



**Hiap Huat**  
Holdings Berhad  
200901038858 (881993-M)



## GREEN VISION FOR GLOBAL AMBITION

ANNUAL REPORT 2024

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## CORPORATE INFORMATION

## BOARD OF DIRECTORS

**Dato' Chan Say Hwa**  
Executive Chairman

**Datin Chow Pui Ling**  
Executive Director

**Soo Kit Lin**  
Executive Director

**Lee Yew Weng**  
Independent Non-Executive Director

**Cheng Mun Mun**  
Independent Non-Executive Director

**Wong Keng Fai**  
Independent Non-Executive Director  
(Appointed on 29 August 2024)

## AUDIT COMMITTEE

Chairman  
**Lee Yew Weng**  
Independent Non-Executive Director  
Member  
**Cheng Mun Mun**  
Independent Non-Executive Director  
**Wong Keng Fai**  
Independent Non-Executive Director  
(Appointed on 29 August 2024)

## REMUNERATION COMMITTEE

Chairman  
**Lee Yew Weng**  
Independent Non-Executive Director  
Member  
**Cheng Mun Mun**  
Independent Non-Executive Director  
**Wong Keng Fai**  
Independent Non-Executive Director  
(Appointed on 29 August 2024)

## NOMINATION COMMITTEE

Chairman  
**Wong Keng Fai**  
Independent Non-Executive Director  
(Appointed on 29 August 2024)  
Member  
**Lee Yew Weng**  
Independent Non-Executive Director  
**Cheng Mun Mun**  
Independent Non-Executive Director

## RISK MANAGEMENT COMMITTEE

Chairperson  
**Cheng Mun Mun**  
Independent Non-Executive Director  
Member  
**Dato' Chan Say Hwa**  
Executive Chairman  
**Datin Chow Pui Ling**  
Executive Director  
**Soo Kit Lin**  
Executive Director  
**Lee Yew Weng**  
Independent Non-Executive Director  
**Wong Keng Fai**  
Independent Non-Executive Director  
(Appointed on 29 August 2024)

## COMPANY SECRETARIES

**Tan Tong Lang**  
(MAICSA 7045482/SSM PC No.  
202208000250)

**Low Ven Sin**  
(MAICSA 7076080/SSM PC No.  
202208000340)

## REGISTERED OFFICE

B-21-1, Level 21, Tower B  
Northpoint Mid Valley City  
No. 1 Medan Syed Putra Utara  
59200 Kuala Lumpur  
W.P. Kuala Lumpur  
Tel no. : +603 9770 2200  
Fax no. : +603 2201 7774  
Email: boardroom@boardroom.com.my

## HEAD OFFICE/PRINCIPAL PLACE OF BUSINESS

Lot 102521, Jalan Sungai Pinang 5/3  
Kawasan Perindustrian Pulau Indah  
Fasa 2, 42920 Pulau Indah  
Selangor Darul Ehsan  
Tel no. : +603 3884 9368  
Fax no. : +603 3102 3110

## WEBSITE

[www.hiaphuat.com](http://www.hiaphuat.com)

## INVESTOR RELATIONS

Email : [enquiry@hiaphuat.com](mailto:enquiry@hiaphuat.com)  
Tel no. : +603 3884 9368  
Fax no. : +603 3102 3110

## AUDITORS

**TGS TW PLT** (AF002345)  
E-16-2B, Level 16, Icon Tower (East)  
No. 1, Jalan 1/68F, Jalan Tun Razak  
50400 Kuala Lumpur  
W.P. Kuala Lumpur  
Tel no. : +603 9771 4326  
Fax no. : +603 9771 4327

## PRINCIPAL BANKERS

CIMB Bank Berhad  
Public Bank Berhad  
United Overseas Bank (Malaysia) Berhad

## SHARE REGISTRAR

**Aldpro Corporate Services Sdn Bhd**  
B-21-1, Level 21, Tower B  
Northpoint Mid Valley City  
No. 1 Medan Syed Putra Utara  
59200 Kuala Lumpur  
W.P. Kuala Lumpur  
Tel no. : +603 9770 2200  
Fax no. : +603 2201 7774  
Email : [admin@aldpro.com.my](mailto:admin@aldpro.com.my)

## STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia  
Securities Berhad  
Stock Name : HHHCORP  
Stock Code : 0160

## DIRECTORS' PROFILES

### DATO' CHAN SAY HWA



Age 46 / Male / Malaysian

**Executive Chairman**

*Member of Risk Management Committee*

**Dato' Chan Say Hwa** was appointed to the Board of Directors of Hiap Huat Holdings Berhad ("Hiap Huat" or the "Company") as Group Managing Director on 9 December 2009 and he was re-designated as an Executive Chairman of Hiap Huat on 30 May 2023. He is mainly responsible for the overall strategy and development of the overall vision for Hiap Huat and its Group of Companies. In addition, he also oversees the development of the sales and marketing strategies and the implementation of sales plans and marketing of products to existing and new customers, the Company's growth, quality assurance, policy and strategy as well as monitoring the Company's overall profitability. He is also in charge of the production technology innovation and product's research and development for the Company. He holds a Diploma in Marketing and has more than 20 years of experience in the recycling business mainly involved in manufacturing, marketing and general management.

He joined Hiap Huat Chemicals Sdn Bhd ("HHC") in year 2000 as the Factory Operation Supervisor. He was then promoted to Factory Manager in year 2002 and subsequently became the General Manager in year 2004. On 9 December 2009, he was appointed to the Board of Hiap Huat and was made the Group Managing Director in the same year.

He does not hold directorships in any other public companies and listed issuer. He is the spouse of Datin Chow Pui Ling and the son of Soo Kit Lin, both the Executive Directors and a major shareholder of the Company. He has no conflict of interest or potential conflict of interest within the Group and has not been convicted of any offences within the past five (5) years other than traffic offences, if any, and there have not been any public sanction nor penalties imposed upon him by any relevant regulatory bodies for the financial year ended 31 December 2024.

He has attended all five (5) Board Meetings held during the financial year ended 31 December 2024.

### DATIN CHOW PUI LING



Age 44 / Female / Malaysian

**Executive Director**

*Member of Risk Management Committee*

**Datin Chow Pui Ling** is an Executive Director of the Company. She is responsible for the daily operations of the business and reviewing the planning, operations and control of the business processes from time to time. She graduated with Masters in International Business in year 2012.

She joined Hiap Huat Chemicals Sdn Bhd ("HHC") as a Management Trainee in year 2004 and was initially assigned to the Administrative Department to work as an Administrative Executive. In the same year, she was promoted and assigned to the Logistic Department as an Assistant Logistic Manager. She was promoted to Accounts and Human Resources Manager in the following year. On 9 December 2009, she was appointed to the Board of Hiap Huat.

She does not hold directorships in any other public companies and listed issuer. She is the spouse of Dato' Chan Say Hwa, the Executive Chairman, daughter-in-law of Soo Kit Lin, the Executive Director and a major shareholder of the Company. She has no conflict of interest or potential conflict of interest within the Group and has not been convicted of any offences within the past five (5) years other than traffic offences, if any, and there have not been any public sanction or penalties imposed upon her by any relevant regulatory bodies for the financial year ended 31 December 2024.

She has attended all five (5) Board Meetings held during the financial year ended 31 December 2024.



## DIRECTORS' PROFILES

## SOO KIT LIN

Age 70 / Female / Malaysian

**Executive Director***Member of Risk Management Committee*

**Madam Soo Kit Lin** was appointed as a Non-Independent Non-Executive Director of the Company on 9 December 2009. Subsequently on 1 May 2013, she was re-designated as an Executive Director of Hiap Huat. She is one of the co-founders of Hiap Huat Manufacturing and Trading Co. and thereafter Hiap Huat and its subsidiaries. She completed her secondary education at a school in Malaysia. She has more than 32 years of experience in the business of waste recycling, paint manufacturing and distribution of environmental friendly products. Her expertise and contribution extend to resource planning and management where her prudent management has contributed to the continuing business success and growth of our Group.

She does not hold directorships in any other public companies and listed issuer. She is the mother of Dato' Chan Say Hwa, the Executive Chairman, mother-in-law of Datin Chow Pui Ling, the Executive Director and a major shareholder of the Company. She has no conflict of interest or potential conflict of interest within the Group and has not been convicted of any offences within the past five (5) years other than traffic offences, if any, and there have not been any public sanction or penalties imposed upon her by any relevant regulatory bodies for the financial year ended 31 December 2024.

She has attended four (4) out of five (5) Board Meetings held during the financial year ended 31 December 2024.

## LEE YEW WENG

Age 48 / Male / Malaysian

**Independent Non-Executive Director***Chairman of Audit Committee and Remuneration Committee**Member of Nomination Committee and Risk Management Committee*

**Mr. Lee Yew Weng ("Mr. Lee")** was appointed to the Board as an Independent Non-Executive Director on 24 February 2021.

Mr. Lee obtained his Bachelor of Commerce degree in 1999 from the University of Adelaide, in Australia. He is a Chartered Accountant and is a fellow member of CPA Australia and a member of the Malaysian Institute of Accountants.

He began his career with KK Chow & Partners in March 1999 and then joined Crowe Horwath Malaysia (now known as Crowe Malaysia) in January 2000 as an Audit Assistant where he was involved in performing statutory audit. Subsequently, he joined KPMG Malaysia as an Audit Assistant in January 2001.

He ventured into the corporate sector when he joined Jotech Holdings Berhad as their Group Accountant in 2002 where he was responsible for their accounting and financial matters. From May 2003 to June 2010, he worked with AmlInvestment Bank Berhad, firstly in the Corporate Finance and Advisory Department and was promoted to Associate Director where he was involved in various corporate exercises, including corporate restructuring, reverse take-overs, mergers and acquisitions, fund raising and initial public offering. Subsequently in July 2008, he was relocated to their Corporate & Institutional Banking Department of AmlInvestment Bank Berhad as an Associate Director.

