ABAC and Conflict of Interest ("COI") declarations, reinforcing governance controls across the supply chain.



SUSTAINABILITY STATEMENT

WHISTLEBLOWING AND GRIEVANCE MECHANISM

The Group maintains a Whistleblowing Policy, which provides a formal and confidential channel for employees and external stakeholders to report suspected misconduct, including fraud, corruption and unethical practices.

Reports are submitted directly to the Chairman of the Audit Committee, with matters raised tabled to the Audit Committee for review and necessary action, ensuring independence and appropriate oversight of investigations. The Board is responsible for overseeing the effective implementation of the Whistleblowing Policy and fostering a culture of integrity and accountability across the Group. The Policy provides safeguards to protect whistleblowers acting in good faith, ensuring confidentiality of their identity and protection against any adverse or detrimental actions arising from the disclosure of improper conduct, subject to applicable requirements.

The Policy is reviewed periodically to ensure its continued relevance and effectiveness, with the last revision on 8 April 2025.

OUR PERFORMANCE

Anti-Corruption Governance and Training

Indicator	FYE2023	FPE2024	FYE2025
Board of Directors trained on anti-corruption (%)	14.30	28.57	28.57

Members of the Board of Directors are informed of the Group's anti-corruption policy as part of the onboarding process upon appointment. The policy remains accessible to the Board, and any updates or revisions are presented to and approved by the Board, ensuring continued awareness and oversight. As there were no changes to the policy during the reporting period, no additional updates were required.

All Directors continue to be informed of anti-corruption policies, with participation in training increasing.

Supply Chain Governance

Indicator	FYE2025
All raw material suppliers are covered under ABAC and COI requirements	100%

Whistleblowing and Ethics Compliance

Indicator	FYE2025	FPE2024	FYE2025
Confirmed incidents of corruption	0	0	0
Cases resulting in employee disciplinary action	0	0	0
Cases involving supplier contract termination due to corruption	0	0	0
Public legal cases related to corruption	0	0	0

The Group maintained zero confirmed incidents of corruption across the reporting period.

WAY FORWARD

Ajiya will continue to strengthen its governance framework by enhancing awareness, training and consistent implementation of ethical business practices across all levels of the organisation. The Group will focus on increasing participation in anti-corruption training and reinforcing accountability by applying its Code of Ethics and Conduct and ABAC requirements.

The Group will continue to review and strengthen its whistleblowing mechanisms to ensure they remain accessible and effective in supporting the reporting and management of misconduct.

SUSTAINABILITY STATEMENT

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) CONTENT INDEX

Topic	Metric	Category	Unit of Measure	Code	Disclosure
Energy Management	Total energy consumed	Quantitative	Gigajoules (GJ)	RT-IG-130a.1	39,306.13
	Percentage grid electricity		Percentage (%)		67.13
	Percentage renewable				25.10
Workforce Health & Safety	Total recordable incident rate (TRIR)	Quantitative	Rate	RT-IG-320a.1	1.24
	Fatality Rate				0
	Near miss frequency rate (NMFR) for direct employees				0
	Near miss frequency rate (NMFR) for contract employees				0
Fuel Economy & Emissions in Use-phase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Quantitative	Litres per 100 tonne kilometres	RT-IG-410a.1	N/A
	Sales-weighted fuel efficiency for non-road equipment		Litres per hour	RT-IG-410a.2	N/A
	Sales-weighted fuel efficiency for stationary generators		Kilojoules per litre	RT-IG-410a.3	N/A
	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		Grammes per kilojoule	RT-IG-410a.4	N/A
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	N/A	RT-IG-440a.1	Page 107
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	Quantitative	Presentation currency	RT-IG-440b.1	0
Activity Metrics	Number of units produced by product category	Quantitative	Number	RT-IG-000.A	-
	Number of employees			RT-IG-000.B	746

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

Statement of Use: Ajiya Berhad has reported the information cited in this GRI content index for the period 1 January 2024 – 31 December 2025 with reference to the GRI Standards.

GRI 1 Used: GRI 1: Foundation 2021

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3	F4GBMA	UNSDG	UNGC	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 2: General Disclosures 2021	2-1	Organizational details	-	-	-	-	74 - 76
	2-2	Entities included in the organization's sustainability reporting					
	2-3	Reporting period, frequency and contact point					
	2-4	Restatements of information					98, 104
	2-5	External assurance					75
	2-6	Activities, value chain and other business relationships	Labour Practices & Standards C6(b)	Labour Standards	5, 8	6	74 - 76, 79
	2-7	Employees					117 - 120
	2-8	Workers who are not employees					
	2-9	Governance structure and composition	-	Corporate Governance	5,16	-	78
	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					12 - 18
	2-16	Communication of critical concerns					111

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3	F4GBMA	UNSDG	UNGC	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
	2-17	Collective knowledge of the highest governance body	-	Corporate Governance	5, 16	-	12 - 18
	2-18	Evaluation of the performance of the highest governance body					40 - 64
	2-19	Remuneration policies					
	2-20	Process to determine remuneration					
	2-21	Annual total compensation ratio					
	2-22	Statement on sustainable development strategy	Anti-Corruption	Anti-Corruption Human Rights & Community Risk Management	16	1, 2, 10	77, 81 - 82
	2-23	Policy commitments					
	2-24	Embedding policy commitments					
	2-25	Processes to remediate negative impacts					111
	2-26	Mechanisms for seeking advice and raising concerns					
	2-27	Compliance with laws and regulations					122
	2-28	Membership associations					76
	2-29	Approach to stakeholder engagement	Labour Practices & Standards	Labour Standards	16	3	79
	2-30	Collective bargaining agreements			8		
GRI 3: Material Topics 2021	3-1	Process to determine material topics	-	-	-	-	80 - 81
	3-2	List of material topics					
	3-3	Management of material topics					
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	-	-	-	-	85 - 86
	201-2	Financial implications and other risks and opportunities due to climate change					91 - 96
	201-3	Defined benefit plan obligations and other retirement plans			1, 3, 5, 8, 9, 10, 17	-	N/A
	201-4	Financial assistance received from government					

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3	F4GBMA	UNSDG	UNGC	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	-	-	1, 3, 5, 8, 9, 10, 17	-	N/A
	202-2	Proportion of senior management hired from the local community					117 -120
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported					85
	203-2	Significant indirect economic impacts					N/A
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply Chain	Supply Chain (Environmental) Supply Chain (Social)	8, 11, 12, 16	7, 8, 9	87 - 88
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Anti-Corruption	Anti-Corruption	16	10	122 - 123
	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					
GRI 207: Tax 2019	207-1	Approach to tax	-	Tax Transparency	10, 16, 17	-	N/A
	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

							PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE	
GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3	F4GBMA	UNSDG	UNGC		
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Supply Chain	Supply Chain (Environmental)	8, 11, 12, 16	7, 8, 9	107 - 108	
	301-2	Recycled input materials used	Materials	Supply Chain (Social)				
	301-3	Reclaimed products and their packaging materials						
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Management	Climate Change	7, 12, 13			97 - 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						N/A
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water	Pollution & Resources Water Security	6, 12			103 - 104
	303-2	Management of water discharge-related impacts	Waste Management					N/A
	303-3	Water withdrawal	Effluents					103 - 104
	303-4	Water discharge						N/A
	303-5	Water consumption						103 - 104
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	13, 14, 15			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						

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

							PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3	F4GBMA	UNSDG	UNGC	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Emissions	Climate Change Pollution & Resources	3, 12, 13, 14		97 - 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)					N/A
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions					
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Water	Pollution & Resources Water Security	6, 12		104 - 106
	306-2	Management of significant waste-related impacts	Waste Management				
	306-3	Waste generated	Effluents				
	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	Supply Chain (Environmental)	8, 11, 12, 16		87 - 88
	308-2	Negative environmental impacts in the supply chain and actions taken	Materials	Supply Chain (Social)			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Labour Practices & Standards	Labour Standards	5, 8	-	112 - 116
	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					

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3	F4GBMA	UNSDG	UNGC	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health & Safety	Health & Safety	3, 8	-	109 - 111
	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 & Standards	Labour Standards	4, 5, 8		112 - 116
	404-2	Programs for upgrading employee skills and transition assistance programs					
	404-3	Percentage of employees receiving regular performance and career development reviews					
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Labour Practices & Standards	Labour Standards	5, 10	-	10 - 16, 117 - 120
	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	Diversity	Corporate Governance			

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3	F4GBMA	UNSDG	UNGC	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
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 Practices & Standards	"Human Rights & Community"	10	1, 2, 3, 4, 5, 6	111
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor					
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor					
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures					N/A
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples					111
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Society	Human Rights & Community	11	-	121
	413-2	Operations with significant actual and potential negative impacts on local communities					
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain	Supply Chain (Social)	8, 11, 12, 16	7, 8, 9	87 - 88
	414-2	Negative social impacts in the supply chain and actions taken					
GRI 415: Public Policy 2016	415-1	Political contributions	Anti-Corruption	Anti-Corruption	16	10	N/A
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Health & Safety	Customer Responsibility	3, 16	-	88 - 89
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services					

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3	F4GBMA	UNSDG	UNGC	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Supply Chain	Risk Management	12, 16		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 & Security	-	16		88 - 89

SUSTAINABILITY STATEMENT

BURSA PRESCRIBED TABLE

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FYE 31/12/2025

Ajiya Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	Percentage of Senior Management who have received training on anti-corruption	%	100.00	—	Internal
Anti-Corruption	Percentage of Management who have received training on anti-corruption	%	100.00	—	Internal
Anti-Corruption	Percentage of Manager who have received training on anti-corruption	%	100.00	—	Internal
Anti-Corruption	Percentage of Executive who have received training on anti-corruption	%	100.00	—	Internal
Anti-Corruption	Percentage of Non-executive who have received training on anti-corruption	%	100.00	—	Internal
Anti-Corruption	Percentage of operations assessed for corruption-related risks	%	0.00	—	Internal
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	—	Internal
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	29,722.00	—	Internal
Community/Society	Total number of beneficiaries of the investment in communities	Number	1,151	—	Internal
Diversity	Percentage of Senior Management aged under 30 years old	%	0.00	—	Internal
Diversity	Percentage of Senior Management aged 30–50 years old	%	0.00	—	Internal
Diversity	Percentage of Senior Management aged over 50 years old	%	100.00	—	Internal

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SUSTAINABILITY STATEMENT

BURSA PRESCRIBED TABLE

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FYE 31/12/2025

Ajiya Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of Management aged under 30 years old	%	0.00	—	Internal
Diversity	Percentage of Management aged 30-50 years old	%	0.00	—	Internal
Diversity	Percentage of Management aged over 50 years old	%	100.00	—	Internal
Diversity	Percentage of Manager aged under 30 years old	%	0.00	—	Internal
Diversity	Percentage of Manager aged 30-50 years old	%	79.00	—	Internal
Diversity	Percentage of Manager aged over 50 years old	%	21.00	—	Internal
Diversity	Percentage of Executive aged under 30 years old	%	11.92	—	Internal
Diversity	Percentage of Executive aged 30-50 years old	%	35.00	—	Internal
Diversity	Percentage of Executive aged over 50 years old	%	53.08	—	Internal
Diversity	Percentage of Non-executive aged under 30 years old	%	42.69	—	Internal
Diversity	Percentage of Non-executive aged 30-50 years old	%	34.74	—	Internal
Diversity	Percentage of Non-executive aged over 50 years old	%	22.57	—	Internal
Diversity	Percentage of Male Senior Management	%	12.50	—	Internal
Diversity	Percentage of Female Senior Management	%	87.50	—	Internal

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SUSTAINABILITY STATEMENT

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FYE 31/12/2025

Ajiya Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Percentage of Male Management	%	25.58	—	Internal
Diversity	Percentage of Female Management	%	74.42	—	Internal
Diversity	Percentage of Male Manager	%	45.45	—	Internal
Diversity	Percentage of Female Manager	%	54.55	—	Internal
Diversity	Percentage of Male Executive	%	52.00	—	Internal
Diversity	Percentage of Female Executive	%	48.00	—	Internal
Diversity	Percentage of Male Non-executive	%	85.43	—	Internal
Diversity	Percentage of Female Non-executive	%	14.57	—	Internal
Diversity	Percentage of Male Directors	%	85.71	—	Internal
Diversity	Percentage of Female Directors	%	14.29	—	Internal
Diversity	Percentage of Directors aged under 30 years old	%	0.00	—	Internal
Diversity	Percentage of Directors aged 30-50 years old	%	28.57	—	Internal
Diversity	Percentage of Directors aged over 50 years old	%	71.43	—	Internal
Energy Management	Total energy consumption	Gigajoules (GJ)	39,306.13	—	Internal
Health and safety	Number of work-related fatalities	Number	0	—	Internal
Health and safety	Lost time incident rate	Rate	1.24	—	Internal
Health and safety	Total training hours on health and safety standards	Hour	40	—	Internal

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SUSTAINABILITY STATEMENT

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FYE 31/12/2025

Ajiya Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour practices and standards	Total hours of training of Senior Management	Hours	108	—	Internal
Labour practices and standards	Total hours of training of Management	Hours	496	—	Internal
Labour practices and standards	Total hours of training of Manager	Hours	498	—	Internal
Labour practices and standards	Total hours of training of Executive	Hours	2,050	—	Internal
Labour practices and standards	Total hours of training of Non-executive	Hours	1,650	—	Internal
Labour practices and standards	Percentage of employees that are contractors or temporary staff	%	0.00	—	Internal
Labour practices and standards	Total number of Senior Management turnover	Number	4	—	Internal
Labour practices and standards	Total number of Management turnover	Number	13	—	Internal
Labour practices and standards	Total number of Manager turnover	Number	5	—	Internal
Labour practices and standards	Total number of Executive turnover	Number	64	—	Internal
Labour practices and standards	Total number of Non-executive turnover	Number	138	—	Internal
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	—	Internal
Supply chain and management	Proportion of spending on local suppliers	%	78.48	—	Internal
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	Internal
Water	Total volume of water used	Megalitres	46.38	—	Internal

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SUSTAINABILITY STATEMENT

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FYE 31/12/2025

Ajiya Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Waste Management	Total waste generated	Metric tonnes	3,334.03	—	Internal
Waste Management	Total waste diverted from disposal	Metric tonnes	2,819.77	—	Internal
Waste Management	Total waste directed to disposal	Metric tonnes	514.26	—	Internal
Emissions Management	Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	212.39	—	Internal
Emissions Management	Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	5,424.10	—	Internal
Emissions Management	Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	Metric tonnes	725.40	—	Internal

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FINANCIAL STATEMENTS

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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 year ended 31 December 2025.

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, place of business/country of incorporation, principal activities and percentage of equity held by the Company in each subsidiary is disclosed in Note 8 to the financial statements.

FINANCIAL RESULTS

The results of the Group and of the Company for the financial year are as follows:

	Group RM	Company RM
Profit for the financial year	38,644,926	35,054,525
Profit net of tax attributable to:		
Owners of the parent	38,695,874	35,054,525
Non-controlling interests	(50,948)	-
	38,644,926	35,054,525

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year 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 period. The Directors do not recommend the payment of any dividend in respect of the current financial year.

ISSUE OF SHARES AND DEBENTURES

During the financial year, the Company increased its issued and paid-up share capital from 304,584,484 to 609,168,968 by way of issuance of 304,584,484 new ordinary shares through a bonus issue on the basis of one (1) new ordinary share for every one (1) existing ordinary share held in the Company.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

There was no issuance of debentures during the financial year.

DIRECTORS' REPORT

TREASURY SHARES

The shareholders of the Company, by a resolution passed in the last Annual General Meeting held on 27 May 2025, 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 year, the Company repurchased 30,809,200 of its issued ordinary shares from the open market. The average price paid for the shares repurchased was RM2.08 per share. The total consideration paid for the repurchase was RM63,969,291. The repurchased transactions were financed by internal generated funds. The ordinary shares repurchased are being held as treasury shares in accordance with Section 127(6) of the Companies Act 2016.

On 27 October 2025, the Company undertook a bonus issue on the basis of one (1) new ordinary share for every one (1) existing ordinary share held. Following the bonus issue, 30,080,300 bonus shares were allotted in respect of treasury shares held by the Company.

As at 31 December 2025, the Company held 60,889,500 treasury shares, including the bonus shares allotted, out of a total of 609,168,968 issued ordinary 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 year.

DIRECTORS

The Directors of the Company in office since the beginning of the current financial year to the date of this report are:

Datuk Seri Chiau Beng Teik, JP	
Datuk Wira Chiau Haw Choon	
Datuk Hj Mohd Yusri Bin Md Yusof	
Dato' Boey Chin Gan	
Er Kian Hong	
Teh Boon Beng	
Ng Wai Luen*	(Appointed on 1.7.2025)
Yeo Ann Seck*	(Resigned on 29.5.2025)

* *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 year to the date of this report are:

Chin Siew Foo	
Ng Yew Cheok	
Tan Teck Heng	(Appointed on 2.9.2025)
Tee Sing Huat	(Resigned on 29.5.2025)
Sim Chee Liang	(Resigned on 8.8.2025)
Lau Mei Ho	(Resigned on 2.9.2025)

DIRECTORS' REPORT

DIRECTORS (CONT'D)

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' 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 year end according to the Register of Directors' Shareholdings are as follows:

	Number of ordinary shares				At 31.12.2025
	At 1.1.2025	Bought	Bonus Issue#	Sold	
Indirect Interests					
Datuk Seri Chiau Beng Teik, JP*	164,748,147	37,382,000	202,130,147	-	404,260,294
Datuk Wira Chiau Haw Choon*	164,748,147	37,382,000	202,130,147	-	404,260,294

Bonus issue of one (1) bonus share for every one (1) existing ordinary share held in Ajiya Berhad as disclosed in Note 19 to the financial statements.

* 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 year had any interest in shares in the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial period, 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 year, 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' REPORT

DIRECTORS' REMUNERATION

The details of the Directors' remuneration of the Group and of the Company during the financial year ended 31 December 2025 are as follows:

	Group RM	Company RM
Executive Directors		
Fees	137,772	105,000
Salaries and other emoluments	1,729,269	13,000
Defined contribution plans	219,914	-
Social security contributions	3,229	-
Employment insurance scheme	370	-
	2,090,554	118,000
Non-executive Directors		
Fees	185,500	185,500
Other emoluments	42,000	42,000
	227,500	227,500
	2,318,054	345,500

INDEMNITY AND INSURANCE COSTS

During the financial year, 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.

DIRECTORS' REPORT**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 that adequate allowance had been made for doubtful debts and there were no bad debts to be written off; 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 it necessary to write off any 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.
- (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 year which secures the liabilities 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 year.
- (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 year 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 year 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 year 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 year in which this report is made.

DIRECTORS' REPORT

IMMEDIATE 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 immediate holding company.

INTERMEDIATE HOLDING COMPANY

The Directors regard Divine Inventions Sdn. Bhd., a private limited liability company, incorporated and domiciled in Malaysia, as the intermediate holding company.

ULTIMATE HOLDING COMPANY

The Directors regard PP Chin Hin Realty Sdn. Bhd., a private limited liability company, incorporated and domiciled in Malaysia, as the ultimate holding company.

AUDITORS' REMUNERATION

The details of the auditors' remuneration for the financial year ended 31 December 2025 are as follows:

	Group RM	Company RM
Auditors' remuneration		
- Statutory audit - UHY Malaysia PLT	252,000	95,000
- Statutory audit - Other auditor	9,754	-
- Non-statutory audit - UHY Malaysia PLT	65,000	65,000
- Non-statutory audit - Other auditor	19,430	-
	346,184	160,000

AUDITORS

The Auditors, UHY Malaysia PLT, have expressed their willingness to continue in office.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 13 April 2026.

DATUK SERI CHIAU BENG TEIK, JP

DATUK WIRA 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 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 13 April 2026.

DATUK SERI CHIAU BENG TEIK, JP

DATUK WIRA CHIAU HAW CHOON

STATUTORY DECLARATION

PURSUANT TO SECTION 251(1)(B) OF THE COMPANIES ACT 2016

I, Datuk Wira 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 13 April 2026)

DATUK WIRA CHIAU HAW CHOON

Before me,

NO.W790
ZAINUL ABIDIN BIN AHMAD

COMMISSIONER FOR OATHS

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AJIYA BERHAD

[Registration No.: 199601005281 (377627-W)] (Incorporated in Malaysia)

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 2025 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 year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 151 to 253.

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 2025, and of their financial performance and their cash flows for the financial year 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AJIYA BERHAD (CONT'D)

[Registration No.: 199601005281 (377627-W)] (Incorporated in Malaysia)

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 year. 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 RM64 million, representing approximately 9% of the Group's total assets as at 31 December 2025. We focused on this area due to the Group has significant trade receivables as at 31 December 2025 and it is subject to credit risk exposure. Details of trade receivables are disclosed in Note 14 to the financial statements. 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 have reviewed the Group's receivables to determine whether there are any indicators of impairment. Our impairment review was focused towards receivables which are overdue but not impaired as at 31 December 2025. 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. We obtained an understanding of receivables that poses a higher 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 obtained evidence of cash receipts where these have been received.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AJIYA BERHAD (CONT'D)

[Registration No.: 199601005281 (377627-W)] (Incorporated in Malaysia)

Key Audit Matters (Cont'd)

KEY AUDIT MATTERS	HOW WE ADDRESSED THE KEY AUDIT MATTERS
Inventories - net realisable value	
The Group's inventories amounting to RM72 million, representing approximately 10% of the Group's total assets as at 31 December 2025. 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 and ascertained that such carrying amounts did not exceed their 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 of the ageing analysis. 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.

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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF AJIYA BERHAD (CONT'D)

[Registration No.: 199601005281 (377627-W)] (Incorporated in Malaysia)

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 (CONT'D)

[Registration No.: 199601005281 (377627-W)] (Incorporated in Malaysia)

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)

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes 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 year 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

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
13 April 2026

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
Non-Current Assets					
Property, plant and equipment	4	128,599,309	182,382,974	-	-
Right-of-use assets	5	26,396,202	24,934,652	-	-
Investment properties	6	17,570,000	65,870,000	-	-
Intangible assets	7	386,674	422,356	-	-
Investment in subsidiaries	8	-	-	61,892,699	67,037,574
Investment in an associate	9	2,256,044	2,222,026	400,000	400,000
Other investments	10	1,000,000	1,500,000	-	-
Amount due from immediate holding company	11	250,000,000	172,000,000	114,200,000	79,500,000
		426,208,229	449,332,008	176,492,699	146,937,574
Current Assets					
Inventories	12	72,395,506	75,139,275	-	-
Contract assets	13	-	-	-	-
Trade receivables	14	63,858,400	80,789,417	-	-
Other receivables	15	32,789,333	6,522,498	1,000	1,000
Amount due from related companies	16	2,210,810	1,574,371	-	-
Other investments	10	22,306,800	70,750,486	22,306,800	61,863,644
Tax recoverable		1,192,794	811,519	-	-
Fixed deposits with licensed banks	17	-	3,220,619	-	-
Cash and bank balances	17	43,200,361	44,759,987	2,298,174	2,424,648
		237,954,004	283,568,172	24,605,974	64,289,292
Assets held for sale	18	74,077,778	37,564,773	-	-
		312,031,782	321,132,945	24,605,974	64,289,292
Total Assets		738,240,011	770,464,953	201,098,673	211,226,866

STATEMENTS OF FINANCIAL POSITION**AS AT 31 DECEMBER 2025 (CONT'D)**

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
EQUITY					
Share capital	19	98,878,598	98,878,598	98,878,598	98,878,598
Treasury shares	20	(63,969,291)	-	(63,969,291)	
Reserves	21	612,115,594	573,875,446	145,855,572	110,801,047
Equity attributable to owners of the parent		647,024,901	672,754,044	180,764,879	209,679,645
Non-controlling interests		10,918,565	10,969,513	-	-
Total Equity		657,943,466	683,723,557	180,764,879	209,679,645
LIABILITIES					
Non-Current Liabilities					
Lease liabilities	22	877,402	221,693	-	-
Government grants	23	680,579	781,405	-	-
Deferred tax liabilities	24	20,007,492	24,788,885	-	-
		21,565,473	25,791,983	-	-
Current Liabilities					
Trade payables	25	20,308,674	22,857,717	-	-
Other payables	26	21,299,679	19,908,200	128,457	445,592
Amount due to ultimate holding company	27	7,220	-	-	-
Amount due to immediate holding company	11	153,120	526,645	-	-
Amount due to subsidiaries	28	-	-	19,570,638	1,003,950
Amount due to related companies	16	101,501	4,320	-	-
Lease liabilities	22	1,602,027	171,331	-	-
Bank borrowings	29	12,844,000	15,523,000	-	-
Government grants	23	100,827	100,827	-	-
Tax payable		2,314,024	1,857,273	634,699	97,679
		58,731,072	60,949,413	20,333,794	1,547,221
Total Liabilities		80,296,545	86,741,396	20,333,794	1,547,221
Total Equity and Liabilities		738,240,011	770,464,953	201,098,673	211,226,866

The accompanying notes from an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Revenue	30	306,464,642	381,427,915	-	-
Cost of sales		(257,026,843)	(316,455,895)	-	-
Gross profit		49,437,799	64,972,020	-	-
Other income		29,064,632	56,629,027	30,877,924	28,032,350
Finance income		17,908,874	5,364,167	7,864,317	2,651,145
Administrative expenses		(48,970,191)	(56,097,301)	(1,523,008)	(12,924,954)
Net (loss on)/reversal of impairment losses of financial instruments and contract assets		(286,962)	1,432,678	-	-
Finance costs	31	(804,617)	(217,254)	(273,305)	(1,959,585)
Share of results of an associate		34,018	304,888	-	-
Profit before tax	32	46,383,553	72,388,225	36,945,928	15,798,956
Taxation	33	(7,738,627)	(8,946,774)	(1,891,403)	(565,315)
Profit for the financial year/period		38,644,926	63,441,451	35,054,525	15,233,641
Other comprehensive (loss)/income, net of tax					
<i>Items that will not be reclassified subsequently to profit or loss</i>					
Revaluation of lands and buildings		-	124,817,093	-	-
Deferred tax liabilities relating to revaluation of lands and buildings		-	(18,163,011)	-	-
<i>Item that is or may be reclassified subsequently to profit or loss</i>					
Exchange translation differences for foreign operations		(455,726)	(830,540)	-	-
Other comprehensive (loss)/income for the financial year/period, net of tax		(455,726)	105,823,542	-	-
Total comprehensive income for the financial year/period		38,189,200	169,264,993	35,054,525	15,233,641

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Profit/(Loss) for the financial year/period attributable to:					
Owners of the parent		38,695,874	62,574,094	35,054,525	15,233,641
Non-controlling interests		(50,948)	867,357	-	-
		38,644,926	63,441,451	35,054,525	15,233,641
Total comprehensive income/(loss) attributable to:					
Owners of the parent		38,240,148	168,397,636	35,054,525	15,233,641
Non-controlling interests		(50,948)	867,357	-	-
		38,189,200	169,264,993	35,054,525	15,233,641
Earnings per share					
	34				
Basic and diluted earnings per share (sen)		7	10		

The accompanying notes from an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Attributable to owners of the parent										
	Note	Non-distributable				Distributable				Non-Controlling Interests RM	Total Equity RM
		Share Capital RM	Treasury Shares RM	Foreign Currency Translation Reserve RM	Other Reserves RM	Revaluation Reserve RM	Retained Earnings RM	Total RM			
Group											
At 1 January 2025		98,878,598	-	1,038,812	16,266,242	105,478,862	451,091,530	672,754,044	10,969,513	683,723,557	
Profit/(Loss) for the financial year		-	-	-	-	-	38,695,874	38,695,874	(50,948)	38,644,926	
Other comprehensive loss for the financial year		-	-	(455,726)	-	-	-	(455,726)	-	(455,726)	
Total comprehensive income/(loss) for the financial year		-	-	(455,726)	-	-	38,695,874	38,240,148	(50,948)	38,189,200	
Realisation of revaluation reserve		-	-	-	-	(32,082,158)	32,082,158	-	-	-	
Legal reserve transferred	21 (b)(iii)	-	-	-	176,649	-	(176,649)	-	-	-	
Transaction with owners:											
Shares repurchased	20	-	(63,969,291)	-	-	-	-	(63,969,291)	-	(63,969,291)	
At 31 December 2025		98,878,598	(63,969,291)	583,086	16,442,891	73,396,704	521,692,913	647,024,901	10,918,565	657,943,466	

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Attributable to owners of the parent							
	Non-distributable				Distributable			
	Share Capital	Treasury Shares	Foreign Currency Translation Reserve	Other Reserves	Revaluation Reserve	Retained Earnings	Non-Controlling Interests	Total Equity
Group	RM	RM	RM	RM	RM	RM	RM	RM
At 1 December 2023, as previously reported	98,878,598	(7,709,422)	1,869,352	21,799,042	-	353,485,979	27,461,472	495,785,021
Prior year adjustments	-	-	-	-	-	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	28,443,025	509,234,732
Profit for the financial period	-	-	-	-	-	62,574,094	867,357	63,441,451
Other comprehensive income for the financial period	-	-	(830,540)	-	106,654,082	-	-	105,823,542
Total comprehensive income for the financial period	-	-	(830,540)	-	106,654,082	62,574,094	867,357	169,264,993
Realisation of revaluation reserve	-	-	-	-	(1,175,220)	1,175,220	-	-
Balance carried down	98,878,598	(7,709,422)	1,038,812	21,799,042	105,478,862	429,703,451	29,310,382	678,499,725

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

Group	Note	Attributable to owners of the parent							
		Non-distributable				Distributable			
		Share Capital RM	Treasury Shares RM	Foreign Currency Translation Reserve RM	Other Reserves RM	Revaluation Reserve RM	Retained Earnings RM	Non-Controlling Interests RM	Total Equity RM
Balance carried down		98,878,598	(7,709,422)	1,038,812	21,799,042	105,478,862	429,703,451	29,310,382	678,499,725
Transactions with owners:									
Changes in ownership interests in a subsidiary	8(a)	-	-	-	(12,047,210)	-	21,388,079	(18,340,869)	(9,000,000)
Disposal of treasury shares	20	-	7,709,422	-	6,514,410	-	-	-	14,223,832
Total transactions with owners		-	7,709,422	-	(5,532,800)	-	21,388,079	(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	10,969,513	683,723,557

STATEMENTS OF CHANGES IN EQUITY**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)**

	Note	Non-distributable			Distributable	Total Equity RM
		Share Capital RM	Treasury Shares RM	Other Reserves RM	Retained Earnings RM	
Company						
At 1 January 2025		98,878,598	-	13,558,387	97,242,660	209,679,645
Profit for the financial year, representing total comprehensive income for the financial year		-	-	-	35,054,525	35,054,525
Transaction with owners:						
Shares repurchased	20	-	(63,969,291)	-	-	(63,969,291)
At 31 December 2025		98,878,598	(63,969,291)	13,558,387	132,297,185	180,764,879
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:						
Shares repurchased	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

The accompanying notes from an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Group		Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Operating Activities				
Profit before tax	46,383,553	72,388,225	36,945,928	15,798,956
Adjustments for:				
Amortisation of intangible assets	208,338	182,279	-	-
Bad debts written off - Other receivables	-	6,250	-	-
Deposits written off	50,452	-	-	-
Depreciation of:				
- Property, plant and equipment	6,871,311	7,655,021	-	-
- Right-of-use assets	1,866,291	1,030,855	-	-
Dividend income	(59,250)	(606,618)	(24,041,137)	(524,368)
Dividend income from financial assets measured at fair value through profit or loss	(141)	(316)	-	-
Impairment losses on:				
- Property, plant and equipment	-	123,999	-	-
- Trade receivables	1,673,520	2,369,459	-	-
- Contract assets	-	195,171	-	-
- Investment in a subsidiary	-	-	100,000	-
Finance costs	804,617	217,254	273,305	1,959,585
Inventories written down	3,276,429	3,317,422	-	-
Property, plant and equipment written off	758,139	32,875	-	-
Amortisation of government grants	(100,826)	(109,229)	-	-
Unrealised (gain)/loss on foreign exchange	(27,505)	14,808	-	-
Fair value gain on other investments	(6,580,064)	(26,213,671)	(6,580,064)	(26,213,675)
Balance carried down	55,124,864	60,603,784	6,698,032	(8,979,502)

STATEMENTS OF CASH FLOWS**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)**