After he left AmlInvestment Bank Berhad in 2010, he setup his own firms that are principally engaged in provision of financial consulting and management consultancy services.

From June 2019 to February 2020, he joined Canfield Corporate Finance Company Limited ("Canfield"), an approved Corporate Finance Adviser in Hong Kong, licenced by the Securities and Futures Commission of Hong Kong, as a Responsible Officer where he was involved in marketing and structuring transactions for clients undertaking cross-border corporate exercises. Subsequently in September 2020, he joined Sorrento Capital Limited, Corporate Finance Adviser in Hong Kong, licenced by the Securities and Futures Commission of Hong Kong, as a Licenced Representative where he has similar responsibilities as his role in Canfield.

He holds directorship in Sunzen Biotech Berhad as Non-Independent Non-Executive Director, and as Independent Non-Executive Director in DS Sigma Holdings Berhad and Go Hub Capital Berhad.

He has no family relationship with any Director and/ or major shareholder of the Company, nor any conflict of interest or potential conflict of interest within the Group. He has not been convicted of any offences within the past five (5) years other than traffic offences, if any, and there have not been any public sanction or penalty imposed on him by the relevant regulatory bodies for the financial year ended 31 December 2024.

He has attended all five (5) Board Meetings of the Company held during the financial year ended 31 December 2024.

## DIRECTORS' PROFILES

## CHENG MUN MUN



Age 40 / Female / Malaysian

**Independent Non-Executive Director***Chairperson of Risk Management Committee**Member of Audit Committee, Remuneration Committee and Nomination Committee*

**Ms. Cheng Mun Mun ("Ms. Cheng")** was appointed as an Independent Non-Executive Director of the Company on 18 April 2023. She received her Bachelor of Laws (LL.B Hons) from the University of London and is a qualified Advocate and Solicitor of the High Court of Malaya.

Ms. Cheng commenced her professional journey in 2008 at one of Malaysia's largest steel producers. She then transitioned into private practice, honing her expertise in mergers and acquisitions, joint ventures, foreign investments, corporate restructuring and equity capital markets at medium-sized and large Malaysian law firms.

Marking a significant progression in her career and allowing her to leverage her legal expertise in a corporate environment, Ms. Cheng transitioned to in-house counsel roles which started at DIGI Telecommunications. This experience led her to head the Commercial Legal Practice at PETRONAS Lubricants International, overseeing operations in the Greater China and Asia Pacific regions. Her subsequent role at Hong Leong Financial Group further broadened her expertise, encompassing compliance risk management, corporate governance and ethics.

Currently, Ms. Cheng serves as the Group Legal and Compliance Director at Grobest Group, where she is responsible for the oversight of legal, compliance and governance matters.

She does not hold directorships in any other public companies and listed issuer. She has no family relationship with any director and/or major shareholder of the Company nor any conflict of interest or potential conflict of interest within the Group. She has not been convicted of any offences within the past five (5) years other than traffic offences, if any, and there have not been any public sanction or penalties imposed upon him by any relevant regulatory bodies for the financial year ended 31 December 2024.

She has attended all five (5) Board Meetings held during the financial year ended 31 December 2024.





## DIRECTORS' PROFILES

## WONG KENG FAI



Age 34 / Male / Malaysian

**Independent Non-Executive Director**

*Chairman of Nomination Committee*

*Member of Audit Committee, Remuneration Committee  
and Risk Management Committee*

**Mr. Wong Keng Fai** was appointed as an Independent Non-Executive Director of the Company on 29 August 2024.

He graduated with a Bachelor of Science in Mathematics with Physics from the University of Southampton in June 2014. He is a Chartered Financial Analyst and has been a member of the CFA Institute since November 2019.

He began his career in August 2014 with E2 Power Sdn Bhd, a subsidiary of Oversea-Chinese Banking Corporation as an Associate, where he assisted in operational projects and management matters in the Loan Operation Department, IT Department, Financial Controller Department and Head of Operation and Technology Office. He was subsequently promoted to Manager in February 2016 where he led multiple operational improvement projects in the Loan Operation Department.

In September 2016, he left E2 Power Sdn Bhd and joined Mercury Securities Sdn Bhd ("Mercury Securities") within the same month as an Associate in the Corporate Finance Department, where he assisted his team in several corporate exercises such as takeovers, merger and acquisitions, initial public offerings, private placements and rights issues for Malaysian public listed companies. He left Mercury Securities in May 2018.

In June 2018, he joined Visionnaires Capital Pte Ltd, Singapore ("Visionnaires") as a Senior Associate in the Corporate Finance Department, where he was involved in mergers and acquisitions exercises, fundraising deals and provision of strategic advisories.

In May 2019, he left Visionnaires and subsequently joined QuantePhi Sdn Bhd ("QuantePhi") as a Team Lead in the Merger and Acquisition and Corporate Finance Department, where he was responsible for the management of a team of analysts in deal structuring, negotiation and execution process along with provision of advisories in respect of mergers and acquisitions, fundraising and debt restructuring exercises.

In February 2024, he left QuantePhi and joined Capbright Sdn Bhd ("Capbright") as Chief Executive Officer and is currently the responsible person approved by Securities Commission Malaysia ("SC") for Capbright. Capbright is a venture capital management corporation registered under the SC. In his capacity as Chief Executive Officer, he oversees fund investment strategies and holds overall responsibility for fund management operations.

He holds directorship in Solar District Cooling Group Berhad as Independent Non-Executive Director and is also a director and shareholder of Capbright.

He has no family relationship with any Director and/or major shareholder of the Company, nor any conflict of interest or potential conflict of interest within the Group. He has not been convicted of any offences within the past five (5) years other than traffic offences, if any, and there have not been any public sanction or penalty imposed on him by the relevant regulatory bodies for the financial year ended 31 December 2024.

He has attended the only one (1) Board meeting held during the financial year ended 31 December 2024, following his appointment in August 2024.

## PROFILES OF KEY SENIOR MANAGEMENT

### CHOW HOW FAI



Age 42 / Male / Malaysian



**General Manager Operation  
for Pulau Indah Plant**

**Chow How Fai** is the General Manager Operations of Topmark Petroleum Products Sdn Bhd. He holds a Bachelor in Business Administration. He is responsible in overseeing factory operation and manufacturing processes as well as installation and commissioning of all machineries. He also involved in the management of production planning, scheduling and execution and is the competent person in Scheduled Waste Management.

He started his career in year 2001 where he joined Giordano Bhd as a Senior Sales Executive. In year 2006, he joined CNT Hardware and Petroleum Sdn Bhd (currently known as Hiap Huat Portal Solutions Sdn Bhd) as Production Supervisor. He was then promoted to Operation Manager in year 2010. In year 2011, he has been assigned to Hiap Huat Chemicals Sdn Bhd as a Production Manager and in year 2013, he became the Production Manager for Topmark Petroleum Products Sdn Bhd and was subsequently promoted to his current position in early 2017.

He is the brother and brother-in-law of Datin Chow Pui Ling and Dato' Chan Say Hwa. He does not hold directorship in any other public companies or listed issuer. He has no conflict of interest with the Company and has not been convicted of any offences within the past five (5) years other than traffic offences, if any, and there have not been any public sanction or penalties imposed upon him by any relevant regulatory bodies for the financial year ended 31 December 2024.

### CHOW CHIAT WEE



Age 38 / Male / Malaysian



**General Manager Operations  
for Bentong Plant**

**Chow Chiat Wee** is the General Manager Operations of Hiap Huat Chemicals Sdn Bhd. He is responsible in overseeing factory operation and manufacturing processes as well as production planning, scheduling and execution. He holds a Bachelor in Business Administration and is the competent person in Scheduled Waste Management and Scrubber Operations.

He joined Hiap Huat Chemicals Sdn Bhd in year 2010 as Safety Executive and involved in ISO internal auditing. In year 2012, he was promoted as Assistant Logistic Manager and in year 2013 he became the Production Manager and was subsequently promoted to his current position in early 2017.

He is the brother and brother-in-law of Datin Chow Pui Ling and Dato' Chan Say Hwa. He does not hold directorship in any other public companies or listed issuer. He has no conflict of interest with the Company and has not been convicted of any offences within the past five (5) years other than traffic offences, if any, and there have not been any public sanction or penalties imposed upon him by any relevant regulatory bodies for the financial year ended 31 December 2024.



## GROUP STRUCTURE



## MANAGEMENT DISCUSSION AND ANALYSIS

The following Management Discussion and Analysis ("MD&A") provide an analysis of the financial performance, a review of the business and operation of Hiap Huat Holdings Berhad and its group of companies ("Hiap Huat", "the Company" or "the Group"). This MD&A should be read in conjunction with the Company's audited financial statements and the accompanying notes for the financial year ended 31 December 2024 ("FY2024").

### BUSINESS AND OPERATION OVERVIEW

Hiap Huat is an investment holding company with subsidiaries involved in the scheduled waste management, recycling and refining petroleum-based products, petrochemicals, biofuel products and laboratory services. The Company was listed on ACE Market, Bursa Malaysia in 2012 with its corporate head office in Pulau Indah, Port Klang, Selangor Darul Ehsan. The Group has two (2) recycling & refining facilities, in Pulau Indah, Selangor, and Bentong, Pahang.

Our recycling & refining processes are accredited by certificates including ISO 9001, ISO 14001, ISO 17025, ISO 45001, and ISCC (International Sustainability Carbon Certificate).

### VISION STATEMENT

Hiap Huat envisions being the preferred hazardous waste recycler in Malaysia. It aims to achieve this vision through the practice of sustainability and innovation in every aspect of business with absolute commitment, focus, passion, and persistence.

Hiap Huat aspires to become the preferred manufacturer and supplier of recycled petroleum, petrochemical & sustainable products in Southeast Asia by optimizing sustainable resources, living to the motto of "Green, build by Innovative and Sustainability."