	Group		Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Operating Activities (Cont'd)				
Balance brought down	55,124,864	60,603,784	6,698,032	(8,979,502)
(Gain)/Loss on disposal of:				
- Assets held for sale	(21,100,631)	-	-	-
- Other investments	282,126	11,417,687	282,126	11,417,687
- Property, plant and equipment	(316,595)	(10,647,479)	-	-
Gain on early termination of lease contracts	(220)	(7,760)	-	-
Interest income	(17,908,874)	(5,364,167)	(7,864,317)	(2,651,145)
Fair value adjustment on investment properties	-	(17,878,405)	-	-
Reversal of impairment losses on:			-	-
- Trade receivables	(1,386,558)	(3,987,308)	-	-
- Other receivables	-	(10,000)	-	-
Reversal of inventories written down	(6,798)	-	-	-
Share of results of associates	(34,018)	(304,888)	-	-
Operating profit/(loss) before working capital changes	14,653,296	33,821,464	(884,159)	(212,960)
Changes in working capital:				
Inventories	(525,862)	(3,473,655)	-	-
Trade receivables	16,627,257	(1,799,165)	-	-
Other receivables	(8,499,687)	(208,360)	-	27,231
Trade payables	(2,504,882)	(9,705,548)	-	-
Other payables	1,391,521	(5,180,009)	(317,135)	(77,898)
Amount due from related companies	(601,399)	(1,574,371)	-	-
	5,886,948	(21,941,108)	(317,135)	(50,667)
Cash generated from/(used in) operations carried down	20,540,244	11,880,356	(1,201,294)	(263,627)

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Operating Activities (Cont'd)					
Cash generated from/(used in) operations brought down		20,540,244	11,880,356	(1,201,294)	(263,627)
Dividend received		59,250	606,618	24,041,137	524,368
Interest paid		(804,617)	(217,254)	(273,305)	(1,959,585)
Interest received		17,908,874	5,364,167	7,864,317	2,651,145
Tax paid		(13,705,982)	(6,474,273)	(1,423,147)	(399,332)
Tax refunded		1,261,438	13,735	68,764	-
Exchange differences		(455,726)	(198,363)	-	-
		4,263,237	(905,370)	30,277,766	816,596
Net cash from operating activities		24,803,481	10,974,986	29,076,472	552,969
Investing Activities					
Additional investment in a subsidiary	8(a)	-	(9,000,000)	-	(9,000,000)
Acquisition of other investments		(4,367,485)	(3,701,643)	(4,176,760)	(3,684,343)
Net changes in amount due from immediate holding company		(78,000,000)	(172,000,000)	(34,700,000)	(79,500,000)
Purchase of:					
- Property, plant and equipment		(8,866,499)	(10,591,547)	-	-
- Right-of-use assets	5(c)	(68,644)	-	-	-
- Intangible assets	7	(140,256)	(152,751)	-	-
Proceeds from capital reduction of a subsidiary	8(b)	-	-	5,301,598	18,583,807
Proceeds from disposal of:					
- Assets held for sale		69,846,403	-	-	-
- Investment properties		-	10,000,000	-	-
- Other investments		59,609,250	130,257,521	50,031,542	116,837,249
- Property, plant and equipment		528,532	27,094,584	-	-
Net cash from/(used in) investing activities		38,541,301	(28,093,836)	16,456,380	43,236,713

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Financing Activities					
Net changes in bankers' acceptance and invoice financing		(2,679,000)	11,131,000	-	-
Net changes in amount due to ultimate holding company		7,220	-	-	-
Net changes in amount due to immediate holding company		(373,525)	526,645	-	-
Net changes in amount due to subsidiaries		-	-	18,566,688	(54,552,942)
Net changes in amount due to related companies		62,141	4,320	-	-
Payment of lease liabilities		(1,172,572)	(283,806)	-	-
Purchase of treasury shares	20	(63,969,291)	-	(63,969,291)	-
Proceeds from resale of treasury shares	20	-	14,223,832	-	14,223,832
Net cash (used in)/from financing activities		(68,125,027)	25,601,991	(45,402,603)	(40,329,110)
Net (decrease)/increase in cash and cash equivalents		(4,780,245)	8,483,141	130,249	3,460,572
Cash and cash equivalents at the beginning of the financial year/period		47,980,606	39,497,465	2,424,648	258,383
Effect of exchange translation differences on cash and cash equivalents		-	-	(256,723)	(1,294,307)
Cash and cash equivalents at the end of the financial year/period		43,200,361	47,980,606	2,298,174	2,424,648
Cash and cash equivalents at the end of the financial year/period comprises:					
Cash and bank balances	17	43,200,361	44,759,987	2,298,174	2,424,648
Fixed deposits with licensed banks	17	-	3,220,619	-	-
		43,200,361	47,980,606	2,298,174	2,424,648

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

Cash flows for leases as a lessee

		Group		Company	
		1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
	Note				
Included in operating activities					
Interest paid in relation to lease liabilities	31	149,095	46,793	-	-
Lease expenses relating to short-term leases	32	584,299	253,795	-	-
Lease expenses relating to low value assets	32	46,926	27,670	-	-
Lease expenses relating to variable leases	32	21,072	-	-	-
Included in financing activities					
Payment of lease liabilities		1,172,572	283,806	-	-
Total cash outflows for leases		1,973,964	612,064	-	-

The accompanying notes from an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

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.

With effect from 30 July 2025, the Company's registered office has been relocated to 22-09, Menara 1MK, No. 1, Jalan Kiara, Mont Kiara, 50480 Kuala Lumpur. Prior to relocation, the registered office of the Company is located at Suite 9D, Level 9, Manara Ansar, 65, Jalan Trus, 80888 IIBD, Johor Darul Ta'zim.

The principal activity of the Company is investment holding. The information on the name, place of business/country of incorporation, principal activities and percentage of equity interest held by the Company in each subsidiary is disclosed in Note 8 to the financial statements.

The immediate 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.

The intermediate holding company is Divine Inventions Sdn. Bhd., a private limited liability company, incorporated and domiciled in Malaysia.

The ultimate holding company is PP Chin Hin Realty Sdn. Bhd., a private limited liability company, incorporated and domiciled in Malaysia.

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 year, the Group and the Company have adopted the following amendments to standards issued by the Malaysian Accounting Standards Board ("MASB") that are mandatory for current financial year:

Amendments to MFRS 16	Lease Liability in a Sale and Leaseback
Amendments to MFRS 101	Non-current Liabilities with Covenants
Amendments to MFRS 101	Classification of Liabilities as Current or Non-current
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements
Amendments to MFRS 121	Lack of Exchangeability

The adoption of the amendments to standards did not have any significant impact on the financial statements of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

2. BASIS OF PREPARATION (CONT'D)

(a) Statement of compliance (Cont'd)

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 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature - dependent Electricity	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11:		1 January 2026
• Amendments to MFRS 1 • Amendments to MFRS 7 • Amendments to MFRS 9 • Amendments to MFRS 10 • Amendments to MFRS 107		
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121	Translation to a Hyperinflationary Presentation Currency	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*.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

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:

(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.

(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.

NOTES TO THE FINANCIAL STATEMENTS**31 DECEMBER 2025****2. BASIS OF PREPARATION (CONT'D)****(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.

Determining the lease term of contracts with renewal options - the Group as lessee

The Group determines the lease term with any years covered by an option to extend the lease if it is reasonably certain to be exercised.

The Group has several lease contracts that include extension options. The Group applies judgement in evaluating whether to exercise the option to renew the lease. It considers all relevant factors that create an economic incentive for it to exercise the renewal option. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew.

The Group includes the renewal year as part of the lease term for such leases. The Group typically exercises its option to renew for those leases with renewal option.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

2. BASIS OF PREPARATION (CONT'D)

- (c) Significant accounting judgements, estimates and assumption (Cont'd)

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

The Group engaged independent valuation specialist to reassess fair value of freehold and leasehold lands and buildings in the previous financial period ended 31 December 2024. 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.

Fair value of investment properties

The Group engaged an independent valuation specialist to assess fair value of investment properties as at 31 December 2025. 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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumption (Cont'd)

Key sources of estimation uncertainty (Cont'd)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.

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 deferred tax assets are disclosed in Note 24.

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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

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.

(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.

NOTES TO THE FINANCIAL STATEMENTS**31 DECEMBER 2025****3. MATERIAL ACCOUNTING POLICIES (CONT'D)****(c) Foreign currency translation (Cont'd)****(i) Foreign currency transactions and balances (Cont'd)**

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.

(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

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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(d) Property, plant and equipment (Cont'd)

(iii) Depreciation (Cont'd)

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

(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.

The Group revalues its leasehold lands and buildings ever five years and at shorter intervals whenever the fair value of the revalued assets is expected to differ materiality from their carrying amount. Surplus arising from revaluation are dealt with in the revaluation reserve account.

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.

(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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

3. MATERIAL ACCOUNTING POLICIES (CONT'D)**(e) Leases (Cont'd)**As lessee (Cont'd)**(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.

(g) Financial assetsRecognition 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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(g) Financial assets (Cont'd)

Recognition and initial measurement (Cont'd)

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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

3. MATERIAL ACCOUNTING POLICIES (CONT'D)**(h) Financial liabilities (Cont'd)**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.

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) 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.

(k) 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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(k) Impairment of assets (Cont'd)

(i) Non-financial assets (Cont'd)

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.

(l) 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.

NOTES TO THE FINANCIAL STATEMENTS**31 DECEMBER 2025****3. MATERIAL ACCOUNTING POLICIES (CONT'D)****(m) 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.

(n) 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 2025

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(o) 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) 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.

(3) 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.

(iv) Dividend income

Dividend income is recognised when the Group's right to receive payment is established.

NOTES TO THE FINANCIAL STATEMENTS**31 DECEMBER 2025****3. MATERIAL ACCOUNTING POLICIES (CONT'D)****(p) 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.

(q) 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 year/period, 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 period/year.

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 Investment Tax 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 2025

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(r) 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.

(s) 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 recognised 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.

(t) 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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(u) 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*.

(v) 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 2025

4. PROPERTY, PLANT AND EQUIPMENT

Group	At valuation/At cost										At 1 January 2025 RM	At 31 December 2025 RM
	Additions RM	Disposals RM	Transfer to assets held for sale RM	Transfer to investment properties RM	Reclassification RM	Written off RM						
At valuation												
Freehold buildings	69,852,138	-	-	(13,500,000)	(4,000,000)	-	-	-	-	-	52,352,138	
Freehold lands	79,650,000	-	-	(24,800,000)	(11,000,000)	-	-	-	-	-	43,850,000	
At cost												
Electrical installation	41,257	-	-	-	-	-	-	-	(41,257)	-	-	
Furniture and fittings	821,389	3,283	(30)	-	-	-	-	-	(86,244)	738,398		
Motor vehicles	4,966,308	619,154	(691,927)	-	-	-	-	-	-	4,893,535		
Office equipment	4,439,009	131,633	-	-	-	-	-	-	(1,307,592)	3,263,050		
Plant and machineries	117,260,941	7,146,028	(3,381,161)	(1,446,503)	-	-	104,705	(5,002,845)	114,681,165	184,649		
Signboards	174,889	15,520	-	-	-	-	-	-	(5,760)	6,241,171		
Solar system	8,660,566	-	-	(2,419,395)	-	-	-	-	-	4,498,313		
Tool and equipment	4,819,649	60,804	-	-	-	-	-	(382,140)	-	7,113,902		
Renovation	6,853,509	790,837	-	(489,681)	-	-	-	-	(40,763)	99,242		
Capital work-in-progress (WIP)	437,901	99,240	-	(20,641)	-	-	(104,705)	(312,553)	-	237,915,563		
	297,977,556	8,866,499	(4,073,118)	(42,676,220)	(15,000,000)	-	-	(7,179,154)	-			

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group	Accumulated depreciation				Accumulated impairment losses	Carrying amount
	At 1 January 2025 RM	Charge for the financial year RM	Disposals RM	Transfer to assets held for sale RM	At 31 December 2025 RM	At 31 December 2025 RM
At valuation						
Freehold buildings	3,163,414	2,127,635	-	(927,143)	123,999	47,864,233
Freehold lands	-	-	-	-	-	43,850,000
At cost						
Electrical installation	41,257	-	-	-	-	-
Furniture and fittings	610,262	37,398	(25)	(83,858)	-	174,621
Motor vehicles	4,267,279	277,804	(691,927)	-	-	1,040,379
Office equipment	3,746,388	178,733	-	(1,296,441)	-	634,370
Plant and machineries	93,567,986	3,613,782	(3,169,229)	(1,229,418)	1,627,503	24,882,019
Signboards	167,992	5,059	-	(4,549)	-	16,147
Solar system	2,030,103	391,648	-	(640,428)	-	4,459,848
Tool and equipment	4,502,280	93,467	-	(382,140)	-	284,706
Renovation	1,746,119	145,785	-	(70,454)	-	5,293,744
Capital work-in-progress (WIP)	-	-	-	-	-	99,242
	113,843,080	6,871,311	(3,861,181)	(2,867,443)	1,751,502	128,599,309

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

At valuation/At cost												
Group	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		Reclassification RM	Written off RM	Exchange differences RM	At 31 December 2024 RM
							RM	RM				
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 2025

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group	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 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)
Motor vehicles	6,374,667	211,566	(2,296,431)	-	-	-	(22,523)
Office equipment	4,295,722	157,345	(256,058)	-	-	(442,410)	(8,211)
Plant and machineries	96,223,782	3,800,029	(4,285,046)	-	-	(2,075,524)	(95,255)
Signboards	196,704	6,075	(32,121)	-	-	(1,600)	(1,066)
Solar system	1,560,989	469,114	-	-	-	-	-
Tool and equipment	4,744,539	79,149	(226,123)	-	-	(91,241)	(4,044)
Renovation	1,781,308	140,442	(76,723)	(96,486)	-	-	(2,422)
	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 2025

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 2025

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) Revaluation of property, plant and equipment

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 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 freehold lands and buildings as at 31 December 2025 as follows:

Period of valuation/ Description of properties	Valuation method	Fair value hierarchy	Carrying amount RM
2024			
Freehold lands	Sales comparison method	Level 2	43,850,000
Freehold buildings	Sales comparison method	Level 2	7,855,000
Freehold buildings	Replacement cost method	Level 3	40,009,233
			91,714,233

There have been no changes to the valuation technique during the financial year.

There were no transfer between fair value hierarchy levels during the financial year.

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	
	2025 RM	2024 RM
Freehold buildings	20,153,585	34,851,143
Freehold lands	13,129,195	25,894,325
	33,282,780	60,745,468

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

5. RIGHT-OF-USE ASSETS

Group	At valuation/At cost					
	At 1 January 2025 RM	Additions RM	Expiration of lease contracts RM	Reclassification RM	Early termination of lease contracts RM	At 31 December 2025 RM
At valuation						
Leasehold buildings	12,050,000	-	-	-	-	12,050,000
Leasehold lands	13,250,000	-	-	-	-	13,250,000
At cost						
Lease of hostel	45,061	-	(15,061)	(30,000)	-	-
Lease of equipment	340,428	-	(162,249)	-	-	178,179
Lease of warehouse, office and factory	349,647	2,859,047	-	30,000	(14,553)	3,224,141
Motor vehicles	-	473,644	-	-	-	473,644
	26,035,136	3,332,691	(177,310)	-	(14,553)	29,175,964

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

5. RIGHT-OF-USE ASSETS (CONT'D)

Group	Accumulated depreciation					Carrying amount
	At 1 January 2025 RM	Charge for the financial year RM	Expiration of lease contracts RM	Reclassification RM	Early termination of lease contracts RM	At 31 December 2025 RM
At valuation						
Leasehold buildings	471,840	418,645	-	-	-	11,159,515
Leasehold lands	262,740	239,750	-	-	-	12,747,510
At cost						
Lease of hostel	18,840	6,548	(15,061)	(10,327)	-	-
Lease of equipment	205,896	83,624	(162,249)	-	-	50,908
Lease of warehouse, office and factory	141,168	1,075,662	-	10,327	(9,703)	2,006,687
Motor vehicles	-	42,062	-	-	-	431,582
	1,100,484	1,866,291	(177,310)	-	(9,703)	26,396,202

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

5. RIGHT-OF-USE ASSETS (CONT'D)

At valuation/At cost								
Group	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
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 2025

5. RIGHT-OF-USE ASSETS (CONT'D)

Group	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 valuation						
Leasehold buildings	3,760,502	471,840	-	(3,760,502)	-	11,578,160
Leasehold lands	1,119,071	262,739	-	(1,119,070)	-	12,987,260
At cost						
Lease of hostel	45,526	54,350	(37,282)	-	(43,754)	26,221
Lease of equipment	81,125	124,771	-	-	-	134,532
Lease of warehouse, office and factory	107,841	117,155	-	-	(83,828)	208,479
	5,114,065	1,030,855	(37,282)	(4,879,572)	(127,582)	24,934,652

NOTES TO THE FINANCIAL STATEMENTS

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5. RIGHT-OF-USE ASSETS (CONT'D)

- (a) The remaining lease period of the leasehold lands and buildings of the Group are range from 21 to 93 years (2024: 22 to 94 years).
- (b) Assets held under finance lease arrangement

The carrying amount of right-of-use assets of the Group held under lease arrangement are as follows:

	Group 2025 RM
Motor vehicles	431,582

Leased assets of the Company are pledged as securities for the related lease liabilities as disclosed in Note 22.

- (c) Purchase of right-of-use assets

The aggregate additional cost for the right-of-use assets of the Group during the financial year/period acquired under lease financing and cash payments are as follows:

	Group	
	2025 RM	2024 RM
Aggregate costs	3,332,691	207,793
Less: Lease financing	(3,264,047)	(207,793)
Cash payments	68,644	-

- (d) Revaluation of right-of-use assets

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.

NOTES TO THE FINANCIAL STATEMENTS

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5. RIGHT-OF-USE ASSETS (CONT'D)

(d) Revaluation of right-of-use assets (Cont'd)

Details of the Group's leasehold lands and buildings as at 31 December 2025 as follows:

Period of valuation/ Description of properties	Valuation method	Fair value hierarchy	Carrying amount RM
2024			
Leasehold lands	Sales comparison method	Level 2	12,747,510
Leasehold buildings	Sales comparison method	Level 2	8,574,375
Leasehold buildings	Replacement cost method	Level 3	2,585,140
			23,907,025

There have been no changes to the valuation technique during the financial year.

There were no transfer between fair value hierarchy levels during the financial year.

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	
	2025 RM	2024 RM
Leasehold buildings	4,618,154	4,779,278
Leasehold lands	2,569,917	2,619,471
	7,188,071	7,398,749

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6. INVESTMENT PROPERTIES

	Group	
	2025 RM	2024 RM
At 1 January 2025/1 December 2023, as previously reported	65,870,000	25,369,967
Prior year adjustments	-	14,168,053
At 1 January 2025/1 December 2023, as restated	65,870,000	39,538,020
Addition	-	1,923,609
Disposals	-	(10,000,000)
Transfer from property, plant and equipment (Note 4)	15,000,000	38,529,966
Transfer to assets held for sale (Note 18)	(63,300,000)	(22,000,000)
Changes in fair value recognised in profit or loss	-	17,878,405
At 31 December	17,570,000	65,870,000

Included in the above are:

At fair value

Freehold lands	2,180,000	50,480,000
Freehold buildings	2,790,000	2,790,000
Leasehold lands	8,060,000	7,860,000
Leasehold buildings	4,540,000	4,740,000
	17,570,000	65,870,000

- (a) In the previous financial period, the aggregate additional cost for the investment properties of the Group acquired under contra arrangement and cash payments are as follows:

	Group 2024 RM
Aggregate costs	1,923,609
Less: Offset with trade receivables	(1,923,609)
Cash payments	-

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

6. INVESTMENT PROPERTIES (CONT'D)

(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 RM17,570,000 (2024: RM65,870,000).

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 2025 as follows:

Year of valuation/ Description of properties	Valuation method	Fair value hierarchy	Carrying amount RM
2025			
Freehold lands	Sales comparison method	Level 2	2,180,000
Freehold buildings	Sales comparison method	Level 2	2,590,000
Freehold buildings	Replacement cost method	Level 3	200,000
Leasehold lands	Sales comparison method	Level 2	8,060,000
Leasehold buildings	Sales comparison method	Level 2	1,240,000
Leasehold buildings	Replacement cost method	Level 3	3,300,000
			17,570,000

The increase in fair value of RMNil (1.12.2023 to 31.12.2024: increase in fair value of RM17,878,405) was recognised in profit or loss.

- (d) The remaining lease period of leasehold lands and buildings range from 41 to 82 (2024: 42 to 83) years.
- (e) As at 31 December 2025, titles to the investment properties with carrying amount of RMNil (2024: RM48,300,000) have yet to be registered under the subsidiaries’ name.

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6. INVESTMENT PROPERTIES (CONT'D)

- (f) Income and expenses recognised in profit or loss

The following are recognised in profit or loss in respect of investment properties:

	Group	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Lease income	201,300	273,140
Direct operating expenses:		
- Income generating investment properties	154,565	191,676
- Non-income generating investment properties	70,913	67,338

- (g) During the financial year, certain investment properties were reclassified to assets held for sale. The reclassification was made upon management's commitment to a plan to sell and fulfilment of criteria under MFRS 5.

7. INTANGIBLE ASSETS

	Group	
	2025 RM	2024 RM
Software		
At cost		
At 1 January 2025/1 December 2023	922,751	851,469
Additions	172,656	152,751
Disposal	-	(78,901)
Exchange differences	-	(2,568)
At 31 December	1,095,407	922,751

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7. INTANGIBLE ASSETS (CONT'D)

	Group	
	2025 RM	2024 RM
Accumulated depreciation		
At 1 January 2025/1 December 2023	500,395	399,574
Charge for the financial year/period	208,338	182,279
Disposal	-	(78,901)
Exchange differences	-	(2,557)
At 31 December	708,733	500,395
Carrying amount		
At 31 December	386,674	422,356

The aggregate additional cost for the intangible assets of the Group offset with other receivables and acquired under cash payments are as follows:

	Group	
	2025 RM	2024 RM
Aggregate costs	172,656	152,751
Less: Offset with other receivables	(32,400)	-
Cash payments	140,256	152,751

8. INVESTMENT IN SUBSIDIARIES

	Company	
	2025 RM	2024 RM
At cost		
Unquoted shares in Malaysia	60,311,074	60,311,074
Unquoted shares outside Malaysia	1,681,625	6,726,500
	61,992,699	67,037,574
Less: Accumulated impairment losses	(100,000)	-
	61,892,699	67,037,574

NOTES TO THE FINANCIAL STATEMENTS

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8. INVESTMENT IN SUBSIDIARIES (CONT'D)

Movements in the allowances for impairment losses of investment in subsidiaries are as follows:

	Company RM
2025	
At 1 January 2025	-
Impairment losses recognised	100,000
At 31 December 2025	100,000

Details of the subsidiaries are as follows:

Name of Company	Place of Business/ Country of Incorporation	Effective Interest		Principal Activities
		2025 %	2024 %	
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	100	Manufacturing and trading of all kinds of glass
Thai Ajiya Safety Glass Co. Ltd.*	Thailand	100	100	Ceased operation
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

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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 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) Capital reduction in a subsidiary

Financial year ended 31 December 2025

During the financial year, Thai Ajiya Safety Glass Co. Ltd. ("TASG") carried out a capital reduction exercise, which involved the cancellation of 4,125,000 ordinary shares previously held by the Company. The original cost of the cancelled shares amounted to RM5,044,875. In connection with the capital reduction, the Company received a return of capital amounting to RM5,301,598.

The difference of RM256,723 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.

Financial period ended 31 December 2024

During the financial period, 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 RM18,583,807.

The difference of RM1,294,307 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

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8. INVESTMENT IN SUBSIDIARIES (CONT'D)

(c) 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		(Loss)/Profit allocated to non-controlling interests		Carrying amount of non-controlling interests	
	2025 %	2024 %	2025 RM	2024 RM	2025 RM	2024 RM
- ARI Utara Sdn. Bhd. ("ARIU")	20.00	20.00	(289,140)	395,650	4,662,400	4,951,540
- ASG*	-	-	-	(1,581)	-	-
- ARI Timur (KB) Sdn. Bhd. ("ARIT")	40.00	40.00	238,192	473,288	6,256,165	6,017,973
Total non-controlling interests			(50,948)	867,357	10,918,565	10,969,513

* 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	
	2025 RM	2024 RM
Non-current assets	7,476,321	8,768,406
Current assets	20,382,564	27,120,972
Non-current liabilities	(625,581)	(1,392,661)
Current liabilities	(3,921,298)	(9,739,013)
Net assets	23,312,006	24,757,704

	ARIT	
	2025 RM	2024 RM
Non-current assets	3,093,571	1,520,280
Current assets	15,877,284	18,102,081
Non-current liabilities	(143,140)	(7,903)
Current liabilities	(3,187,302)	(4,569,526)
Net assets	15,640,413	15,044,932

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8. INVESTMENT IN SUBSIDIARIES (CONT'D)

(c) Material partly-owned subsidiaries (Cont'd)

(ii) Summarised Statements of Profit or Loss and Other Comprehensive Income

	ARIU		ARIT	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Revenue	30,718,139	43,899,636	31,039,375	34,529,062
(Loss)/Profit for the financial year/period, representing total comprehensive income for the financial year/period	(1,445,698)	1,978,250	595,481	1,183,221

(iii) Summarised Statements of Cash Flows

	ARIU		ARIT	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Net cash from/(used in) operating activities	1,243,769	3,157,057	2,252,844	(1,295,606)
Net cash from/(used in) investing activities	1,166,428	(428,974)	(1,679,878)	2,299,734
Net cash (used in)/from financing activities	(4,452,747)	(1,242,583)	(2,101,848)	164,093
Net (decrease)/increase in cash and cash equivalents	(2,042,550)	1,485,500	(1,528,882)	1,168,221

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.

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9. INVESTMENT IN AN ASSOCIATE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
At cost				
Unquoted shares in Malaysia	400,000	400,000	400,000	400,000
Group's share of post-acquisition reserves	1,856,044	1,822,026	-	-
	2,256,044	2,222,026	400,000	400,000

Details of an associate is as follows:

Name of Company	Place of Business/ Country of Incorporation	Effective Interest		Principal Activities
		2025 %	2024 %	
Direct interest:				
ASTEEL Ajiya Sdn. Bhd.* ("AASB")	Malaysia	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	
	2025 RM	2024 RM
Assets and Liabilities		
Non-current assets	3,098,222	3,936,323
Current assets	6,401,675	7,183,840
Non-current liabilities	(1,514,408)	(1,793,278)
Current liabilities	(2,907,368)	(3,771,820)
Net assets	5,078,121	5,555,065
Interest in an associate	40%	40%
Group's share of net assets	2,031,248	2,222,026

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9. INVESTMENT IN AN ASSOCIATE (CONT'D)

	AASB	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Financial Results		
Revenue	9,933,064	10,880,843
Profit for the financial year/period	116,047	627,441
Total comprehensive income for the financial year/period	116,047	627,441
Group's share of results for the financial year/period ended 31 December		
Group's share of profit	46,419	250,976
Group's share of total comprehensive income	46,419	250,976

10. OTHER INVESTMENTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Non-current				
At cost				
Unquoted shares	1,000,000	1,500,000	-	-
Current				
Financial assets measured at fair value through profit or loss				
Bonds	-	4,065,331	-	4,065,331
Money market funds	-	9,068,790	-	181,948
Quoted shares	22,306,800	57,616,365	22,306,800	57,616,365
	22,306,800	70,750,486	22,306,800	61,863,644
	23,306,800	72,250,486	22,306,800	61,863,644

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.

NOTES TO THE FINANCIAL STATEMENTS

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11. AMOUNT DUE FROM/(TO) IMMEDIATE HOLDING COMPANY

(a) Amount due from immediate holding company

This represents a non-trade loan granted to the Company's immediate holding company pursuant to a financial assistance arrangement of up to RM250 million, approved by shareholders at an Extraordinary General Meeting held on 15 July 2024.

The loan is unsecured, bears interest at a rate of 7.50% (2024: 7.50%) per annum, and is repayable within five (5) years from the date of each drawdown.

(b) Amount due to immediate holding company

This represents non-trade advances which are unsecured, non-interest bearing and repayable on demand.

12. INVENTORIES

	Group	
	2025 RM	2024 RM
At cost		
Raw materials	61,150,203	64,039,919
Work-in-progress	216,790	276,520
Finished goods	7,973,498	7,769,412
Inventories in transit - raw materials	3,055,015	3,053,424
	72,395,506	75,139,275

	Group	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Recognised in profit or loss:		
Inventories recognised as cost of sales	224,784,850	279,090,158
Inventories written down	3,276,429	3,317,422
Reversal of inventories written down	(6,798)	-

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13. CONTRACT ASSETS

	Group	
	2025 RM	2024 RM
Construction costs incurred to date	2,231,122	2,231,122
Attributable profits	117,428	117,428
	2,348,550	2,348,550
Less: Progress billings	(2,153,379)	(2,153,379)
Less: Accumulated impairment losses	(195,171)	(195,171)
	-	-

Presented as:

Contract assets	-	-
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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.

Movements in the allowance for impairment losses of contract assets are as follows:

	Credit impaired RM
Group	
2025	
At 1 January 2025/ 31 December 2025	195,171
2024	
At 1 December 2023	-
Impairment losses recognised	195,171
At 31 December 2024	195,171

NOTES TO THE FINANCIAL STATEMENTS

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14. TRADE RECEIVABLES

	Group	
	2025 RM	2024 RM
Trade receivables		
- Third parties	68,343,026	85,116,555
- Related parties	2,760,209	1,753,649
- Associate	386,157	1,274,681
	71,489,392	88,144,885
Less: Accumulated impairment losses	(7,630,992)	(7,355,468)
	63,858,400	80,789,417

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 (2024: 60 days) term.

The amount due from an associate are unsecured, non-interest bearing and are generally on 30 days (2024: 60 days) term.

Trade receivables are non-interest bearing and are generally on 30 to 90 days (2024: 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.

Movements in the allowance for impairment losses of trade receivables are as follows:

	Credit impaired RM	Lifetime allowance RM	Loss allowance RM
2025			
At 1 January 2025	6,279,281	1,076,187	7,355,468
Impairment losses recognised	1,583,727	89,793	1,673,520
Reversal of impairment losses	(961,546)	(425,012)	(1,386,558)
Exchange differences	(11,438)	-	(11,438)
At 31 December 2025	6,890,024	740,968	7,630,992

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14. TRADE RECEIVABLES (CONT'D)

Movements in the allowance for impairment losses of trade receivables are as follows:(Cont'd)

	Credit impaired RM	Lifetime allowance RM	Loss allowance RM
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

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.

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
2025			
Not past due	36,605,166	(207,818)	36,397,348
<i>Past due:</i>			
Less than 30 days	15,798,328	(95,269)	15,703,059
31 to 60 days	5,826,275	(82,156)	5,744,119
More than 60 days	6,369,599	(355,725)	6,013,874
	27,994,202	(533,150)	27,461,052
	64,599,368	(740,968)	63,858,400
Credit impaired			
Individually impaired	6,890,024	(6,890,024)	-
	71,489,392	(7,630,992)	63,858,400

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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: (Cont'd)

	Gross amount RM	Loss allowance RM	Net amount RM
2024			
Not past due	44,658,763	(233,366)	44,425,397
<i>Past due:</i>			
Less than 30 days	23,647,892	(166,731)	23,481,161
31 to 60 days	7,918,311	(155,656)	7,762,655
More than 60 days	5,640,638	(520,434)	5,120,204
	37,206,841	(842,821)	36,364,020
	81,865,604	(1,076,187)	80,789,417
Credit impaired			
Individually impaired	6,279,281	(6,279,281)	-
	88,144,885	(7,355,468)	80,789,417

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 2025, gross trade receivables of RM27,994,202 (2024: RM37,206,841) 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 2025, the Group provided lifetime impairment losses of RM740,968 (2024: RM1,076,187) 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 RM6,890,024 (2024: RM6,279,281), related to customers that are in financial difficulties, have defaulted on payments. These balances are expected to be recovered through the debts recovery process.

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15. OTHER RECEIVABLES

		Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Other receivables					
- Third parties	(a)	28,686,444	3,730,279	-	-
- Associate		9,551	43,090	-	-
		28,695,995	3,773,369	-	-
Less: Accumulated impairment losses		(544,211)	(544,211)	-	-
		28,151,784	3,229,158	-	-
Deposits		1,686,398	1,278,336	1,000	1,000
Prepayments	(b)	2,951,151	2,015,004	-	-
		32,789,333	6,522,498	1,000	1,000

Amount due from an associate represents unsecured, non-interest bearing and repayable on demand.

(a) Included in the other receivables of the Group are the followings:

- (i) An amount of RM8,581,105 (2024: RMNil) representing part of the proceeds from the disposal of freehold lands and buildings classified as assets held for sale as disclosed in Note 18 which withheld by the stakeholder.
- (ii) An amount of RM17,850,000 (2024: RMNil) representing the balance cash consideration receivable from the disposal of freehold lands and buildings.

(b) Included in the prepayments of the Group is an amount of RM919,683 (2024: RMNil) represents Real Property Gains Tax ("RPGT") paid in relation to the disposal of freehold lands and buildings classified as assets held for sale as disclosed in Note 18.

Movements in the allowance for impairment losses of other receivables are as follows:

	Credit impaired RM
2025	
At 1 January 2025/31 December 2025	544,211
2024	
At 1 December 2023	554,211
Reversal of impairment losses	(10,000)
At 31 December 2024	544,211

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15. OTHER RECEIVABLES (CONT'D)

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/(TO) RELATED COMPANIES

(a) Amount due from related companies

This represents trade transactions which are unsecured, non-interest bearing and are generally on 60 days (2024: 60 days) term.