Hiap Huat believes sustainability is an integral part of the Company's development that will enhance our competitive edge and together with our core competencies will further strengthen the barrier to entry. We are committed to achieving sustainable development through our technology's deployments, efficient resources utilization, market knowledge, and management ingenuity which enable the Company to be resilient in the challenging business environment.

### MISSION STATEMENT

"GREEN, BUILD BY INNOVATIVE AND SUSTAINABILITY" is the mission statement of Hiap Huat.

Hiap Huat operates with strict international quality standard guidelines and operational procedures as well as the recycling industry's best standard practices to apply its expertise and experience to deliver the best solution for customers' requirements. Our scheduled waste recycling services of hazardous waste management and innovative recycled petroleum, petrochemical, and sustainable products will enable our customers to increase their green credentials and to minimize the threats of hazardous waste to the environment as well as to further reduce the level of carbon footprint to the environment.

Hiap Huat strives to harness our core competencies and deploy up-to-date technologies and state-of-the-art facilities as far as it is commercially viable and financially feasible to produce value-added products to complement and to substitute the dependence on limited raw natural resource.

### BUSINESS OBJECTIVES AND STRATEGIES

Hiap Huat's primary objective is to be profitable through recycling & refining. The Group recognizes that an unprofitable entity will not be able to further its mission of making a better tomorrow for all. We are committed to creating long-term value for our stakeholders, environment, and society through best practices, compliance, innovation, and overall operation excellence.

The major strategy of Hiap Huat is to optimize its raw materials from multiple supply sources. The main challenge for the industry is the low level of awareness on the waste material handling has led to unnecessary amounts of hazardous waste being improperly disposed of. In response to this, Hiap Huat continues to educate and secure stable supplies of feedstock for our recycling activities. Diversification of its raw material supply allows Hiap Huat to produce a more comprehensive range of products to cater to the existing and potential markets.

Hiap Huat continuously invests and upgrades its plant and machinery to increase product quality, efficiency, and cost savings. Hiap Huat understands the importance of human capital and has undertaken various training programs to strengthen the Group's human resources competencies as we would not be where we are today without our dedicated and competent management and workforce. We have a comprehensive system and processes in regulatory compliance and environmental management that are certified. This is of utmost importance to us as our business is under a regulated environment.



## MANAGEMENT DISCUSSION AND ANALYSIS

### FINANCIAL REVIEW

#### Revenue and Gross Profit Margin

The Group achieved a revenue of RM139.71 million in FY2024, representing an increase of 60.25% as compared to RM87.18 million in FY2023. The increase was primarily attributable to the increase in sales in sustainable products (increase from 13.30% to 36.31%) segment.

The gross profit margin for FY2024 stood at 13.91%, indicating a decrease of 12.47% compared to FY2023 at 26.38%. The Group registered a profit before tax of RM6.35 million for FY2024, a decrease of 43.51% from FY2023. EBITDA marked to RM16.94 million in YTD FY2024 compared with RM20.15 million in YTD FY2023.

#### Profit Before Tax

The Group registered a profit before tax of RM6.35 million in FY2024, decrease of 43.51% as compared to RM11.24 million in FY2023. The lower profit before tax was subsequent to the lower amount of gross profit margin of RM19.43 million during the year.

Total operating expenses of the Group incurred was at RM14.19 million in FY2024 compared to RM11.93 million in FY2023, up by 18.94%. The increase was mainly on the increase of staff cost of RM0.32 million and Directors' cost of RM1.14 million during the year.

Finance costs also marked an increase of 76.69% to RM2.35 million with additional hire purchase drawdown during the year while the full year interest incurred on term loan drawdown in February and July FY2024, which also includes a significant 33.62% attributable to lease interest charges on right-of-use tank acquired by our new subsidiary.

The Group also earned some other income with the increase of RM2.02 million, mainly from the gain on lease modification of RM1.63 million, storage fee of RM1.25 million.

#### Taxes

The effective tax rate of the Group was at 39.69% which was higher than the statutory rate. This was mainly due to higher non-deductible expenses adjusted for the current year's tax position.

#### Capital Commitment

The capital commitment of the Group was on the construction of the new factory, purchase of vehicles and machinery which has been approved and contracted for amounting to RM28.82 million as at 31 December 2024. This capital expenditure will be funded by internally generated funds and/or external borrowings.

#### Financial Position

Total assets of the Group stood at RM352.30 million, an increase of RM223.22 million from RM129.08 million in FY2023. There was an addition to the property, plant, and equipment in particular expenditures on the construction of the new factory recorded as capital work-in-progress amounted to RM15.90 million. Additionally, due to an acquisition of new subsidiary that having the right-of-use assets amounting RM178.43 million under sublease contract with Westports Malaysia Sdn. Bhd.

On current assets, trade receivables balances stood at RM13.17 million with turnover days of 36 days (FY2023: 54 days). This improvement in our working capital management indicating a more efficient conversion of credit sales to cash through effective debt collection. Closing inventory stood at RM14.31 million with an increase of RM1.68 million from FY2023 which was mainly due to a higher amount of finished goods at RM9.88 million as at 31 December 2024. Inventory turnover days were 40 days in FY2024 against 57 days in FY2023.

The Group's cash and bank balances increased from RM7.28 million to RM13.53 million. Besides, in FY2024 the Group has placed its extra funds under other investments and fixed deposits which amounted to RM4.04 million to earn more dividend income and interests income. This increase is attributable to a combination of factors, including increased revenue and better cash management.

On the liabilities side, the Group's total liabilities increased from RM37.13 million in FY2023 to RM247.47 million in FY2024. This substantial increase is primarily due to the addition of lease liabilities related to right-of-use assets, which rose from RM0.10 million to RM178.49 million in FY2024.

As at the year ended 31 December 2024, the Group's shareholders' fund was registered at RM104.83 million with net assets per share of RM0.27.

#### Dividend

Dividend payout will be dependent on the Group's level of cash and sufficiency of retained earnings, its prospects of financial performance as well as projected net cash flow obligations. As at the date of this report, there was no dividend proposed, declared or paid by the Company. The Board of Directors does not recommend any dividend in respect of FY2024.

## MANAGEMENT DISCUSSION AND ANALYSIS

### FINANCIAL REVIEW (CONT'D)

#### Financial Summary

5-Year Group Financial Highlights (2020-2024)

	2024 RM'000	2023 RM'000	2022 RM'000	2021 RM'000	2020 RM'000
Revenue	<b>139,712</b>	87,181	80,035	61,731	37,295
Profit/(Loss) before tax	<b>6,345</b>	11,240	10,826	5,751	(1,453)
Income tax expense/(income)	<b>2,523</b>	3,301	2,772	2,358	(155)
Profit/(Loss) after tax	<b>3,822</b>	7,939	8,054	3,393	(1,298)
Basic earnings/(loss) per share (sen)	<b>1.02</b>	1.94	2.06	0.96	(0.39)

### RISK AND UNCERTAINTIES

#### 1. Economic Environment

The global economy presents ongoing challenges and uncertainties that can impact the Group's operations. Fluctuations in the international oil price, coupled with the volatility of the USD foreign currency exchange rate, continue to pose challenges to material supply and product pricing. Additionally, changes in global demand, potential economic slowdowns in key markets, and geopolitical events can all affect the Group's supply chain and overall business environment. The Group remains vigilant in monitoring these external factors and will adapt its strategies as needed to mitigate potential risks and capitalize on emerging opportunities.

#### 2. Competition from Existing Players who Provide Services of Waste Oil Recovery

Rivalry among industry players can affect industry profits through downward pressure on prices and profit margins. To improve the Group's market position, Hiap Huat constantly seeks to uphold and further improve our products and services to customers. We are confident that our technologies, know-how, and ingenuity will enable us to provide world-class services and products to meet customers' requirements.

#### 3. Increasing Cost of Production/Manufacturing

The fluctuation of world crude oil prices has a direct impact on our raw material costs and cost of sales, as crude oil derivatives are key components in our production processes. Additionally, energy costs play a significant role in our overall production expenses. Any increase in these costs that cannot be passed on to our customers through product pricing will affect our gross profit margin.

To mitigate these risks, we closely monitor our material costs and work closely with our suppliers to ensure a stable supply at reasonable prices.

This is critical to maintaining our profitability. We also focus on employee training and development to improve productivity and invest in machinery to optimize our production processes. These strategies help us control costs and maintain efficiency in our operations.

#### 4. Credit Risk

Slow payment and bad debt due to the deterioration in the economic conditions will have impact on our cash flow and losses regarding credit provided to customers. The Group has a stringent credit control policy in place to monitor its receivables to minimise bad debt.

### PROSPECTS

The Board of Directors ("the Board") anticipates that the growth momentum of the industry in which our operations operate will moderate in comparison to 2024, largely due to the subdued global economic conditions. The oil price is expected to remain volatile which may affect the demand for the Group's products and services.

While the Group is mindful of the external environment, the Board is seeking opportunities to expand the business of the Group by exploring new streams of revenue to diversify and complement our existing business. In doing this, the Group would invest in capital expenditure in current financial year. Meanwhile, the Board would continue to focus on efficient production process and prudent financial management to sustain the business.



## CORPORATE SUSTAINABILITY STATEMENT

### INTRODUCTION

Hiap Huat aims to maintain positive relations with all stakeholders. Sustainability is an integral part of our business and to create value through sustainability will in turn result in long term sustainable return to all the Stakeholders. The existence and continue development of the Group was guided by the philosophy of Three R's of Sustainability; Reduced, Reused and Recycled. These Three R's ("3R") philosophy has become core culture of the organisation.

To most businesses, waste is a cost, but to us, waste is an opportunity for us to create value added products and services. However, in order to achieve these objectives, the Group need to comply with regulatory laws throughout its business activities. This Sustainability Statement will outline our Group efforts in upholding regulatory compliance, adopting best practices and human resource development. These values are intrinsic in helping us to avoid or mitigate risks that may have material financial impacts on our business.