(b) Amount due to related companies

This represents non-trade in nature, unsecured advances and repayable on demand except for an amount of RM35,040 (2024: RMNil) represents trade transactions which are unsecured, non-interest bearing and are generally on 60 days (2024: Nil day) term.

17. FIXED DEPOSITS WITH LICENSED BANKS AND CASH AND BANK BALANCES

(a) Fixed deposits with licensed banks

In the previous financial period, the interest rate and maturity of the deposit are at 0.75% per annum and 90 days.

(b) Cash and bank balances

Included in the Group's cash and bank balances is the amount of RM3,337,000 (2024: RM2,524,000) represents short-term money market deposit. The interest rates and maturities of deposits is at 2.67% (2024: 2.95%) per annum and 1 day (2024: 1 day) respectively.

18. ASSETS HELD FOR SALE

	Group	
	2025 RM	2024 RM
At 1 January 2025/1 December 2023	37,564,773	-
Transfer from property, plant and equipment (Note 4)	39,808,777	15,568,829
Transfer from investment properties (Note 6)	63,300,000	22,000,000
Disposals	(66,595,772)	-
Exchange differences	-	(4,056)
At 31 December	74,077,778	37,564,773

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18. ASSETS HELD FOR SALE (CONT'D)

Financial year ended 31 December 2025

- (a) On 29 April 2025, 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 two pieces of freehold land for a cash consideration of RM17,000,000. The disposal has been completed during the financial year.
- (b) On 16 June 2025, ARI has entered into a sale and purchase agreement with a third party to dispose a piece of freehold land and building for a cash consideration of RM19,450,000. The disposal has been completed during the financial year.
- (c) On 24 June 2025, ASG, a wholly-owned subsidiary of the Company has entered into a sale and purchase agreement with a third party to dispose a piece of freehold land for a cash consideration of RM29,763,593. The disposal has yet to be completed as at the date of this report.
- (d) On 4 August 2025, ARI has entered into a sale and purchase agreement with a third party to dispose a piece of freehold land for a cash consideration of RM22,180,752. The disposal has yet to be completed as at the date of this report.
- (e) On 10 November 2025, ARI has signed a letter of offer with a third party to dispose a piece of freehold land and building for a cash consideration of RM21,500,000. The disposal has yet to be completed as at the date of this report.
- (f) On 17 November 2025, ASG has entered into a sale and purchase agreement with a third party to dispose a piece of freehold land and building for a cash consideration of RM21,000,000. The disposal has been completed during the financial year.

Financial period ended 31 December 2024

- (a) On 14 November 2024, ARI 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 had been completed during the financial year.
- (b) On 21 November 2024, ARI 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 had been completed during the financial year.
- (c) On 21 November 2024, ASG 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 had been completed during the financial year.
- (d) On 6 December 2024, ASG has signed a letter of offer with a third party to dispose a unit of property for a cash consideration of RM12,600,000. On 28 April 2025, ASG has entered into a sale and purchase agreement with a third party to dispose a unit of property for a cash consideration of RM12,600,000. The disposal was completed on 27 February 2026.
- (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 RM246,403. The Company has subsequently entered into sale and purchase agreement with third parties during the financial year. The disposal had been completed during the financial year.

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19. SHARE CAPITAL

	Group/Company			
	Number of shares		Amount	
	2025 RM	2024 RM	2025 RM	2024 RM
Issued and fully paid ordinary shares with no par value				
At 1 January 2025/1 December 2023	304,584,484	304,584,484	98,878,598	98,878,598
Bonus issue	304,584,484	-	-	-
At 31 December	609,168,968	304,584,484	98,878,598	98,878,598

During the financial year, the Company increased its issued and paid-up share capital from 304,584,484 to 609,168,968 by way of issuance of 304,584,484 new ordinary shares through a bonus issue on the basis of one (1) new ordinary share for every one (1) existing ordinary share held in the Company.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

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 27 May 2025, 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	
	2025 RM	2024 RM	2025 RM	2024 RM
At 1 January 2025/1 December 2023	-	9,614,400	-	7,709,422
Share repurchased	30,809,200	-	63,969,291	-
Bonus issue	30,080,300	-	-	-
Disposal of treasury share	-	(9,614,400)	-	(7,709,422)
At 31 December	60,889,500	-	63,969,291	-

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

20. TREASURY SHARES (CONT'D)

During the financial year, the Company repurchased 30,809,200 of its issued ordinary shares from the open market. The average price paid for the shares repurchased was RM2.08 per share. The total consideration paid for the repurchase was RM63,969,291. The repurchased transactions were financed by internal generated funds.

As at 31 December 2025, the number of treasury shares held was 60,889,500 ordinary shares, including 30,080,300 ordinary shares issued on 27 October 2025 via bonus issue on the basis of one (1) bonus share for every one (1) existing ordinary share held in the Company.

In the previous 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.

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	
		2025 RM	2024 RM	2025 RM	2024 RM
Non-distributable					
Foreign currency translation reserve	(a)	583,086	1,038,812	-	-
Other reserves	(b)	16,442,891	16,266,242	13,558,387	13,558,387
Revaluation reserve	(c)	73,396,704	105,478,862	-	-
Distributable					
Retained earnings		521,692,913	451,091,530	132,297,185	97,242,660
		612,115,594	573,875,446	145,855,572	110,801,047

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.

NOTES TO THE FINANCIAL STATEMENTS

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21. RESERVES (CONT'D)

The nature of reserves of the Group and of the Company are as follows: (Cont'd)

(b) Other reserves

The other reserves are used to record:

- (i) 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;
- (ii) gain on resale of treasury shares; and
- (iii) legal reserve represents the appropriation of retained earnings of TASG in accordance with local legal requirements.

(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.

	Group	
	2025 RM	2024 RM
At 1 January 2025/1 December 2023	105,478,862	-
Revaluation surplus	-	124,817,093
Deferred tax liabilities recognised directly in equity	-	(18,163,011)
	105,478,862	106,654,082
Realisation of revaluation reserve	(32,082,158)	(1,175,220)
At 31 December	73,396,704	105,478,862

NOTES TO THE FINANCIAL STATEMENTS

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22. LEASE LIABILITIES

	Group	
	2025 RM	2024 RM
At 1 January 2025/1 December 2023	393,024	604,834
Additions	3,264,047	207,793
Lease modification	-	5,487
Payments	(1,321,667)	(330,599)
Accretion of interest	149,095	46,793
Early termination of lease contracts	(5,070)	(141,284)
At 31 December	2,479,429	393,024
Presented as:		
Current	877,402	221,693
Non-current	1,602,027	121,331
	2,479,429	393,024

The maturity analysis of lease liabilities of the Group at the end of the reporting period are as follows:

	Group	
	2025 RM	2024 RM
Within one year	1,717,600	192,108
Later than one year and not later than two years	640,582	146,745
Later than two years and not later than five years	282,851	88,560
	2,641,033	427,413
Less: Future finance charges	(161,604)	(34,389)
Present value of lease liabilities	2,479,429	393,024

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 3.20% to 6.76% (2024: 6.51% to 6.76%).

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

23. GOVERNMENT GRANTS

	Group	
	2025 RM	2024 RM
Cost		
At 1 January 2025/1 December 2023	1,512,398	1,512,398
Accumulated amortisation		
At 1 January 2025/1 December 2023	630,166	520,937
Charge for the financial year/period	100,826	109,229
At 31 December	730,992	630,166
Carrying amount		
At 31 December	781,406	882,232
Presented as:		
Non-current	680,579	781,405
Current	100,827	100,827
	781,406	882,232

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.

NOTES TO THE FINANCIAL STATEMENTS

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24. DEFERRED TAX LIABILITIES

	Group	
	2025 RM	2024 RM
At 1 January 2025/1 December 2023, as previously reported	24,788,885	6,999,710
Prior year adjustments	-	718,342
At 1 January 2025/1 December 2023, as restated	24,788,885	7,718,052
Recognised in other comprehensive income	-	18,163,011
Recognised in profit or loss (Note 33)	(4,781,393)	(1,092,178)
At 31 December	20,007,492	24,788,885

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 January 2025	6,475,413	3,234,613	692,397	17,828,678	28,231,101
Recognised in profit or loss	(1,006,325)	(1,069,320)	227,161	(3,718,509)	(5,566,993)
Under/(Over) provision in prior period	242,176	(80,300)	-	-	161,876
At 31 December 2025 (before offsetting)	5,711,264	2,084,993	919,558	14,110,169	22,825,984
Offsetting					(2,818,492)
At 31 December 2025 (after offsetting)					20,007,492
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	9,313,363	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

NOTES TO THE FINANCIAL STATEMENTS

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24. DEFERRED TAX LIABILITIES (CONT'D)

The movements and components of deferred tax liabilities and assets are as follows: (Cont'd)

Deferred tax assets

Group	Unutilised capital allowances RM	Unutilised industrial building allowances RM	Unutilised Green Investment Tax Allowance RM	Unused business losses RM	Lease liabilities RM	Government grants RM	Other temporary differences RM	Total RM
At 1 January 2025	(1,058)	(53,097)	-	-	(715,376)	(211,736)	(2,460,949)	(3,442,216)
Recognised in profit or loss	(903,169)	(137)	-	(256,024)	(245,097)	24,199	121,640	(1,258,588)
Under/(Over) provision in prior period	(229)	26,487	(262,464)	-	720	-	2,117,798	1,882,312
At 31 December 2025 (before offsetting)	(904,456)	(26,747)	(262,464)	(256,024)	(959,753)	(187,537)	(221,511)	(2,818,492)
Offsetting								2,818,492
At 31 December 2025 (after offsetting)								-

NOTES TO THE FINANCIAL STATEMENTS

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24. DEFERRED TAX LIABILITIES (CONT'D)

The movements and components of deferred tax liabilities and assets are as follows: (Cont'd)

Deferred tax assets (Cont'd)

Group	Unutilised capital allowances RM	Unutilised industrial building allowances RM	Unutilised Green Investment Tax Allowance RM	Lease liabilities RM	Government grants RM	Other temporary differences RM	Total RM
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)							-

NOTES TO THE FINANCIAL STATEMENTS

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24. DEFERRED TAX LIABILITIES (CONT'D)

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2025 RM	2024 RM
Unutilised capital allowances	6,986	4,642
Unused tax losses	154,918	86,548
Unutilised industrial building allowances	110,395	106,272
	272,299	197,462

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	
	2025 RM	2024 RM
2034	86,548	86,548
2035	68,370	-
	154,918	86,548

25. TRADE PAYABLES

The normal trade credit term granted by trade payables of the Group range from 15 to 90 days (2024: 15 to 90 days) depending on the term of the contracts.

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26. OTHER PAYABLES

		Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Current					
Other payables		6,282,439	9,624,531	16,857	8,492
Amount due to Directors	(a)	3,619	7,514	-	-
Accruals	(b)	7,472,555	9,908,791	111,600	437,100
Deposits received	(c)	7,541,066	430,044	-	-
		21,299,679	19,970,880	128,457	445,592

- (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 (2024: 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.
- (c) Included in the deposits received of the Group is an amount of RM6,481,105 (2024: RMNil) retained by the stakeholder in relation to the disposal of freehold lands and buildings classified as assets held for sale as disclosed in Note 18.

27. AMOUNT DUE TO ULTIMATE HOLDING COMPANY

This represents non-trade in nature, unsecured advances and repayable on demand.

28. AMOUNT DUE TO SUBSIDIARIES

This represents non-trade in nature, unsecured advances and repayable on demand except for an amount of RM19,500,000 (2024: RM1,000,000) which bearing interest range from 4.27% to 4.52% (2024: 4.57% to 4.65%) per annum.

NOTES TO THE FINANCIAL STATEMENTS

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29. BANK BORROWINGS

	Group	
	2025 RM	2024 RM
Current		
Secured		
Bankers' acceptance	951,000	5,723,000
Invoice financing	11,893,000	9,800,000
	12,844,000	15,523,000

The maturity of bank borrowings are as follows:

	Group	
	2025 RM	2024 RM
Within one year	12,844,000	15,523,000

The range of interest rates per annum are as follows:

	Group	
	2025 %	2024 %
Bankers' acceptance	4.03	4.26 - 4.36
Invoice financing	3.68 - 3.72	3.70 - 4.00

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30. REVENUE

	Group	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Revenue from contracts with customers		
Sales of goods	306,464,642	381,427,915
Timing of revenue recognition		
- At a point in time	306,464,642	381,427,915
Geographical markets		
Malaysia	306,464,642	381,365,007
Thailand	-	62,908
	306,464,642	381,427,915

31. FINANCE COSTS

	Group		Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Interest expenses on:				
Bankers' acceptance	145,824	101,175	-	-
Bank overdraft	404	-	-	-
Invoice financing	487,949	37,003	-	-
Lease liabilities	149,095	46,793	-	-
Letter of credit	21,345	32,283	-	-
Advance from subsidiaries	-	-	273,305	1,959,585
	804,617	217,254	273,305	1,959,585

NOTES TO THE FINANCIAL STATEMENTS

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32. PROFIT BEFORE TAX

Profit before tax is arrived after charging/(crediting):

	Group		Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Amortisation of intangible assets	208,338	182,279	-	-
Auditors' remuneration				
- Statutory				
- UHY Malaysia PLT	252,000	266,500	95,000	110,000
- Other auditors	9,754	20,799	-	-
- Non-statutory				
- UHY Malaysia PLT	65,000	5,000	65,000	5,000
- Other auditors	19,430	63,631	-	-
Bad debts written off - Other receivables	-	6,250	-	-
Deposits written off	50,452	-	-	-
Depreciation of:				
- Property, plant and equipment	6,871,311	7,655,021	-	-
- Right-of-use assets	1,866,291	1,030,855	-	-
Non-executive Directors' remuneration:				
- Fees	185,500	227,500	185,500	227,500
- Other emoluments	42,000	49,420	42,000	38,500
Impairment losses on:				
- Property, plant and equipment	-	123,999	-	-
- Trade receivables	1,673,520	2,369,459	-	-
- Contract assets	-	195,171	-	-
- Investment in a subsidiary	-	-	100,000	-
Inventories written down	3,276,429	3,317,422	-	-
Lease expenses relating to short-term leases	584,299	253,795	-	-
Lease expenses relating to low value assets	46,926	27,670	-	-
Lease expenses relating to variable leases	21,072	-	-	-
Property, plant and equipment written off	758,139	32,875	-	-

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32. PROFIT BEFORE TAX (CONT'D)

Profit before tax is arrived after charging/(crediting): (Cont'd)

	Group		Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Amortisation of government grants	(100,826)	(109,229)	-	-
Dividend income	(59,250)	(606,618)	(24,041,137)	(524,368)
Dividend income from financial assets measured at fair value through profit or loss	(141)	(316)	-	-
(Gain)/Loss on foreign exchange:				
- Realised	(142,442)	(202,559)	(256,723)	(1,294,307)
- Unrealised	(27,505)	14,808	-	-
Fair value adjustment on investment properties	-	(17,878,405)	-	-
Fair value gain on other investments	(6,580,064)	(26,213,671)	(6,580,064)	(26,213,675)
(Gain)/Loss on disposal of:				
- Assets held for sale	(21,100,631)	-	-	-
- Other investments	282,126	11,417,687	282,126	11,417,687
- Property, plant and equipment	(316,595)	(10,647,479)	-	-
Incorporation fee	-	54	-	-
Interest income from:				
- Licensed banks	(538,239)	(970,994)	(20,082)	(29,938)
- Holding company	(17,008,007)	(3,875,651)	(7,723,295)	(2,415,411)
- Other investments	(121,633)	(414,470)	(120,940)	(205,796)
- Overdue account	(213,477)	(101,007)	-	-
- Others	(27,518)	(2,045)	-	-
Gain on early termination of lease contracts	(220)	(7,760)	-	-
Lease income	(455,100)	(523,169)	-	-
Reversal of impairment losses on:				
- Trade receivables	(1,386,558)	(3,987,308)	-	-
- Other receivables	-	(10,000)	-	-
Reversal of inventories written down	(6,798)	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

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33. TAXATION

	Group		Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Tax expenses recognised in profit or loss				
Current tax provision	9,767,007	9,372,264	1,854,699	565,775
(Over)/Under provision in prior period/year	(1,895,493)	249,621	36,704	(460)
	7,871,514	9,621,885	1,891,403	565,315
Real Property Gains Tax	4,648,506	417,067	-	-
Deferred tax (Note 24)				
Relating to origination and reversal of temporary differences	(6,825,581)	1,725,547	-	-
Under/(Over) provision in prior period/year	2,044,188	(2,817,725)	-	-
	(4,781,393)	(1,092,178)	-	-
Tax expenses for the financial year/period	7,738,627	8,946,774	1,891,403	565,315

Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated assessable profits for the financial year/period. Taxation for other jurisdiction is calculated at the rates prevailing in the respective jurisdictions.