### SUSTAINABLE VISION

To envisions being the preferred hazardous waste recycler in Malaysia.

### SUSTAINABILITY MISSION

"Green, Build by Innovative and Sustainability" is the mission Statement of Hiap Huat.

### SUSTAINABILITY MATURITY

Our core area of sustainability is on Compliance & Risk Management with emphasis on value protection in relation to operation risk, regulatory compliance and reputation risk. However, this does not limit our view of what sustainability is and should be as sustainability was the core of our organisation way of doing things and the driver of our business decisions.

### RISK MANAGEMENT

Risk Management is firmly embedded in the Group's Management System as the Board firmly believes that risk management is critical to the Group's Sustainability. Key management staff and Head of Department are delegated with the responsibility to manage sustainability risk by the Risk Management Committee. However, our first defense of sustainability risk does not lies solely on top-down approach, but also from all our staffs from various operations and functions. Thus, our risk management is a two-way flows approach. In addition, our outsourced independent Internal Auditor do plays a part as second line of defense on the issue of risk management.

### GOVERNANCE

Our Board of Directors is the highest governing body of Hiap Huat and is responsible for determining the strategic direction of the Group. The Board has directors with unique skills and knowledge of our type of business and also other skills and qualifications such as banking, finance and accounting.

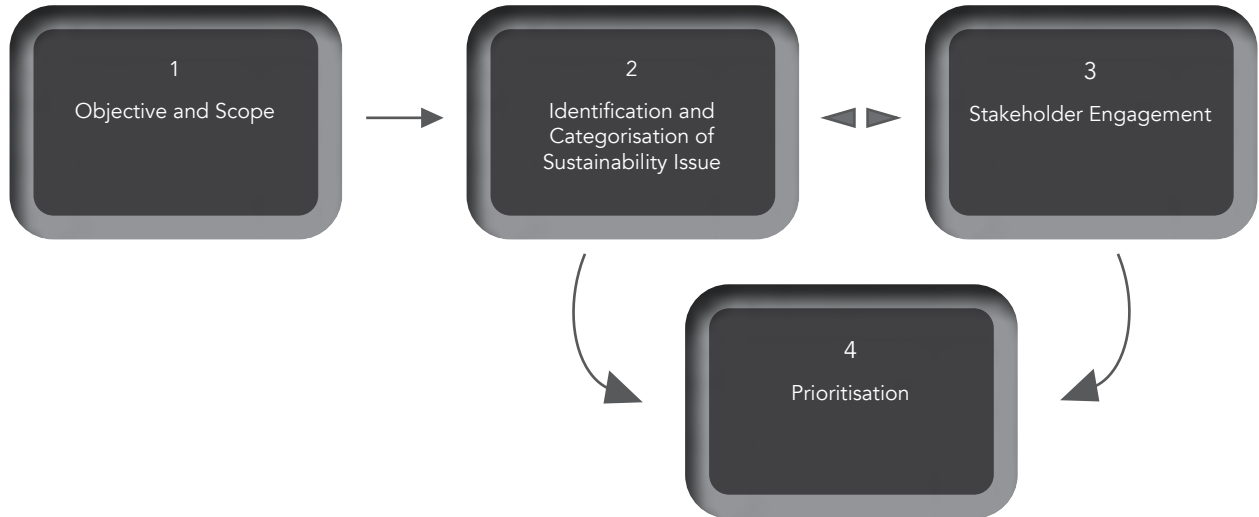
Currently, the Board consists of 6 members, comprising an Executive Chairman, two (2) Executive Directors and three (3) Independent Non-Executive Directors.

The Board has taken steps to integrate sustainability issues as core of its strategic formulation. The Board is supported by general managers, which enables the Board to assess and ensure that sustainability governance is structured and functioning through the various levels of management. For more information on our corporate governance practices, please refer to the Corporate Governance Overview Statement in this Annual Report.





## CORPORATE SUSTAINABILITY STATEMENT

### MATERIALITY PROCESS

Hiap Huat has adopted a materiality assessment process, which is guided by Bursa Malaysia's Sustainability Reporting Guide and Toolkits. Our materiality assessment process was as illustrated.



### Stakeholder Engagement

Stakeholders	Type of Engagement	Frequency	Key Topic
Customers 	<ul style="list-style-type: none"> <li>• Site Visit</li> <li>• One-to-one meeting</li> <li>• Annual Review</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic</li> <li>• Periodic</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in customer service</li> <li>• Feedback on products and services</li> </ul>
Employees 	<ul style="list-style-type: none"> <li>• Operations and Environment Management</li> <li>• Occupational Safety &amp; Health Committee</li> <li>• Internal Training</li> <li>• Appraisal and feedback</li> <li>• Annual Review</li> <li>• Exit Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic</li> <li>• Periodic</li> <li>• Periodic</li> <li>• Periodic</li> <li>• Annual</li> <li>• Resignation</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Performance</li> <li>• Career Advancement</li> <li>• Company Performance</li> <li>• Company Strategies</li> </ul>
Government Agencies 	<ul style="list-style-type: none"> <li>• One-to-one meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic/As when required</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance to local laws and regulations</li> </ul>
Suppliers 	<ul style="list-style-type: none"> <li>• One-to-one meeting</li> <li>• Annual Review</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic</li> <li>• Annual</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of goods and services provided by vendors</li> </ul>

Stakeholder communication methods are regularly assessed, through information requests to ensure that they are transparent and effective. Based on the stakeholder engagement, the Group gains better understanding on what sustainability factor matters to each stakeholder, its significance and their impact.



## CORPORATE SUSTAINABILITY STATEMENT

### MATERIALITY ASSESSMENT

Hiap Huat has a view on sustainability matters prior to Stakeholders Engagement and has identified a list of sustainability matters relating to economic, environmental and social that matters to Group business. Hiap Huat has considered, amongst others, the following:

1. The nature of Hiap Huat's business;
2. Laws and regulations;
3. Global and industrial trends.

Stakeholders Engagement enabled Hiap Huat to appreciate each stakeholder's sustainability concern, Material Assessment allows Hiap Huat to prioritise these concerns. This was aided through analysis of internal documents and our risk register. We also consider indicators in the Bursa Securities Sustainability Reporting Guide to better understand the scope and potential topics that may involve.

Based on this exercise, Hiap Huat came out with material theme topics on Environmental, Economic, and Social ("EES") analysis that matters to the Group.



### ENVIRONMENT

Our products involve a set of production process flow that involves procedures from the time waste was collected from the Generator until it is cleaned, recovered and recycled. These process flows will turn waste into value added products and can be conveniently breakdown into as follows:

- 1) Process flows for Waste oil
- 2) Process flows for Waste Solvent
- 3) Process flows for Contaminated Container
- 4) Process flows for Recycled Contaminated Oil Filter
- 5) Process flow for Palm Acid Oil
- 6) Process flow for Tyre Pyrolysis Oil, Plastic Pyrolysis Oil

In addition, Hiap Huat provides Schedule Waste Collection and Waste Recycling Services to companies by charging a fee. This will allow scheduled waste to be recycled or reused and for those wastes that cannot be recycled, be properly disposed through the appropriate legal channel.

Hiap Huat adhered to a Standard Operating Procedures which is in compliance to the legal requirements to provide the best products and services.

In our business, many areas are constantly monitored according to legal requirements, regulations and the company policies such as air pollution & noise, health risk, chemical spillage, effluent from processes, segregation of solid waste and disposal of Scheduled Waste.

The Global Warming and Climate Change concern are for real, with further projected deterioration, more stringent law, regulations, standards, and requirements of local Government as well as the international bodies will be enacted. We at Hiap Huat has been continuously keeping ourselves updated on the changes in order to comply any regulatory requirements and standard in force, but also to potentially turning these regulatory risk into opportunities. Moving forward, more business are more ready to be associated with us, a licensed schedule waste management as a good corporate citizen and for better sustainability and accountability. On our part, we have the license and established standard operating procedures to deal with these scheduled waste responsibly and compliance to required laws and regulations.

## CORPORATE SUSTAINABILITY STATEMENT

### ENVIRONMENT (CONT'D)

#### Environmental Compliance

Healthy quality environment without pollution is the responsibility of everyone and for us, there is no exception. We are serious that our business will have a positive impact to the well-being of Environment, Economic and Social. Hiap Huat has been complying with ISO 14001:2015, Environment Quality Act (EQA) 1974 and Occupational Safety and Health (Amendment) Act 2022 guidelines.

The monitoring services such as Boundary Noise, Stack Emission Monitoring, Ambient Air tests, Performance Evaluation Thermal Oil Heater were conducted throughout the year with satisfactory results and Hiap Huat has complied to prevailing rules and regulation.

A subsidiary of Hiap Huat, Lab Master Sdn. Bhd. has been consistently monitoring the environment parameters in and around our plant by sampling of river water upstream and sample of industrial effluent during the year and the analysis results are reported satisfactory.

#### Monitoring and Compliance

Our Occupational Safety, Health & Environmental Committee ("OSHE") are responsible to create awareness related to chemical management. The Group has an established operational control procedure related to the purchasing, receiving, storage, labelling and handling of chemicals. All purchases must be accompanied by Safety Data Sheet and any spillage must be reported to the Admin & Compliance Department.

All our employees are educated to communicate their slightest discomfort in the environment where they work in and the effectiveness and quality in working environment is consistently monitored.

#### Managing Environmental Emergencies

Hiap Huat has an established Emergency Response Plan ("ERP") operating procedure to provide the necessary structures to manage critical incident on site. The ERP shall provide an organized structure for a chain action to be put into motion in the event of an emergency. This is in order to minimize potential impact of the incident.

### ECONOMIC

#### Indirect Economic Impacts

Hiap Huat is proud to be a channel for scheduled waste recycling, to reuse and as a last resort for those part of waste that cannot be further recycled, be disposed of through the appropriate channel. The use of Recycled Petroleum and Petrochemical products will help to reduce the scarce resources needed to create a continuous flows of replacements of Petroleum and Petrochemicals products. The alternatives have enabled our customers in general to have a choice, stay competitive through relatively cheaper replacements and burning fuel. Our scheduled waste recycling services have enabled our customers to recycle and reused their recycled petroleum and petrochemical products which may have lowered their production costs.

#### Financial Results and Export Market

We do export our products, which currently consists of 77.11% of our total turnover which has positively contributed to foreign exchange inflows to our country.

For detailed financial results, please refer to the following sections in the Annual Report 2024:

- 1) Statement By Directors
- 2) Independent Auditors' Report
- 3) Statements of Financial Position
- 4) Statements of Profit or Loss and Other Comprehensive Income
- 5) Statements of Changes in Equity
- 6) Statements of Cash Flows
- 7) Notes to the Financial Statements



## CORPORATE SUSTAINABILITY STATEMENT

### SOCIAL

#### Employment and Labour Practices

Employees are a vital component of a Hiap Huat, as their performance and commitment is one of the key components of survival but to also achieving the Group's objectives of sustainability and long-run return. Our meritocracy system enables us stay ahead and employees be rewarded based on their contribution to the Group. Our management and smaller workforce has enabled the Group to be agile and more competitive.

#### Training and Education

Hiap Huat subscribed to the idea of knowledgeable and continuously learning workforce. We have Annual Training Plan which covers the following area:-

1. ISO 9001, ISO 14001, ISO 45001 policy;
2. HIRARC & Significant Environmental Aspect;
3. Objective and Target;
4. Hazard at Workplace;
5. Housekeeping;
6. Standard Operation Procedure ("SOP");
7. Factory General Rules;
8. Personal Protective Equipment;
9. Classification, Labelling and Safety Data Sheet;
10. Emergency Drill – Fire & Spillage;
11. Scheduled Waste and Chemical Management;
12. Emergency Response Plan;
13. Safety Data Sheet;
14. Forklift Safety Briefing ("Theory and Practical");
15. First Aid Training;
16. Lorry Driver Training.

#### Occupational Safety, Health & Environmental (OSHE)

Hiap Huat has set up a Occupational Safety, Health & Environmental Committee ("OSHE") and an Emergency Response Team ("ERT") for its processing plants to further embed a safety culture within the Group. Employees are continuously trained and updated with safety procedures while business operations are subjected to regular safety and health reviews.

The Chemical Health Risk Assessment ("CHRA") is an assessment that has to be conducted by the employer arising from the use, handling, storage or transportation of chemicals hazardous to health in their workplace as required by the Occupational Safety and Health (Use and Standard of Exposure of Chemicals Hazardous to Health) Regulation 2000. We have fully complied with the Act.

Further, our ISO 45001:2018 certification covers this area and help in reducing the risk by providing a framework to improve employee safety, reduce workplace risks and create better, safer working conditions.

### SUSTAINABILITY IN PRACTICE

Our three-pronged approach in sustainability initiative therefore are:

#### Regulatory Compliance and Environmental Management

We are part of the supply value chain which turns hazardous waste into re-usable petroleum and petrochemical products. Waste of no value will be channeled to the appropriate channel for eventual disposal. Therefore, as far as practicable, nothing was left to waste but to be recycled and reused. This will play a part to reduce the impact of environmental issues to the society as a whole, especially to the local communities. Hiap Huat complies and has licenses from Department of Environment ("DOE") to recycle waste.

In addition, Hiap Huat has complied with Environment Quality Act ("EQA") 1974.

## CORPORATE SUSTAINABILITY STATEMENT

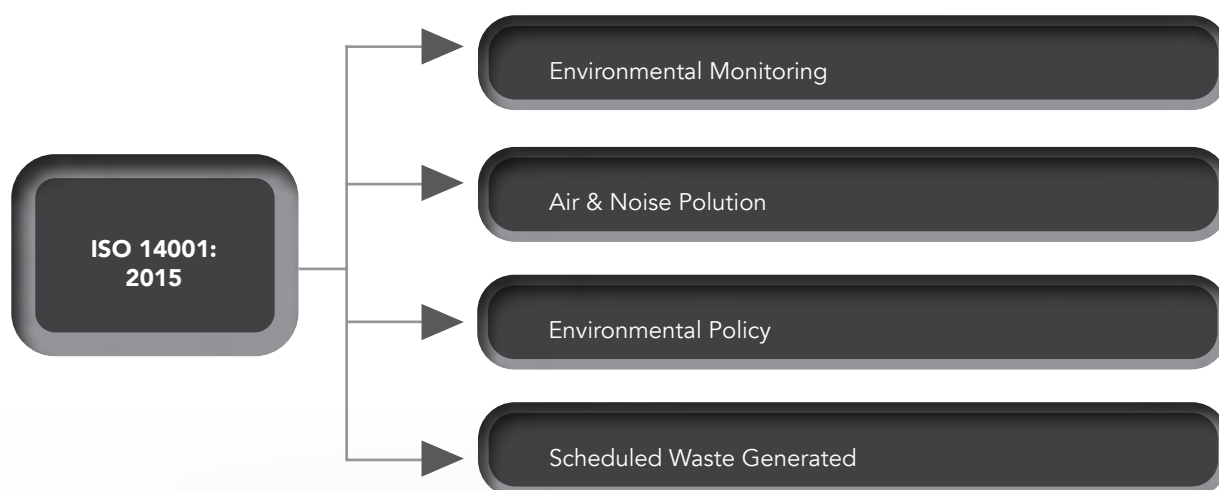
### SUSTAINABILITY IN PRACTICE (CONT'D)

#### Human Resources Development

Hiap Huat is committed to meritocracy system and we treat each employee irrespective of race, age, gender, ethnicity, nationality, physical abilities and religion with respect. All employees were fairly paid according to their skills, performance and local market conditions. The Group also provides periodic training and opportunities for professional development. We have zero tolerance for harassment of any kind in the workplace.

#### Certification and Best Practice

Hiap Huat has ISO 14001:2015 certification. The scope of the ISO 14001:2015 certification can be illustrated as follows:



As quoted from the International Organisation for Standardisation, ISO 14001:2015 specifies the requirements for an environmental management system that an organization can use to enhance its environmental performance. ISO 14001:2015 is intended for use by an organization seeking to manage its environmental responsibilities in a systematic manner that contributes to the environmental pillar of sustainability.

ISO 14001:2015 helps an organization achieve the intended outcomes of its environmental management system, which provide value for the environment, the organization itself and interested parties. Consistent with the organization's environmental policy, the intended outcomes of an environmental management system include:

1. Enhancement of environmental performance;
2. Fulfilment of compliance obligations;
3. Achievement of environmental objectives.

In addition, we have ISO 9001 and ISO 45001 certifications as well.

ISO 9001:2015 sets out the criteria for a quality management system based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach and continual improvement. This is to ensure that our customers get consistent, quality products and services. ISO 45001 certification covers area of Health and occupation safety.

Departmental of Occupational Safety and Health ("DOSH") issued certificates of competency to individuals and firms with the necessary qualifications, experience, expertise, and knowledge in the relevant fields as required by the Act and regulations. We have DOSH's certificate on Unfired pressure vessel and boiler manufacturer/repairer/installer.

One of the main air pollution control systems widely used in the industries in Malaysia for the control of gaseous pollutants is scrubbers. We have competent personnel to operate the scrubber to ensure proper operation and continued optimal performance. Our personnel are Certified Environmental Professional in Scrubber Operation.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### SUSTAINABILITY IN PRACTICE (CONT'D)

#### Certification and Best Practice (Cont'd)

The Board of Directors ("the Board") of Hiap Huat Holdings Berhad ("Hiap Huat" or "the Company") and its subsidiaries ("the Group") believes that good corporate governance is fundamental to the Group continued success. Therefore, the Board remained committed in promoting high standard of corporate governance and transparency throughout the Group in discharging its responsibilities with integrity, transparency and professionalism to protect and enhance the shareholders' value and the financial position of the Group.

The Board recognises the importance of maintaining good corporate governance and fully supports the principles and best practices promulgated in the Malaysian Code on Corporate Governance 2021 ("MCCG 2021") to enhance business prosperity and maximise shareholders' value. The Board will continuously make efforts and avail resources to strengthen the corporate governance framework and practices within the Group, and where appropriate will adopt and implement the best practices as enshrined in MCCG 2021 to the best interest of the shareholders of the Company.

This Statement sets out the commitment of the Board towards the MCCG 2021 and describes how the Group has applied the principles and complied with the best practice provisions as laid out in the MCCG 2021 throughout the financial year ended 31 December 2024 ("FY2024") pursuant to Rule 15.25 of the ACE Market Listing Requirements ("AMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities").

The Corporate Governance Report is available on the Company's website [www.hiaphuat.com](http://www.hiaphuat.com) as well as via an announcement on the website of Bursa Securities. This Statement should also be read in conjunction with the Statement on Risk Management and Internal Control ("SORMIC") and the respective Board Committee reports in the ensuing pages. Details of how the Company has applied the CG Code principles and complied with its practices, are set out in the CG Report. The explanation for departure is further disclosed in the CG Report.

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

#### PART I – BOARD RESPONSIBILITIES

##### 1. Board Leadership on Objectives and Goals

###### **Strategic Aims, Values and Standards**

The Board is responsible in providing the overall governance, stewardship and oversight for the direction and management of the Group. The Board sets out the strategic directions and objectives, formulating the policies and executing the key strategic action plans of the Group. The Board regularly reviews the Group's business operations, management performance and ensure the necessary resources are in place.