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33. 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:

	Group		Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Profit before tax	46,383,553	72,388,225	36,945,928	15,798,956
At Malaysian statutory tax rate of 24% (2024: 24%)	11,132,053	17,373,174	8,867,023	3,791,749
Non-taxable income	(7,258,697)	(9,512,891)	(7,412,794)	(6,728,667)
Expenses not deductible for tax purposes	2,162,675	5,297,653	400,470	3,502,693
Utilisation of deferred tax assets previously not recognised	-	(21,766)	-	-
Crystallisation of deferred tax on revaluation surplus	(3,167,334)	(292,579)	-	-
Real Property Gains Tax	4,648,506	417,067	-	-
Deferred tax assets not recognised	17,961	37,341	-	-
Effect of differentiate of tax rate	54,768	(1,783,121)	-	-
(Over)/Under provision of of income tax in prior period/year	(1,895,493)	249,621	36,704	(460)
Under/(Over) provision of deferred tax in prior period/year	2,044,188	(2,817,725)	-	-
Tax expenses for the financial year/period	7,738,627	8,946,774	1,891,403	565,315

The Group has the following estimated unutilised capital allowances, unutilised green investment tax 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	
	2025 RM	2024 RM
Unutilised capital allowances	3,775,553	10,005
Unutilised green investment tax allowances	1,093,602	1,093,602
Unutilised industrial building allowances	221,841	217,147
Unused tax losses	1,221,685	86,548
	6,312,681	1,407,302

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34. EARNINGS PER SHARE

The basic earnings per share is calculated based on the consolidated profit for the financial year/period 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	
	2025 RM	2024 RM Restated
Profit attributable to owners of the parent	38,695,874	62,574,094
Weighted average number of ordinary shares in issue		
- Issued ordinary shares as at 1 January 2025/1 December 2023	304,584,484	304,584,484
- Treasury shares held as at 1 January 2025/1 December 2023	-	(9,614,400)
- Bonus issue on ordinary shares	304,584,484	304,584,484*
- Effect of bonus issue on treasury shares	-	(9,614,400)*
- Effect of treasury shares (repurchased)/resale during the financial year/period	(21,927,344)	6,626,940
Weighted average number of ordinary shares in issue as at 31 December	587,241,624	596,567,108
Basic earnings per ordinary share (sen)	7	10

* The weighted average number of ordinary shares issued as at 31 December 2024 has been restated to reflect the retrospective adjustment arising from bonus issue which was completed during the financial year ended 31 December 2025 as disclosed in Note 20.

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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35. STAFF COSTS

	Group		Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Fee	137,772	150,211	105,000	91,000
Salaries, wages and other emoluments	35,892,223	37,782,565	13,000	8,000
Defined contribution plans	3,346,417	3,184,613	-	-
Social security contributions	474,196	534,614	-	-
Employment insurance scheme	40,861	41,685	-	-
	39,891,469	41,693,688	118,000	99,000

The staff costs presented under cost of sales of the Group amounting to RM23,958,344 (1.12.2023 to 31.12.2024: RM25,243,395).

Included in staff costs is aggregate amount of remuneration received/receivable by the Executive Directors of the Company and its subsidiaries during the financial year/period as below:

	Group		Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Directors of the Company				
Fee	105,000	91,000	105,000	91,000
Salaries and other emoluments	587,062	8,000	13,000	8,000
Defined contribution plans	74,629	-	-	-
	766,691	99,000	118,000	99,000
Directors of the subsidiaries				
Fee	32,772	59,211	-	-
Salaries and other emoluments	1,142,207	2,170,253	-	-
Defined contribution plans	145,285	152,759	-	-
Social security contributions	3,229	3,537	-	-
Employment insurance scheme	370	405	-	-
	1,323,863	2,386,165	-	-
	2,090,554	2,485,165	118,000	99,000

The Group's Directors' remuneration does not include the estimated monetary value of benefits-in-kind amounting to RMNil (1.12.2023 to 31.12.2024: RM7,150).

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36. 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:

				Non-cash changes			
		At 1 January 2025 RM	Financing cash flows (i) RM	Lease modification/ Early termination of lease RM	New leases [Note 5(c)] RM	Other changes (ii) RM	At 31 December 2025 RM
	Note						
Group							
Amount due to ultimate holding company	27	-	7,220	-	-	-	7,220
Amount due to immediate holding company	11	526,645	(373,525)	-	-	-	153,120
Amount due to related companies	16	4,320	62,141	-	-	35,040	101,501
Lease liabilities	22	393,024	1,172,572	(5,070)	3,264,047	-	2,479,429
Bank borrowings	29	15,523,000	(2,679,000)	-	-	-	12,844,000
		16,446,989	(4,155,736)	(5,070)	3,264,047	35,040	15,585,270

Company

Amount due to subsidiaries	28	1,003,950	18,566,688	-	-		19,570,638
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			Non-cash changes			
		At 1 December 2023	Financing cash flows (i)	Lease modification/ Early termination of lease	New leases [Note 5(c)]	At 31 December 2024
	Note	RM	RM	RM	RM	RM
Group						
Amount due to immediate holding company	11	-	526,645	-	-	526,645
Amount due to related companies	16	-	4,320	-	-	4,320
Lease liabilities	22	604,834	(283,806)	(135,797)	207,793	393,024
Bank borrowings	29	4,392,000	11,131,000	-	-	15,523,000
		4,996,834	11,378,159	(135,797)	207,793	16,446,989

Company

Amount due to subsidiaries	28	55,556,892	(54,552,942)	-	-		1,003,950
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NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

36. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES (CONT'D)

- (i) The financing cash flows include the payment of lease liabilities, net amount of proceeds from/repayment of bank borrowings, amount due to ultimate holding company, amount due to immediate holding company, amount due to related companies and amount due to subsidiaries in the statements of cash flows.
- (ii) Other changes include net amount of proceeds from/repayment of trade transactions with related companies.

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

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 year/period are as follows:

	Group	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Transaction with ultimate holding company		
- Rental expenses paid/payable	(127,587)	-
Transactions with immediate holding company		
- Interest income received/receivable	17,008,007	3,875,651
- Management fee paid/payable	(2,913,136)	(526,216)
- Administrative expenses paid/payable	-	(4,796)

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37. RELATED PARTY DISCLOSURES (CONT'D)

(b) Significant related party transactions (Cont'd)

	Group	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Transactions with associate of the Group		
- Sales of goods	1,528,516	3,710,480
- Transportation income received/receivable	5,000	-
- Lease income received/receivable	247,200	258,200
- Dividend income received/receivable	59,250	82,250
- Royalty fee paid/payable	(15,528)	(95,933)
- Proceed from disposal of property, plant and equipment	-	30,000
Transactions with related companies		
- Sales of goods	6,954,281	7,012,797
- Purchase of goods	(172,632)	(22,384)
- Administrative expenses paid/payable	(1,731,576)	(4,320)
- Rental expenses paid/payable	(855,752)	-
- Purchase of property, plant and equipment	(260,842)	(431,991)
- Purchase of intangible assets	(75,600)	(108,000)
- Transportation income received/receivable	450	-
Transactions with related parties		
- Sales of goods	4,612,697	8,451,920
- Purchase of goods	-	(9,000)
- Lease expenses paid/payable	-	(36,000)

NOTES TO THE FINANCIAL STATEMENTS

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37. RELATED PARTY DISCLOSURES (CONT'D)

(b) Significant related party transactions (Cont'd)

	Company	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Transaction with immediate holding company		
- Interest income received/receivable	7,723,295	2,415,411
Transactions with subsidiaries		
- Interest expenses paid/payable	(273,305)	(1,959,585)
- Dividend income received/receivable	24,041,137	-

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; and
- (iii) companies in which Director of the Company have financial interest.

(c) Compensation of key management personnel

Remuneration of Directors are as follows:

	Group	
	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Fees	105,000	91,000
Salaries and other emoluments	1,799,269	2,167,753
Defined contribution plans	228,314	152,339
Social security contributions	3,958	3,537
Employment insurance scheme	453	405
	2,136,994	2,415,034

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
1.1.2025 to 31.12.2025				
Revenue				
External customers	306,464,642	-	-	306,464,642
Inter-segment	18,508,727	-	(18,508,727)	-
Total revenue	324,973,369	-	(18,508,727)	306,464,642
Financial results				
Segment results	54,270,738	(254,473)	(24,770,987)	29,245,278
Interest income	18,218,117	26,090	(335,333)	17,908,874
Finance costs	(1,284,099)	-	479,482	(804,617)
Share of results of an associate	-	-	34,018	34,018
Profit/(Loss) before tax	71,204,756	(228,383)	(24,592,820)	46,383,553
Taxation	(8,192,473)	-	453,846	(7,738,627)
Profit/(Loss) for the financial year	63,012,283	(228,383)	(24,138,974)	38,644,926
2025				
Assets				
Segment assets	817,676,422	1,966,643	(93,774,900)	725,868,165
Capital expenditure	12,429,846	-	(58,000)	12,371,846
Total assets	830,106,268	1,966,643	(93,832,900)	738,240,011
Total liabilities	111,547,653	60,436	(31,311,544)	80,296,545

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
1.1.2025 to 31.12.2025				
Non-cash items				
Depreciation and amortisation	9,657,054	-	(711,114)	8,945,940
Other non-cash items	(23,352,159)	(62,224)	(64,148)	(23,478,531)
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	63,828,669	7,342,461	(4,234,706)	66,936,424
Interest income	7,240,550	87,208	(1,963,591)	5,364,167
Finance costs	(2,309,347)	-	2,092,093	(217,254)
Share of results of an associate	-	-	304,888	304,888
Profit before tax	68,759,872	7,429,669	(3,801,316)	72,388,225
Taxation	(8,996,199)	-	49,425	(8,946,774)
Profit for the financial period	59,763,673	7,429,669	(3,751,891)	63,441,451
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
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)

NOTES TO THE FINANCIAL STATEMENTS

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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:

	1.1.2025 to 31.12.2025 RM	1.12.2023 to 31.12.2024 RM
Other non-cash items:		
Amortisation of government grants	(100,826)	(109,229)
Bad debts written off - Other receivables	-	6,250
Deposits written off	50,452	-
Impairment losses on:		
- Property, plant and equipment	-	123,999
- Trade receivables	1,673,520	2,369,459
- Contract assets	-	195,171
Inventories written down	3,276,429	3,317,422
Property, plant and equipment written off	758,139	32,875
Unrealised foreign exchange (gain)/loss	(27,505)	14,808
Fair value adjustment on investment properties	-	(17,878,405)
Fair value gain on other investments	(6,580,064)	(26,213,671)
(Gain)/Loss on disposal of:		
- Assets held for sale	(21,100,631)	-
- Other investments	282,126	11,417,687
- Property, plant and equipment	(316,595)	(10,647,479)
Gain on early termination of lease contracts	(220)	(7,760)
Reversal of impairment losses on:		
- Trade receivables	(1,386,558)	(3,987,308)
- Other receivables	-	(10,000)
Reversal of inventories written down	(6,798)	-
	(23,478,531)	(41,376,181)

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.

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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: (Cont'd)

Major customers

No disclosure on major customer information as no customer represents equal or more than ten percent of Group's revenue.

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			
2025			
Financial Assets			
Other investments *	22,306,800	22,306,800	-
Trade receivables	63,858,400	-	63,858,400
Other receivables #	29,838,182	-	29,838,182
Amount due from immediate holding company	250,000,000	-	250,000,000
Amount due from related companies	2,210,810	-	2,210,810
Cash and bank balances	43,200,361	-	43,200,361
	411,414,553	22,306,800	389,107,753
2024			
Financial Assets			
Other investments *	70,750,486	70,750,486	-
Trade receivables	80,789,417	-	80,789,417
Other receivables #	4,507,494	-	4,507,494
Amount due from immediate holding company	172,000,000	-	172,000,000
Amount due from related companies	1,574,371	-	1,574,371
Fixed deposits with licensed banks	3,220,619	-	3,220,619
Cash and bank balances	44,759,987	-	44,759,987
	377,602,374	70,750,486	306,851,888

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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			
2025			
Financial Assets			
Other investments	22,306,800	22,306,800	-
Other receivables	1,000	-	1,000
Amount due from immediate holding company	114,200,000	-	114,200,000
Cash and bank balances	2,298,174	-	2,298,174
	138,805,974	22,306,800	116,499,174
2024			
Financial Assets			
Other investments	61,863,644	61,863,644	-
Other receivables	1,000	-	1,000
Amount due from immediate 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

* *exclude unquoted shares*

exclude prepayments

NOTES TO THE FINANCIAL STATEMENTS

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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		
2025		
Financial Liabilities		
Trade payables	20,308,674	20,308,674
Other payables	21,299,679	21,299,679
Amount due to ultimate holding company	7,220	7,220
Amount due to immediate holding company	153,120	153,120
Amount due to related companies	101,501	101,501
Lease liabilities	2,479,429	2,479,429
Bank borrowings	12,844,000	12,844,000
	57,193,623	57,193,623
2024		
Financial Liabilities		
Trade payables	22,857,817	22,857,817
Other payables	19,908,200	19,908,200
Amount due to immediate holding company	526,645	526,645
Amount due to related companies	4,320	4,320
Lease liabilities	393,024	393,024
Bank borrowings	15,523,000	15,523,000
	59,213,006	59,213,006

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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
Company		
2025		
Financial Liabilities		
Other payables	128,457	128,457
Amount due to a subsidiary	19,570,638	19,570,638
	19,699,095	19,699,095
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

(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 and the Company 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 related companies, trade and other receivables and deposits with banks. The Company's exposure to credit risk arises principally from amount due from related companies and deposits with bank. There are no significant changes as compared to prior period.

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39. FINANCIAL INSTRUMENTS (CONT'D)**(b) Financial risk management objectives and policies (Cont'd)****(i) Credit risk (Cont'd)****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 period.

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

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39. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

(i) Credit risk (Cont'd)

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.

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					
2025					
<u>Non-derivative financial liabilities</u>					
Trade payables	20,308,674	-	-	20,308,674	20,308,674
Other payables	21,299,679	-	-	21,299,679	21,299,679
Amount due to ultimate holding company	7,220	-	-	7,220	7,220
Amount due to immediate holding company	153,120	-	-	153,120	153,120
Amount due to related companies	101,501	-	-	101,501	101,501
Lease liabilities	1,717,600	640,582	282,851	2,641,033	2,479,429
Bank borrowings	12,844,000	-	-	12,844,000	12,844,000
Financial guarantee*	159,400	-	-	159,400	-
	56,591,194	640,582	282,851	57,514,627	57,193,623

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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	1 to 2 years RM	2 to 5 years RM	Total contractual cash flows RM	Total carrying amount RM
Group					
2024					
<u>Non-derivative financial liabilities</u>					
Trade payables	22,857,817	-	-	22,857,817	22,857,817
Other payables	19,908,200	-	-	19,908,200	19,908,200
Amount due to immediate holding company	526,645	-	-	526,645	526,645
Amount due to related companies	4,320	-	-	4,320	4,320
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

	On demand or within 1 year RM	Total contractual cash flows RM	Total carrying amount RM
Company			
2025			
<u>Non-derivative financial liabilities</u>			
Other payables	128,457	128,457	128,457
Amount due to a subsidiary	19,570,638	19,570,638	19,570,638
Financial guarantee*	951,000	951,000	-
	20,650,095	20,650,095	19,699,095

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

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			
2024			
<u>Non-derivative financial liabilities</u>			
Other payables	445,592	445,592	445,592
Amount due to a subsidiary	1,003,950	1,003,950	1,003,950
Financial guarantee*	2,291,000	2,291,000	-
	3,740,542	3,740,542	1,449,542

* 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") and Euro ("EUR").

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 2025

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			Total RM
	USD RM	SGD RM	EUR RM	
Group				
2025				
Monetary assets				
Trade receivables	-	298,408	-	298,408
Other receivables	862,998	-	-	862,998
Monetary liabilities				
Trade payables	(2,093,280)	-	-	(2,093,280)
Other payables	-	(9)	-	(9)
	(1,230,282)	298,399	-	(931,883)
2024				
Monetary assets				
Other investments	308	-	-	308
Trade receivables	-	1,325,490	-	1,325,490
Other receivables	2,316,900	-	-	2,316,900
Monetary liabilities				
Trade payables	(2,843,044)	-	-	(2,843,044)
Other payables	-	(6,510)	(1,259)	(7,769)
	(525,836)	1,318,980	(1,259)	791,885

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

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)

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 and EUR exchange rates against RM, with all other variables held constant.