In the Group, the Board and the Senior Management work cohesively to formulate and to implement the Group's business strategy. The respective roles and responsibilities of the Board and management team are clearly set out and understood to ensure accountability and ownership by both parties. The Board will scrutinise the sustainability, effectiveness and implementation of the strategic plans for the financial year under review and provide guidance and input to the Senior Management.

The Board has a formal schedule of matters reserved to itself for decision, which includes the overall Group strategy and direction, investment policy, major capital expenditures, consideration of significant financial matters and review of the financial and operating performance of the Group.

The Board is entrusted with the responsibility to promote the success of the Group by directing and supervising the Group's affairs. Hence, to develop corporate objectives and position descriptions including the limits to management's responsibilities, which the management is aware of and is responsible for meeting.

The Board understands the principal risks of all aspects of the business that the Group is engaged in recognising that business decisions require the incurrence of risk. To achieve a proper balance between risks incurred and potential returns to shareholders, the Board ensures that there are in place systems that effectively monitor and manage these risks with a view to the long term viability of the Group.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

##### 1. Board Leadership on Objectives and Goals (Cont'd)

###### Strategic Aims, Values and Standards (Cont'd)

The principal roles and responsibilities assumed by the Board are as follows:

- Review and adopt strategic plans of the Group

The Board plays an active role in the development of the Group's overall corporate strategy, marketing plan and financial plan. The Board is presented with the short and long-term strategy of the Group together with its proposed business plans for the forthcoming year.

- Oversight of the Group's Business

The day-to-day management of the business operations of the Group is led by the Executive Chairman, Executive Director and assisted by the Senior Management personnel. Their performance under the leadership of the Executive Chairman and Executive Director is assessed by the Board based on the financial and management reports tabled during its quarterly meetings. The Board is also kept updated on the Group's strategic direction initiatives, significant operational and regulatory challenges faced by the Group during these meetings.

- Identifying principal risks and ensuring the implementation of internal compliance controls and justifies measures to address principal risks

The Board is fully alert of the responsibilities to maintain a proper internal control system. The Board is responsible for the Group's system of internal controls including financial condition of the business, operational, regulatory compliance as well as risk management matters.

- To formulate and have in place an appropriate succession plan

The Board is responsible to formulate and have in place an appropriate succession plan encompassing the appointment, training, and determination of compensation for senior management of the Group, as well as assessing the performance of Directors and Committee members and, where appropriate, retiring and appointing new members of the Board and Executive Directors.

The Board has entrusted the Nomination Committee and Remuneration Committee with the duty to review candidates with required mix of skills and experience for the Board and to determine remuneration packages for these appointments and to formulate nomination, selection and remuneration for the Group.

- Developing and implementing an investor relations program or shareholder communications policy for the Group

The Board recognises that shareholders and other stakeholders are entitled to be informed in a timely and readily accessible manner of all material information concerning the Company through a series of regular disclosure events during the financial year. Hence, the Company website is the primary medium in providing information to all shareholders and stakeholders.

The roles and responsibilities of the Independent Non-Executive Directors and Executive Directors are clearly defined and properly segregated. All the Independent Non-Executive Directors are independent from the Executive Directors, Management and major shareholders of the Company, and are free from any business or other relationship with the Group that could materially interfere with the exercise of their independent judgement. This offers a strong check and balance on the Board's deliberations.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

##### 1. Board Leadership on Objectives and Goals (Cont'd)

###### Strategic Aims, Values and Standards (Cont'd)

The Independent Non-Executive Directors of the Company play a key role in providing unbiased and independent views, advice and contributing their knowledge and experience toward the formulation of policies and in the decision-making process. The Board structure ensures that no individual or group of individuals dominates the Board's decision-making process. Although all the Directors have equal responsibility for the Company and the Group's operations, the role of the Independent Directors are particularly important in ensuring that the strategies proposed by the Executive Directors are deliberated on and have taken into account the interest, not only of the Company, but also that of the shareholders, employees, customers, suppliers and the community.

The Executive Directors are responsible for the overall performance and operations as well as the corporate affairs and administrations of the Group. They are assisted by the senior management personnel of the Group in managing the business activities of the Group in the manner that is consistent with the policies, standards, guidelines, procedures and practices of the Group and in accordance with the specific plans, instructions and directions set by the Board.

###### The Chairman

The Chairman of the Board, Dato' Chan Say Hwa, is primarily responsible for the effective and efficient conduct and working of the Board. He leads the Board with a focus on governance and compliance and acts as a facilitator at Board meetings. He also responsible for leadership of the Board in ensuring the effectiveness of all aspects of its role, and is primarily responsible for leading the Board in setting the values and standards of the Company, including good corporate governance practices, the orderly and effective conduct of the meetings of the Board and shareholders, leading discussions, encouraging active and open participation, managing the interface and encouraging constructive relations between the Board and management, ensuring the provision of accurate, timely and clear information to Directors and effective communications with stakeholders and facilitating the effective contribution of Non-Executive Directors.

The roles and responsibilities of the Chairman of the Board have been clearly specified in the Board Charter, which is available on the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

###### Separation in the Roles of Chairman and Chief Executive Officer

As of the report date, the Group does not have a Chief Executive Officer. However, the Executive Directors ("EDs") undertake the responsibilities typically associated with the CEO role. Consequently, the positions of Chairman and EDs within the Company are occupied by distinct individuals. This arrangement aims to establish a system of checks and balances in power and authority between the two positions.

Dato' Chan Say Hwa serves as the Executive Chairman, assuming leadership in overseeing the Board's activities.

Meanwhile, Datin Chow Pui Ling and Madam Soo Kit Lin hold the positions of EDs, representing the Company at the highest level. As decision-makers within their respective scopes, they are responsible for implementing strategic plans and policies set forth by the Board.

The specific roles and responsibilities of the Chairman are delineated in the Board Charter which is accessible on the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

###### Chairman of the Board should not be a member of the Board Committees

Following Practice 1.4 of the MCCG 2021, the Chairman of the Board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee. The practice is to minimise the risk of self-review and increase the objectivity of the Chairman and the Board when deliberating observations and recommendations in the meeting. The Board is aware of the practice and is working towards to comply with the good practice of the governance.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

##### 1. Board Leadership on Objectives and Goals (Cont'd)

###### **Qualified and Competent Company Secretaries**

In compliance with MCCG 2021, the Board is supported by qualified and competent Company Secretaries. The Company Secretaries of the Company are qualified to act as Company Secretary under Section 235 of the Companies Act, 2016.

Every Director has ready and unrestricted access to the advice and the services of the Company Secretaries in ensuring the effective functioning of the Board. The Company Secretaries provide the required support and assist the Board, Board Committee or Director individually on matters including but not limited to board procedures, rules and Constitution of the Company, legislations, regulations, codes, guidelines and operations matter within the Group.

The Board also regularly updated and advised by the Company Secretaries on new statutory and regulatory requirements and the resultant implications to the Company and Directors in relations to their duties and responsibilities.

The Company Secretaries shall keep themselves abreast with the development and new changes in relation to any legislation and regulations concerning the corporate administration and to highlight the same to the Board of Directors accordingly.

The Company Secretaries attend all Board and all Board Committee meetings and ensure that meetings are properly convened, and that accurate and proper records of the proceedings and resolutions passed are taken and maintained accordingly.

The Board recognises that the Company Secretaries are suitably qualified and capable of carrying out the duties required. The Board is satisfied with the service and support rendered by the Company Secretaries in discharge of their functions.

###### **Board Committees**

In discharging its fiduciary duties effectively, the Board has delegated specific tasks to the following four Board Committees:-

- (a) Audit Committee;
- (b) Nomination Committee;
- (c) Remuneration Committee; and
- (d) Risk Management Committee

All the Board Committees have its own Terms of Reference and has the authority to act on behalf of the Board within the authority as laid out in each of its Terms of Reference. These Committees are formed to enhance business and operational efficiency as well as efficacy. The Chairman of the respective Committees will report to the Board the key matters deliberated and the outcome of the Committee meetings for the Board's consideration and approval. The Board retains full responsibility for the direction and control of the Company and the Group.

###### **Access to Information and Support for Directors**

Unless otherwise agreed, notice of each meeting confirming the venue, date, time and agenda of the meeting together with relevant meeting papers shall be forwarded to each Director no later than seven (7) days before the date of the meeting. This is to ensure that the meeting papers comprising of due notice of issues to be discussed and supporting information and documentations were provided to the Board sufficiently in advance. Furthermore, Directors are given sufficient time to read the meeting paper and seek for any clarification as and when they may need advice or further explanation from management and/or Company Secretaries. The deliberations of the Board in terms of the issues discussed during the meetings and the Board's conclusions in discharging its duties and responsibilities are recorded in the minutes of meetings by the Company Secretaries and properly documented and maintained at the Registered Office of the Company.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

##### 1. Board Leadership on Objectives and Goals (Cont'd)

###### Access to Information and Support for Directors (Cont'd)

The Board has access to all information within the Company to enable them to discharge their duties and responsibilities and is supplied on a timely basis with information and reports on financial, regulatory and audit matters by way of meeting papers for informed decision making and meaningful discharge of its duties. It is also kept informed of the requirements and update issued by the regulatory from time to time.

In addition, all Directors have direct access to the advice and services of the Company Secretaries who are responsible for ensuring the Board's meeting procedures are adhered to and that applicable rules and regulations are complied with. External advisers are invited to attend meetings to provide insights and professional views, advice and explanation on specific items on the meeting agenda, when required. The senior management team from different business units will also be invited to participate in the Board meetings to enable all Board members to have equal access to the latest updates and developments of business operations of the Group presented by the senior management team. The Chairman of the Board Committees, namely, the Audit Committee, Remuneration Committee, Nomination Committee and Risk Management Committee briefs the Board on matters discussed as well as decisions taken at the meetings of their respective Board Committees meetings.

When necessary, Directors may whether as a full Board or in their individual capacity, seek independent professional advice, including the internal and external auditors, at the Company's expense to enable the Directors to discharge their duties with adequate knowledge on the matters being deliberated, subject to approval by the Chairman of the Board, and depending on the quantum of the fees involved.

##### 2. Demarcation of Responsibilities

###### Board Charter

As part of the governance process, the Board has formalised and adopted the Board Charter. This Board Charter sets out the composition and balance, roles and responsibilities, operation and processes of the Board and is to ensure that all Board members acting on behalf of the Company are aware of their duties and responsibilities as Board members.

The Board Charter is reviewed periodically as and when the need arises to ensure that the dynamic needs of the Group are consistently met. A copy of the Board Charter is available for reference at the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

##### 3. Good Business Conduct and Corporate Culture

###### Code of Conduct and Ethics

The Board is committed in maintaining a corporate culture which engenders ethical conduct. The Board has formalised the Code of Conducts and Ethics which summarises what the Company must endeavour to do proactively in order to increase corporate value, and which describes the areas in daily activities that require caution in order to minimise any risks that may occur.

The Code of Conduct and Ethics provides guidance for Directors and every employee of the Group regarding ethical and behavioural considerations and/or actions as they address their duties and obligations during the appointment.

The Board will review the Code of Conduct and Ethics when necessary to ensure it remains relevant and appropriate. The details of the Code of Conduct and Ethics are available for reference at the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART I – BOARD RESPONSIBILITIES (CONT'D)

#### 3. Good Business Conduct and Corporate Culture (Cont'd)

##### Whistle-blowing Policy and Procedures

The Board is committed in achieving and maintaining the highest standard of work ethics in the conduct of business to be in line with the Code of Conduct and Ethics and good corporate governance practices. The Board has formalised a Whistle-blowing Policy, with the aim to provide an avenue for raising concerns related to possible breach of business conduct, non-compliance of laws and regulatory requirements as well as other malpractices.

The main objectives of the policy are:

- (i) Be committed to the Company's business ethics of Honesty, Integrity and Transparency;
- (ii) To provide a transparent and confidential process for all parties to give information on non-compliances to the Code of Conduct and Ethics, or any misconduct regardless of his or her position, to an independent party to investigate the allegations and take the appropriate actions; and
- (iii) To uphold the moral duty being a Company by protecting the interest of all its stakeholders.

The Board will review the Whistle Blowing Policy when necessary to ensure it remains relevant and appropriate. The details of the Whistle-blowing Policy are available for reference at the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

##### Anti-Bribery and Anti-Corruption Policy ("ABAC")

The Board has formalised an ABAC, including the setting up and strengthening of relevant policies and procedures designed to prevent and detect bribery, undertake control measures which are proportionate to the nature and size of the organisation as well as the proper training and communication of such policies and procedures. The Group has taken proactive actions to strengthen the Group's internal processes and practices to ensure that adequate procedures are in place to prevent persons associated with the Group from involving in corrupt practices. The Group reviews the ABAC and programme periodically to assess the performance, efficiency and effectiveness of the Group's ABAC processes and risk management system. The details of this Policy are published on the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

##### Directors' Fit and Proper Policy

The Board has established the Directors' Fit and Proper Policy to ensure that any person to be appointed or elected/re-elected as a Director of the Company and its subsidiaries shall possess the necessary quality and character as well as integrity, competency and commitment to enable the discharge of the responsibilities required for the position in the most effective manner. The Directors' Fit and Proper Policy is made available on the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

#### 4. Governing Sustainability

The Board of the Company has taken steps to integrate sustainability issues as core of its strategic formulation. The Board is supported by the general managers, which enables the Board to assess and ensure that sustainability governance is structured and functioning through the various level of management.

The Board noted that the Company has adopted materiality assessment process, which is guided by Bursa Malaysia's Sustainability Reporting Guide and Toolkits to ensure that the stakeholder communication methods are regularly assessed, through information requests to ensure that the communication are transparent and effective.

The Group Risk Management Framework set out the approach to the identification, assessment, management, monitoring, and reporting of risks. The Board has formalised a risk Management Policy and the last review on this policy in October 2024. The Board will then regularly review performance against the risk tolerance limits. The Board is briefed by the Risk Management Committee on the risk highlighted and ensure that the Management has put in place actions to mitigate risks and controls to maintain the risk exposures within the acceptable levels as approved by Board. The Board was informed by the Management that the Company has been complying with ISO 14001:2015, Environment Quality Act 1974 and Occupational Safety & Health Act (OSHA) 1994 guidelines.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART II – BOARD COMPOSITION

##### 5. Board's objectivity

###### Board Composition and Balance

The Board is committed in ensuring that its composition not only reflects the diversity as recommended by MCGG 2021, as best as it can, but also the right mix of skills and balance to contribute to the achievement of the Group's goal and business objectives.

The Board consists of six (6) members, comprising an Executive Chairman, two (2) Executive Directors and three (3) Independent Non-Executive Directors. The profiles of each Directors are set out in this Annual Report.

The present Board composition complies with Rule 15.02 of the AMLR which requires at least two (2) or one-third (1/3) of the Board of the Company, whichever is higher, are Independent Directors. Hiap Huat thus complies with Rule 15.02 of the AMLR on board composition, where at least two or one-third, whichever is higher, of the Board members shall be Independent Directors.

The Board is satisfied with the current composition of Directors as they are of view that its composition provides an effective Board with a mix of industry specific knowledge, broad based business and commercial experience together with independent judgement on matters of strategy, operations, resources and business conduct. The combination of professionals with diverse and varied backgrounds, wealth of experience and expertise in finance and corporate affairs also enables the Board to discharge its responsibilities effectively and efficiently. The Board through the Nomination Committee regularly reviews the composition of the Board and Board Committees to ensure that it is refreshed periodically.

Although Dato' Chan Say Hwa is not an independent member of the Board, but the Board is of the view that the Chairman could provide strong leadership and objective judgement with regard to ensuring the adequacy and effectiveness of the Board's governance process. As one of the pioneer members of the Group, the Chairman is able to provide effective leadership to the Board and guide the vision, strategic direction and business development of the Group. At the same time, he is guided by the independent advice and views of the Independent Directors, who offer the necessary checks and balances in the decision-making process of the Board.

###### Tenure of Independent Directors and Policy of Independent Directors' Tenure

The Non-Executive Directors are not employees of the Group and do not participate in the day-to-day management of the Group. All the Non-Executive Directors are independent directors and are able to express their views without any constraint. This strengthens the Board which benefits from the independent views expressed before any decisions are taken.

Currently, the Board does not have a policy to limit the tenure for Independent Director to nine (9) years without any further extension. The Board is of the view that a term of more than nine (9) years may not necessarily impair independence and judgement of an Independent Director and therefore the Board does not deem it appropriate to impose a fixed term limit for Independent Director at this juncture.

However, as recommended by the MCGG 2021, the tenure of an Independent Director should not exceed cumulative term of nine (9) years. Upon completion of the nine (9) years, an Independent Director may continue to serve on the Board subject to the re-designation of the said person as a Non-Independent Director. In the event the Board intends to retain such Director as Independent Director after the latter has served a cumulative term of nine (9) years or more, the Board must justify the decision and seek annual shareholders' approval through a two-tier voting process at a general meeting, normally the Annual General Meeting ("AGM") of the Company.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART II – BOARD COMPOSITION (CONT'D)

##### 5. Board's objectivity (Cont'd)

##### Tenure of Independent Directors and Policy of Independent Directors' Tenure (Cont'd)

As at the date of this Statement, the tenure of the Independent Non-Executive Directors of the Company are as follows:

Directors	< 9 Years	> 9 Years
Lee Yew Weng	√	-
Cheng Mun Mun	√	-
Wong Keng Fai ( <i>Appointed on 29 August 2024</i> )	√	-

Currently, none of the Independent Directors had served the Company for more than nine (9) years as per the recommendations of MCCG 2021.

##### **New Candidates for Board Appointment**

The Board appoints its members through a formal and transparent selection process which is consistent with Constitution and the Directors' Fit and Proper Policy of the Company. This process has been reviewed, approved and adopted by the Board. New appointees will be considered and evaluated by the Nomination Committee. The Nomination Committee will then recommend the candidates to be approved and appointed by the Board. The Company Secretaries will ensure that all appointments are properly made, and that legal and regulatory obligations are met.

Generally, the Board adopts a flexible approach when selecting and appointing new Directors depending upon the circumstances and timing of the appointment. The Nomination Committee will help to assess and recommend to the Board, the candidature of Directors, appointment of Directors to Board Committees, review of Board's succession plans and training programmes for the Board.

Before any recommendation made to the Board, the Nomination Committee will ensure that an appropriate review is undertaken to ensure the requirement and qualification of the candidate nominated based on a prescribed set of criteria comprising but not limited to the following:

- consideration will be given to the core competencies, commitment, contribution and performance of the candidates to ensure that there is a range of skills, experience and diversity (including gender diversity) represented in addition to an understanding of the Business, the Markets and the Industry in which the Group operates and the accounting, finance and legal matters;
- the extent to which the appointee is likely to work constructively with the existing Directors and contribute to the overall effectiveness of the Board;
- in the case of candidates being considered for the position of Independent Director, he/she must fulfil the criteria used in the definition of "Independent Directors" prescribed by the AMLR of Bursa Securities and being able to bring independent and objective judgement to the Board;
- the merit and outside commitments of a candidate to be appointed or elected as a Non-Executive Director and the need for that person to acknowledge that they have sufficient time to effectively discharge their duties; and
- professionalism and integrity.

In general, the process for the appointment of director to the Board is as follows:

- The Nomination Committee reviews the Board's composition through Board assessment/ evaluation;
- The Nomination Committee determines skills matrix;
- The Nomination Committee evaluates and matches the criteria of the candidates, and will consider diversity, including gender, where appropriate;
- The Nomination Committee recommends to the Board for appointment; and
- The Board approves the appointment of the candidates.