Group	1.1.2025 to 31.12.2025		1.12.2023 to 31.12.2024	
	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%	(123,028)	Strengthened 10%	(52,584)
	Weakened 10%	123,028	Weakened 10%	52,584
SGD	Strengthened 10%	29,840	Strengthened 10%	131,898
	Weakened 10%	(29,840)	Weakened 10%	(131,898)
EUR	Strengthened 10%	-	Strengthened 10%	(126)
	Weakened 10%	-	Weakened 10%	126

(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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

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:

	Group	
	2025 RM	2024 RM
Fixed rate instruments		
Financial assets		
Amount due from immediate holding company	250,000,000	172,000,000
Fixed deposits with licensed banks	-	3,220,619
Cash and bank balances	3,337,000	2,524,000
	253,337,000	177,744,619
Financial liability		
Lease liabilities	2,479,429	393,024
Floating rate instrument		
Financial liability		
Bank borrowings	12,844,000	15,523,000
	Company	
	2025 RM	2024 RM
Fixed rate instrument		
Financial asset		
Amount due from immediate holding company	114,200,000	79,500,000
Floating rate instrument		
Financial liability		
Amount due to subsidiaries	19,500,000	1,000,000

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

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)

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 RM128,440 (1.12.2023 to 31.12.2024: RM155,230) and increase/(decrease) the Company's profit before tax by RM195,000 (1.12.2023 to 31.12.2024: RM10,000) respectively, 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 investment 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 RM1,115,340 (1.12.2023 to 31.12.2024: RM2,880,818) higher/lower, as a result of an increase/decrease in the fair value of these investments.

(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.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

39. FINANCIAL INSTRUMENTS (CONT'D)

(c) Fair value of financial instruments (Cont'd)

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				
2025				
Financial asset				
Other investments	22,306,800	-	-	22,306,800
2024				
Financial asset				
Other investments	70,750,486	-	-	70,750,486
Company				
2025				
Financial asset				
Other investments	22,306,800	-	-	22,306,800
2024				
Financial asset				
Other investments	61,863,644	-	-	61,863,644

- (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.

Transfer between levels of fair value hierarchy

There is no transfer between levels of fair value hierarchy during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

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	
	2025 RM	2024 RM	2025 RM	2024 RM
Lease liabilities	2,479,429	393,024	-	-
Bank borrowings	12,844,000	15,523,000	-	-
Amount due to subsidiaries	-	-	19,500,000	1,000,000
Total debts	15,323,429	15,916,024	19,500,000	1,000,000
Less: Fixed deposits with licensed banks	-	(3,220,619)	-	-
Less: Cash and bank balances	(43,200,361)	(44,759,987)	(2,298,174)	(2,424,648)
(Excess funds)/Net debts	(27,876,932)	(32,064,582)	17,201,826	(1,424,648)
Total equity	657,943,466	683,723,557	180,764,879	209,679,645
Gross gearing ratio (times)	0.02	0.02	0.11	0.005
Net gearing ratio (times)	*	*	0.10	*

* 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 year/period.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

41. CAPITAL COMMITMENTS

Capital expenditure

As at the reporting date, the Group has the following commitments:

	Group	
	2025 RM	2024 RM
Authorised and contracted for:		
- Property, plant and equipment	383,694	2,713,068

42. FINANCIAL GUARANTEES

	2025 RM	2024 RM
Group		
Unsecured		
Bankers' guarantee issued in favour of third parties	159,400	920,409
Company		
Unsecured		
Corporate guarantees given to the licensed banks for credit facility granted to subsidiaries	951,000	2,291,000

43. COMPARATIVE FIGURES

- (a) The previous reporting period covered a period of 13 months from 1 December 2023 to 31 December 2024. The current reporting period covers a period of 12 months from 1 January 2025 to 31 December 2025. 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 2025

43. COMPARATIVE FIGURES (CONT'D)

- (b) Certain comparatives were reclassified to conform with current financial year's presentation. There was no significant impact to the financial performance in relation to the financial period ended 31 December 2024.

	As previously stated RM	Reclassification RM	As restated RM
Group			
Statements of Financial Position			
Current Assets			
Trade receivables	80,702,088	87,329	80,789,417
Other receivables	6,609,827	(87,329)	6,522,498
Fixed deposits with licensed banks	5,744,619	(2,524,000)	3,220,619
Cash and bank balances	42,235,987	2,524,000	44,759,987
Current Liabilities			
Trade payables	22,797,297	60,520	22,857,817
Other payables	19,973,040	(64,840)	19,908,200
Amount due to immediate holding company	-	526,645	526,645
Amount due to holding company	526,645	(526,645)	-
Amount due to related companies	-	4,320	4,320
Statement of Profit or Loss and Other Comprehensive Income			
Administrative expenses	(56,129,584)	32,283	(56,097,301)
Finance costs	(184,971)	(32,283)	(217,254)
Statements of Cash Flows			
Operating Activities			
Adjustment for:			
Finance costs	184,971	32,283	217,254
Changes in working capital:			
Trade receivables	(1,711,836)	(87,329)	(1,799,165)
Other receivables	(295,689)	87,329	(208,360)
Trade payables	9,766,068	60,520	22,857,817
Other payables	(5,115,169)	(64,840)	(5,180,009)
Cash generated from/(used in) operations			
Interest paid	(184,971)	(32,283)	(217,254)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

43. COMPARATIVE FIGURES (CONT'D)

- (b) Certain comparatives were reclassified to conform with current financial year’s presentation. There was no significant impact to the financial performance in relation to the financial period ended 31 December 2024. (Cont’d)

	As previously stated RM	Reclassification RM	As restated RM
Group (Cont'd)			
Statements of Cash Flows (Cont'd)			
Financing activities			
Net changes in amount due to immediate holding company	-	526,645	526,645
Net changes in amount due to holding company	526,645	(526,645)	-
Net changes in amount due to related companies	-	4,320	4,320
Cash and cash equivalents at the end of the financial year/period comprises			
Cash and bank balances	42,235,987	2,524,000	44,759,987
Fixed deposits with licensed banks	5,744,619	(2,524,000)	3,220,619
Company			
Statements of Cash Flows			
Investment activities			
Proceeds from capital reduction of a subsidiary	18,583,797	10	15,583,807
Effect of exchange translation differences on cash and cash equivalents	(1,294,297)	(10)	(1,294,307)

44. 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 13 April 2026.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements/ Paragraph 9.41(b) of the MAIN Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position:

a. Group Total Income and Total Assets

Total Income	Remarks	Group	
		2025 (RM)	2024 (RM)
Revenue		306,464,642	381,427,915
Interest/Finance income		17,908,874	5,364,167
Dividend income		59,250	606,615
Other income		29,005,382	56,022,409
Share of profit of associates		34,018	304,888
Total		353,472,166	443,725,994
Total Assets		738,240,011	770,464,953

b. Business Activities

Shariah Non-Complaint Activities	Remarks	Group	
		2025 (RM)	2024 (RM)
Interest income		17,908,874	5,364,167
Dividend income received from conventional instruments		59,250	606,618
Total		17,968,124	5,970,785

c. Component of Financial Position

(i) Cash Component

Islamic Account/ Instruments	Remarks	Group	
		2025 (RM)	2024 (RM)
Total Cash		0	0

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

c. Component of Financial Position (Cont'd)

(i) Cash Component (Cont'd)

Conventional Account/ Instruments	Remarks	Group	
		2025 (RM)	2024 (RM)
Asset classified as held for sale: Cash and cash equivalents		74,077,778	37,564,773
Cash at bank		39,863,361	42,235,987
Money market instruments		3,337,000	5,744,619
Total Cash		117,278,139	85,545,379

(ii) Debt Component

Islamic Financing	Remarks	Group	
		2025 (RM)	2024 (RM)
Current		0	0
Non-current		0	0
Total Financing		0	0

Conventional Borrowing	Remarks	Group	
		2025 (RM)	2024 (RM)
Current			
Banker's acceptances		951,000	5,723,000
Hire purchase payables		110,242	0
Invoice financing		11,893,000	9,800,000
Non-current			
Hire purchase payables		246,493	0
Total Debt		13,200,735	15,523,000

STATISTICS OF SHAREHOLDINGS

AS AT 31 MARCH 2026

SHARE CAPITAL

Total Number of Issued Shares	:	609,168,968
Issued Share Capital	:	RM98,878,598
Class of Shares	:	Ordinary Shares
Voting Rights	:	One vote for each ordinary share held

DISTRIBUTION OF SHAREHOLDINGS

(Based on Record of Depositors)

Size of Holdings	No. of Holders	% of Shareholders	No. of Shares Held	% of Shares Held
1 – 99	44	3.639	564	0.000
100 - 1,000	118	9.760	48,948	0.009
1,001 - 10,000	348	28.784	1,958,972	0.357
10,001 - 100,000	551	45.575	18,253,200	3.329
100,001 to less than 5% of issued shares	141	11.663	158,127,190	28.841
5% and above of issued shares	7	0.579	369,890,594	67.464
	1,209	100	548,279,468 ^(a)	100

^(a) Excluding a total of 60,889,500 shares bought-back by the Company and retained as treasury shares as at 31 March 2026.

SUBSTANTIAL SHAREHOLDERS

(Based on the Register of Substantial Shareholders)

No.	Name	Direct		Indirect	
		No. of Shares Held	%	No. of Shares Held	%
1.	Chin Hin Group Berhad	404,260,294	73.73	-	-
2.	PP Chin Hin Realty Sdn Bhd	-	-	404,260,294 ^(a)	73.73
3.	Divine Inventions Sdn Bhd	-	-	404,260,294 ^(a)	73.73
4.	Datuk Seri Chiau Beng Teik, JP	-	-	404,260,294 ^(b)	73.73
5.	Datin Seri Wong Mee Leng	-	-	404,260,294 ^(b)	73.73
6.	Datuk Wira Chiau Haw Choon	-	-	404,260,294 ^(b)	73.73

^(a) Deemed interested pursuant to Section 8 of the Companies Act 2016 (“the Act”), by virtue of its shareholdings in Chin Hin Group Berhad.^(b) Deemed interest pursuant to Section 8 of the Act 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.

STATISTICS OF SHAREHOLDINGS

AS AT 31 MARCH 2026

DIRECTORS' INTERESTS IN SHARES

(Based on Register of Directors' Shareholding)

No.	Name	Direct		Indirect	
		No. of Shares Held	%	No. of Shares Held	%
1.	Datuk Seri Chiau Beng Teik, JP	-	-	404,260,294 ^(a)	73.73
2.	Datuk Wira Chiau Haw Choon	-	-	404,260,294 ^(a)	73.73
3.	Ng Wai Luen	-	-	-	-
4.	Er Kian Hong	-	-	-	-
5.	Teh Boon Beng	-	-	-	-
6.	Datuk Hj Mohd Yusri Bin Md Yusof	-	-	-	-
7.	Dato' Boey Chin Gan	-	-	-	-

^(a) Deemed interest pursuant to Section 8 of the Act 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.

LIST OF TOP 30 LARGEST SECURITIES ACCOUNTS HOLDERS

(Based on Record of Depositors)

No.	Name	No. of Shares Held	%
1.	CHIN HIN GROUP BERHAD	78,726,400	14.359
2.	CHIN HIN GROUP BERHAD	74,764,000	13.636
3.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT - AMBANK ISLAMIC BERHAD FOR CHIN HIN GROUP BERHAD	66,000,000	12.038
4.	M & A NOMINEE (TEMPATAN) SDN BHD AL RAJHI BANKING & INVESTMENT CORPORATION (MALAYSIA) BHD PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD (ACC 2)	60,000,000	10.943
5.	RHB NOMINEES (TEMPATAN) SDN BHD BANK OF CHINA (MALAYSIA) BERHAD PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD	30,400,000	5.545
6.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD (MY4563)	30,000,194	5.472
7.	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD	30,000,000	5.472
8.	BBL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHIN HIN GROUP BERHAD	26,000,000	4.742
9.	AMANAH RAYA BERHAD KUMPULAN WANG BERSAMA SYARIAH	25,400,000	4.633
10.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM KIAN HIN (7016855)	10,281,400	1.875

STATISTICS OF SHAREHOLDINGS

AS AT 31 MARCH 2026

LIST OF TOP 30 LARGEST SECURITIES ACCOUNTS HOLDERS (CONT'D)

(Based on Record of Depositors)

No.	Name	No. of Shares Held	%
11.	CHIN HIN GROUP BERHAD	8,369,700	1.527
12.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KEH CHUAN SENG (7001511)	4,423,000	0.807
13.	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR POR TEONG ENG	4,200,600	0.766
14.	LIM KHUAN ENG	4,200,000	0.766
15.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM SOR YEE (MY4487)	3,959,200	0.722
16.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR NG BENG HOO (7004794)	3,801,600	0.693
17.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM KIAN HIN (7008657)	3,470,000	0.633
18.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR OOI CHEN SENG	3,394,600	0.619
19.	CITIGROUP NOMINEES (ASING) SDN BHD UBS AG	2,474,900	0.451
20.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE KEAN LENG (7010488)	2,269,800	0.414
21.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KHOR KAI FU (7015169)	2,168,400	0.395
22.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR POR TEONG ENG (7008531)	2,137,790	0.390
23.	LINK CHEONG WAH	1,683,400	0.307
24.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE HAI PENG (7007441)	1,590,000	0.290
25.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN HWA SING (7012335)	1,566,400	0.286
26.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHE HALIN BIN MOHD HASHIM (7002939)	1,560,000	0.285
27.	WONG TAP PAU	1,494,000	0.272
28.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KHOR KEN YEON (7009857)	1,407,800	0.257
29.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM KIAN HIN (MY4138)	1,218,300	0.222
30.	KHEW YIT LEN	1,209,600	0.221
TOTAL		488,171,084	89.037

LIST OF TOP 10 PROPERTIES OWNED BY THE GROUP

Based on Net Book Value as at 31 December 2025

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	23 years	3.34	2.43	37,034	01-03-2000
2.	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
3.	Lot 575, 1 KM Lebuhraya Segamat-Kuantan, 85000 Segamat, Johor	Industrial land with factory building	Freehold	26 years	8.33	5.47	27,516	07-03-1995
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 139279, HSD 18061, No. 2, Jalan Sungai Pelubung 32/149, Seksyen 32, 40460 Shah Alam, Selangor	Industrial land with factory building	Freehold	17 years	1.87	0.84	15,000	27-02-2002
6.	Lot 28, Taman Perindustrian Bukit Makmur, 08000 Sungai Petani, Kedah	Industrial land with factory building	Freehold	18 years	3.08	1.83	10,000	24-04-1997
7.	Lot 1268, Block 8, Jalan Bako, Demak Laut Industrial Estate Phase IV, 93050 Kuching, Sarawak.	Industrial land with factory building	Leasehold (expiry : 22-08-2066)	17 years	4.38	0.86	10,000	01-07-2011
8.	Lot 3105, Jalan Buloh Kasap, Batu Anam, Mukim Buloh Kasap, 85010 Segamat, Johor.	Industrial land with factory building	Freehold	17 years	4.79	1.31	9,722	23-09-2013
9.	Lot 142, Kawasan Perindustrian, Jalan Genuang, 85000 Segamat, Johor.	Industrial land with factory building	Leasehold (expiry : 22-01-2079)	24 years	2.04	1.36	7,793	03-12-2009
10.	Lot 153, Kawasan Perindustrian, Jalan Genuang, 85000 Segamat, Johor.	Industrial land with factory building	Leasehold (expiry : 22-01-2079)	31 years	1.87	1.41	7,715	10-06-1993

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirtieth (30th) Annual General Meeting (“30th AGM”) of Ajiya Berhad (“Ajiya” or “the Company”) will be held at Menara Chin Hin, Level 19, 8th & Stellar, No. 1, Jalan Naga Emas, Sri Petaling, 57000 Kuala Lumpur, Malaysia on Friday, 5 June 2026 at 11.00 a.m. or any adjournment thereof, for the purpose of transacting the following businesses:

- | | |
|--|--------------------------------------|
| 1. To receive the Audited Financial Statements for the financial year ended 31 December 2025, together with the Reports of the Directors and Auditors thereon. | (Please refer to Explanatory Note 1) |
| 2. To approve the payment of Directors’ fees of up to RM294,000 for the financial year ending 31 December 2026. | Ordinary Resolution 1 |
| 3. To approve the payment of Directors’ meeting allowance up to an amount of RM68,500 from the conclusion of the 30th AGM until the next AGM to be held in 2027. | Ordinary Resolution 2 |
| 4. 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) Mr. Teh Boon Beng | Ordinary Resolution 3 |
| b) Datuk Hj Mohd Yusri Bin MD Yusof | Ordinary Resolution 4 |
| 5. To re-elect Mr. Ng Wai Luen, who retires pursuant to Article 96 of the Company’s Constitution, and being eligible, offered himself for re-election. | Ordinary Resolution 5 |
| 6. To re-appoint Messrs UHY Malaysia PLT as External Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. | Ordinary Resolution 6 |

As Special Business:

To consider and, if thought fit, to pass the following resolutions:

- | | |
|--|-----------------------|
| 7. AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 | Ordinary Resolution 7 |
| <p>“THAT pursuant to Sections 75 and 76 of the Companies Act 2016 (“the Act”) and subject to the approvals of the relevant governmental/regulatory authorities, the Directors be and are hereby empowered to issue shares in the capital of the Company from time to time 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 issued pursuant to this resolution does not exceed 10% of the issued share capital of the Company for the time being and that the Directors be and are hereby also empowered to obtain approval from the Bursa Malaysia Securities Berhad for the listing and quotation of the additional shares so issued and that such authority shall continue to be in force until the conclusion of the next Annual General Meeting (“AGM”) of the Company.</p> <p>AND THAT pursuant to Section 85 of the Act to be read together with Clause 53 of the Constitution of the Company, approval be and is hereby given for the Company to waive the statutory pre-emptive rights of the shareholders and empower the Directors of the Company to issue and allot new ordinary shares pursuant to Sections 75 and 76 of the Act without offering them to the existing members to maintain their relative voting and distribution right and such new shares shall rank pari passu in all respects with the existing class of ordinary shares.”</p> | |
| 8. PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY FOR THE PURCHASE OF ITS OWN ORDINARY SHARES (“PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY”) | Ordinary Resolution 8 |
| <p>“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:</p> | |

NOTICE OF ANNUAL GENERAL MEETING

- 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 profits 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 is earlier.

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."

9. **PROPOSED NEW SHAREHOLDERS' MANDATE AND RENEWAL OF EXISTING SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED SHAREHOLDERS' MANDATE")**

Ordinary Resolution 9

"THAT, subject to compliance with all applicable laws, regulations and guidelines, 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 related parties as set out in Part A, Section 2.4 of the Circular to Shareholders dated 22 April 2026 for the purposes of Paragraph 10.09, Chapter 10 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements"), subject to the following:

- (i) the transactions are necessary for the day-to-day operations of the Company and/or its subsidiaries in the ordinary course of business, at arm's length, on normal commercial terms and are on terms not more favourable to the related party than those generally available to the public and not detrimental to minority shareholders of the Company;
- (ii) the mandate is subject to annual renewal. In this respect, any authority conferred by a mandate shall only continue to be in force until:
 - (a) the conclusion of the next AGM of the Company, at which time it will lapse, unless by a resolution passed at the meeting, the authority is renewed;

NOTICE OF ANNUAL GENERAL MEETING

(b) the expiration of the period within which the next AGM 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 a resolution passed by the shareholders in a general meeting,

whichever is earlier.

(iii) disclosure is made in the annual report of the Company of the breakdown of the aggregate value of the Recurrent Related Party Transactions conducted pursuant to the mandate during the current financial year, and in the annual report for the subsequent financial year, and amongst others, based on the following information:

(a) the type of Recurrent Related Party Transactions made; and

(b) the names of the related parties involved in each type of Recurrent Related Party Transactions made and their relationships with Ajiya.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things to give effect to the transactions contemplated and/or authorised by this Ordinary Resolution.

10. To transact any other ordinary business of the Company for which due notice shall have been given.

BY ORDER OF THE BOARD

CHONG WUI KOON
(MAICSA 7012363) (SSM PC No. 202008000920)
CHONG VOON WAH
(MAICSA 7055003)(SSM PC No. 202008001343)
THAI KIAN YAU
(MIA 36921)(SSM PC No. 202008001515)
Company Secretaries

Kuala Lumpur
Date: 22 April 2026

NOTICE OF ANNUAL GENERAL MEETING

NOTES ON APPOINTMENT OF PROXY

1. The 30th 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 authorised 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 authorised 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 4 June 2026 at 11.00 a.m.
 - (a) Submit the Form of Proxy to the business address of the Company at Lot 153, Kawasan Perindustrian, Jalan Genuang, 85000 Segamat, Johor; 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 29 May 2026 (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:

1. Audited Financial Statements for the Financial Year Ended 31 December 2025

Agenda No. 1 is meant for discussion only, as Section 340(1)(a) of the Companies Act 2016 ("the Act") provides that the audited financial statements are to be laid in the general meeting and do not require formal approval of the shareholders. Hence, this Agenda item is not put forward for voting.

2. Ordinary Resolutions 1 to 2: Payment of Directors' Fees and Benefits

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 30th AGM for the payment of Directors' fees and benefits under Ordinary Resolutions 1 and 2 as below:

i) Ordinary Resolution 1:

To Approve the Payment of Directors' fees of RM294,000 for the financial year ending 31 December 2026

This Ordinary Resolution is to facilitate payment of Directors' fees on a current financial year basis. The Ordinary Resolution 1, 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 follows:

Directors	Annual Fees per Director
The Company	RM42,000

ii) Ordinary Resolution 2:

Payment of Directors' meeting allowance up to an amount of RM68,500 from the conclusion of the 30th AGM until the next AGM

The meeting allowance is payable to each Director of the Company for attending the Board and Board Committees meetings. 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 30th AGM until the next AGM to be held in 2027.

There have been no changes to the meeting allowances since the last AGM, and it is fixed as follows:

Meeting	Amount per Meeting per Director
Board Meeting	RM1,000
Board Committee Meeting	RM500

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES: (CONT'D)

3. Ordinary Resolutions 3 to 5: Re-election of Directors

Article 89 of the Company's 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 at least once every three (3) years and shall be eligible for re-election.

Article 96 of the Company's Constitution further provides that the Board shall have power at any time, and from time to time, to appoint any person to be a Director. Any Director so appointed shall hold office only until the next following AGM, and shall then be eligible for re-election, but shall not be taken into account in determining the Directors who are to retire by rotation at that meeting.

The following Directors are standing for re-election as Directors of the Company at the 30th AGM of the Company and, being eligible, have offered themselves for re-election in accordance with the following provisions of the Company's Constitution:

- (a) Mr. Teh Boon Beng (Article 89);
- (b) Datuk Hj Mohd Yusri Bin MD Yusof (Article 89); and
- (c) Mr. Ng Wai Luen (Article 96).

(collectively referred to as "Retiring Directors")

For the purpose of determining the eligibility of the Retiring Directors to stand for re-election at the 30th AGM, the Board, through its Nomination Committee ("NC"), assessed the Retiring Directors, and considered the following:

- (a) The Directors' performance and contribution;
- (b) The Directors' skills, experience and strength and
- (c) The Directors' ability to act in the best interest of the Company.

The Board of Directors, through the NC, has deliberated on the suitability of the Retiring Directors to be re-elected as Directors. Upon deliberation, the Board (except for the Retiring Directors who had abstained from deliberations and decisions on their own eligibility to stand for re-election at the relevant Board and Committees meetings) collectively agreed that the Retiring Directors meet the criteria of character, experience, integrity, competence and time commitment to effectively discharge their respective roles as Directors of the Company and recommended the Retiring Directors be re-elected as the Directors of the Company.

Further, the NC has considered and affirmed, and the Board has endorsed that Mr. Teh Boon Beng and Datuk Hj Mohd Yusri Bin MD Yusof, who are seeking re-election at the forthcoming 30th AGM of the Company comply with the independence criteria as prescribed in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and remained independent in exercising their judgment and in carrying out their duties as Independent Non-Executive Director.

4. Ordinary Resolution 6: Re-appointment of External Auditors

The Board, through the Audit Committee, had conducted an assessment on the suitability, objectivity and independence of Messrs UHY Malaysia PLT in respect of the financial year ended 31 December 2025. The Board was satisfied with the performance of Messrs UHY Malaysia PLT and recommended the re-appointment of Messrs UHY Malaysia PLT as External Auditors of the Company to hold office until the conclusion of the next AGM of the Company in accordance with Section 271 of the Companies Act 2016.

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES: (CONT'D)

5. Ordinary Resolution 7: Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016

The proposed Ordinary Resolution 7, if passed, is the renewal of the general mandate to empower the Directors to issue and allot shares up to an amount not exceeding 10% of the issued share capital of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company ("General Mandate"). This authority, unless revoked or varied by the Company at a General Meeting, will expire at the next AGM.

The General Mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for the purpose of funding future investment project(s) workings capital and/or acquisitions.

Pursuant to Section 85(1) of the Companies Act 2016, read together with Clause 53 of the Constitution of the Company, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company.

Section 85(1) of the Companies Act 2016 states:

Subject to the constitution, where a company issues shares which rank equally to existing shares as to voting or distribution rights, those shares shall first be offered to the holders of existing shares in a manner which would, if the offer were accepted, maintain the relative voting and distribution rights of those shareholders.

Article 53 of the Company's Constitution provides as follows:

Subject to any direction to the contrary that may be given by the Company in meeting of Members any new shares and/or securities from time to time shall, before they are issued, be offered to such persons as at the date of the offer are entitled to receive notices from the Company of meeting of Members in proportion, as nearly as the circumstances admit, to the amount of the existing shares and/or securities to which they are entitled. The offer shall be made by notice specifying the number of shares and/or securities offered, and limiting a time within which the offer, if not accepted, shall be deemed to be declined, and, after the expiration of that time, or on the receipt of an intimation from the person to whom the offer is made that he declines to accept the shares and/or securities offered, the Board may dispose of those shares and/or securities in such manner as it thinks most beneficial to the Company. The Board may likewise so dispose of any new shares and/or securities which (by reason of the ratio which the new shares and/or securities bear to shares and/or securities held by persons entitled to an offer of new shares and/or securities) cannot, in the opinion of the Board, be conveniently offered under this Article.

In order for the Board to issue any new shares free of pre-emptive rights, such pre-emptive rights must be waived. The proposed Ordinary Resolution 7, if passed, will exclude shareholder pre-emptive rights over all new shares in the Company to be issued under the general mandate.

As of the date of this Notice, the Company has not issued any new shares pursuant to the General Mandate granted to the Directors at the Twenty-Ninth (29th) Annual General Meeting held on 27 May 2025 and which the said General Mandate will lapse at the conclusion of the 30th AGM.

6. Ordinary Resolution 8: Proposed Renewal of Share Buy-Back Authority for the Purchase of its Own Ordinary Shares

The proposed Ordinary Resolution 8, if passed, will empower the Company to purchase its own ordinary shares of up to 10% of the total issued share capital of the Company for the time being by utilising the funds allocated out of the retained profits of the Company. This authority, unless renewed or revoked or varied by the Company at a general meeting, will expire at the conclusion of the next AGM of the Company or the expiration of the period within which the next AGM after that date is required by the law to be held, whichever occurs first. For more information, kindly refer to the Company's Statement to Shareholders dated 22 April 2026, which is dispatched together with the Annual Report 2025.

NOTICE OF ANNUAL GENERAL MEETING

EXPLANATORY NOTES: (CONT'D)

7. Ordinary Resolution 9: Proposed New Shareholders' Mandate and Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

The proposed Ordinary Resolution 9, if passed, will enable the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature which are necessary for the day-to-day operations of the Company and/or its subsidiaries, subject to the transactions being carried out in the ordinary course of business of the Company and/or its subsidiaries and on normal commercial terms which are generally available to the public and not detrimental to the minority shareholders of the Company. This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM of the Company. For more information, kindly refer to the Company's Circular to Shareholders dated 22 April 2026, which is dispatched together with the Annual Report 2025.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

- As at the date of this notice, there are no individuals who are standing for election as Directors (excluding the above Directors who are standing for re-election) at this forthcoming AGM.
- The Company will seek shareholders' approval on the general mandate for the issue of securities in accordance with Paragraph 6.03 (3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the proposed Ordinary Resolution 7 as stated in the Notice of AGM of the Company for the details.

FORM OF PROXY



CDS Account No.	
No. of Shares Held	

I / We (Full Name in Block Letters) _____
NRIC No. / Passport No. / Company Registration No. _____
of _____
email address _____ Mobile No. _____
being a member/members of AJIYA BERHAD, hereby appoint:

Full Name (in Block)		Proportion of Shareholdings	
NRIC/Passport No.		No. of Shares	%
Address			
Email Address			
Contact No.			

and / or* (*delete as appropriate)

Full Name (in Block)		Proportion of Shareholdings	
NRIC/Passport No.		No. of Shares	%
Address			
Email Address			
Contact No.			

You are required to fill in the contact no. and email address to participate in the Thirtieth (30th) AGM, otherwise, we are unable to register you as a participant of the meeting.

or failing *him/her, the Chairman of the meeting as my/our proxy to vote and act on my/our behalf at the Thirtieth (30th) AGM of Ajiya Berhad ("Ajiya" or "the Company") will be held at Menara Chin Hin, Level 19, 8th & Stellar, No. 1, Jalan Naga Emas, Sri Petaling, 57000 Kuala Lumpur, Malaysia on Friday, 5 June 2026 at 11.00 a.m. or any adjournment thereof.

NO.	RESOLUTIONS		FOR	AGAINST
1.	To approve the payment of Directors' fees of up to RM294,000 for the financial year ending 31 December 2026.	Ordinary Resolution 1		
2.	To approve the payment of Directors' meeting allowance up to an amount of RM68,500 from the conclusion of the 30th AGM until the next AGM to be held in 2027.	Ordinary Resolution 2		
3.	To re-elect Mr. Teh Boon Beng as Director.	Ordinary Resolution 3		
4.	To re-elect Datuk HJ Mohd Yusri Bin MD Yusof as Director.	Ordinary Resolution 4		
5.	To re-elect Mr. Ng Wai Luen as Director.	Ordinary Resolution 5		
6.	To re-appoint Messrs UHY Malaysia PLT as External Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.	Ordinary Resolution 6		
7.	To approve the authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.	Ordinary Resolution 7		
8.	Proposed Renewal of Share Buy-Back Authority for the Purchase of its Own Ordinary Shares	Ordinary Resolution 8		
9.	Proposed New Shareholders' Mandate and Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature	Ordinary Resolution 9		

(Please indicate with 'X' how you wish to cast your vote. In the absence of specific directions, the proxy may vote or abstain from voting on the resolution as he/she may think fit.)

Signed on this _____ day of _____ 2026.

Signature
(If shareholder is a corporation, this form should be executed under seal)

NOTES

1. The 30th 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 authorised 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 authorised 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 4 June 2026 at 11.00 a.m.
 - (a) Submit the Form of Proxy to the business address of the Company at Lot 153, Kawasan Perindustrian, Jalan Genuang, 85000 Segamat, Johor; 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 29 May 2026 (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.

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AFFIX STAMP

AJIYA BERHAD
Company Registration No. 199601005281 (377627-W)
Lot 153, Kawasan Perindustrian,
Jalan Genuang,
85000 Segamat, Johor

Fold Here

Dear Shareholders,

Kindly complete the Requisition Form provided below and return the same by email or post to the Company's Share Registrar Office at the following address:

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
Email : BSR.Helpdesk@boardroomlimited.com

The printed copy will be despatched to you upon receipt of the completed Requisition Form.

REQUISITION FORM

To : Ajiya Berhad

Note: Please tick (✓) accordingly. Incomplete or incorrectly completed form will not be processed.

	Please send me/us a printed copy of the Annual Report for the financial year ended 31 December 2025.
	Please send me/us a printed copy of the Circular to Shareholders in relation to the Proposed New Shareholders' Mandate and Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature dated 22 April 2026.

PARTICULARS OF SHAREHOLDER

Name : _____

NRIC /Passport/Company No. : _____

CDS Account No. : _____

Mailing Address : _____

Email Address : _____

Contact No. : _____

Signature : _____

Date : _____

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AFFIX STAMP

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

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CORPORATE DIRECTORY

AJIYA BERHAD

Lot 153, Kawasan Perindustrian, Jalan Genuang, 85000 Segamat, Johor

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 Teknologi 2 @ Enstek,
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- Senai Office & Factory

No. 24, Jalan Desa Idaman 1/1,
Taman Perindustrian Senai,
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Tel : 607-557 3733
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- Mentakab Office & Factory

No. 11, Jalan Industri 3/5,
Taman Perindustrian Temerloh,
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ARI Utara Sdn Bhd

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ARI Timur (KB) Sdn Bhd

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GLASS GROUP

Ajiya Safety Glass Sdn Bhd

- Marketing Head Office & Factory

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- Segamat Office & Factory

Lot 575,
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ASG Marketing Sdn Bhd

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Associate Company

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