As of the date of this Statement, Wong Keng Fai has been appointed as Independent Non-Executive Director on 29 August 2024.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

## PART II – BOARD COMPOSITION (CONT'D)

## 5. Board's objectivity (Cont'd)

**Boardroom Diversity**

The Board acknowledges the importance of boardroom diversity and is supportive of the recommendation of MCCG 2021 to the establishment of boardroom and workforce gender diversity policy. The Board's aim is to have a broad range of approaches, backgrounds, skills and experience represented on the Board and to make appointments on merit, and against objective criteria, with due regard given to the benefits of diversity on the Board, including gender, age and ethnicity. The Board recognises diversity in the boardroom as an essential component of a good corporate governance.

As of the date of this Statement, the Board currently has three (3) out of six (6) directors are female representing 50% of the board composition which in line with the country's aspirational target of 30% representation of women on boards. The Company will increase female representation on the Board if appropriate candidates are available when Board vacancies arise.

The existing Directors' age distribution falls within the respective age group and is as follows:

AGE GROUP	31-40	41-50	51-60	61 & ABOVE
NUMBER OF DIRECTORS	2	3	-	1

The current diversity in the race/ethnicity and nationality of the existing Board is as follows:

NUMBER OF DIRECTORS	MALAY	CHINESE	INDIAN	OTHERS	MALAYSIAN	FOREIGN
	-	6	-	-	6	-

**Time Commitment and Directorship in Other Public Listed Companies**

Under the Board Charter, the directorships in other public listed companies in Malaysia held by any Board member at any one time shall not exceed any number as may be prescribed by the relevant authorities. In addition, at the time of appointment, the Board shall obtain the Director's commitment to devote sufficient time to carry out his responsibilities. Directors are required to notify the Chairman before accepting any new directorship(s). The notification will include an indication of time that will be spent on the new appointment(s). Any Director is, while holding office, at liberty to accept other Board appointment in other companies so long as the appointment is not in conflict with the Company's business and does not affect the discharge of his/her duty as a Director of the Company. All the Directors do not hold directorships at more than five (5) public listed companies as prescribed in Rule 15.06 of the AMLR.

**Board Meetings and Attendance**

There were five (5) Board of Directors' meetings held during FY2024. Details of the attendance of the Directors at the Board of Directors' meetings are as follow:

Name of Director	Total Meetings Attended	Percentage of Attendance
Dato' Chan Say Hwa	5/5	100%
Datin Chow Pui Ling	5/5	100%
Soo Kit Lin	4/5	80%
Lee Yew Weng	5/5	100%
Cheng Mun Mun	5/5	100%
Wong Keng Fai (Appointed on 29 August 2024)	1/1	100%
Woo Yew Tim (Resigned on 29 May 2024)	2/2	100%

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART II – BOARD COMPOSITION (CONT'D)

##### 5. Board's objectivity (Cont'd)

###### Board Meetings and Attendance (Cont'd)

The Board is satisfied with the level of time commitment given by the Directors of the Company towards fulfilling their duties and responsibilities. This is evidenced by the attendance record of the Directors as set out herein above.

All the Directors complied with the minimum 50% attendance in respect of Board Meetings held during the financial year under review as stipulated under Rule 15.05 of the AMLR of Bursa Securities.

The Board meets on a quarterly basis, with amongst others, review the operations, financial performance, reports from the various Board Committees and other significant matters of the Group. Where any direction or decisions are required expeditiously or urgently from the Board between the regular meetings, special Board meetings may be convened by the Company Secretaries, after consultation with the Chairman. Additionally, in between Board meetings, the Directors also approved various matters requiring the sanction of the Board by way of written resolutions.

To facilitate the Directors' time planning, the tentative dates for Board and Board Committee meetings for the year will be circulated by the Company Secretaries well in advance towards the end of the previous year to ensure that each of the Directors is able to attend the planned Board and/or Board Committee meetings including that of the AGM. At the end of each Board and Audit Committee meetings, the date of the next meetings is to be re-confirmed.

###### Continuing Education Programs

All Directors appointed to the Board have undergone the Mandatory Accreditation Program ("MAP") prescribed by Bursa Securities. Any Director so appointed to the Board is required to complete the MAP within four (4) months from the date of appointment.

Although the Board does not have a policy requiring each Director to attend a specific number and types of training sessions each year, the Directors are encouraged to attend continuous education programmes/ seminars/ conferences and shall as such receive further training from time to time to keep themselves abreast of the latest development in statutory laws, regulations and best practices, where appropriate, in line with the changing business environment and enhance their business acumen and professionalism in discharging their duties to the Group.

Details of seminars/conferences/training programmes attended by the Board members during FY2024 as listed below:

Name of Director	Seminars/Conferences/Training Programmes Attended
Dato' Chan Say Hwa	1) Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 2) ISCC EU Awareness Training 3) Unlocking Revenue and Sustainability: Exploring Carbon Credits
Datin Chow Pui Ling	1) Webinar penguatkuasaan penggunaan system "Enviromental Mainstreaming Tools" "(EMAINS), "My Premis" dan "Online Enviromental Reporting" (OER) ke arah revolusi industri IR4.0 2) Mandatory Accreditation Programmed Part II: Leading for Impact (LIP) 3) ISCC EU Awareness Training 4) Budget 2025 & Recent Tax Developments
Soo Kit Lin	1) Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Lee Yew Weng	1) Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 2) Anti-corruption training
Cheng Mun Mun	1) Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 2) The Legal 500 GC Summit Malaysia 2024, by Legal500 3) Risky Business webinar series - What risks have the greater impact on business?, by Trowers & Hamllins LLP
Wong Keng Fai	1) Mandatory Accreditation Programme Part I



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART II – BOARD COMPOSITION (CONT'D)

##### 5. Board's objectivity (Cont'd)

###### Continuing Education Programs (Cont'd)

The Board will on continuing basis evaluate and determine the training needs of each Director, particularly on relevant new law and regulations and essential practices for effective corporate governance and risk management to enable the Directors to effectively discharge their duties.

In addition to the above, the Directors would be updated on recent developments in the areas of statutory and regulatory requirements from the briefing by the Company Secretaries, External Auditors and the Internal Auditors during the Committee and/or Board meetings.

###### Nomination Committee

The Board has established a Nomination Committee which comprised exclusively of Independent Non-Executive Directors, with the responsibilities of assessing the balance composition of Board members, nominate the proposed Board member by looking into his skills and expertise for contribution to the Company on an ongoing basis.

The present members of the Nomination Committee are:

Designation	Name of Director	Directorship
Chairman	Wong Keng Fai ( <i>Appointed on 29 August 2024</i> )	Independent Non-Executive Director
Member	Lee Yew Weng	Independent Non-Executive Director
Member	Cheng Mun Mun	Independent Non-Executive Director
Member	Woo Yew Tim ( <i>Resigned on 29 May 2024</i> )	Independent Non-Executive Director

The terms of reference of the Nomination Committee can be viewed at the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

The summary of activities undertaken by the Nomination Committee during FY2024 included the following:

- Reviewed the performance and effectiveness of the Board, as a whole, Board Committees and individual Directors and make appropriate recommendation to the Board;
- Reviewed and recommended the retirement and re-election of Directors at the forthcoming AGM in accordance with the Company's Constitution; and
- Reviewed the appointment of New Independent Director.

##### 6. Overall Board Effectiveness

###### Evaluation for Board, Board Committees and Individual Directors

The Nomination Committee would conduct an assessment of the performance of the Board, as a whole, Board Committees and the contribution of individual Directors annually. From the results of the assessment, including the mix of skills and experience possessed by Directors, the Board will consider and approve the recommendations on the re-election and re-appointment of Directors at the Company's forthcoming AGM, with a view to meeting current and future requirements of the Group.

The criteria used by the Nomination Committee in evaluating the performance of individual, including contribution to interaction, integrity, competency and time commitment of the members of the Board and Board Committees in discharging their duties, are in a set of questionnaires. The independence of Independent Directors is assessed based on their relationship with the Group and their involvement in any significant transactions with the Group including their ability to exercise independent judgment at all times and based on the criteria set out in the AMLR. The Board did not engage any external party to undertake an independent assessment of the Directors.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART II – BOARD COMPOSITION (CONT'D)

##### 6. Overall Board Effectiveness (Cont'd)

###### Evaluation for Board, Board Committees and Individual Directors (Cont'd)

All assessments and evaluations carried out will be documented and minuted by the Company Secretary. The results of all assessments and comments by Directors are summarised and deliberated at the Nomination Committee meeting and thereafter reported to the Board for deliberation.

Based on the assessment conducted for FY2024, the Board and the Nomination Committee is satisfied with the current size, composition as well as the mix of qualifications, skills and experience among the Board and Board Committees members and the level of independence demonstrated by all the Independent Non-Executive Directors and each of them continues to fulfil the definition of independence as set out in the AMLR.

###### Re-election of Directors

The procedure on the re-election of Directors by rotation is set out in the Company's Constitution. An election of Directors shall take place each year at the AGM of the Company, where one third (1/3) of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third shall retire from office and be eligible for re-election. All Directors shall retire from office at least once in every three (3) years, but shall be eligible for re-election. The Directors to retire shall be the Directors who have been serving in office for the longest duration since their appointment or last re-election. Any Director appointed during the year is required to retire and seek re-election by shareholders at the next Annual General Meeting following his appointment.

Upon the recommendation of the Nomination Committee and the Board, the Directors who are standing for re-election and re-appointment at the forthcoming AGM of the Company to be held on 22 May 2025 are as stated in the Notice of AGM together with the justification to support the re-appointment of the Directors at the Explanatory Notes to Notice of AGM.

#### PART III – REMUNERATION

##### 7. Level and Composition of Remuneration

###### Remuneration Committee

In line with the best practices of MCCG 2021, the Board has set up a Remuneration Committee which comprise exclusively of Independent Non-Executive Directors in order to assist the Board in determining the Director's remuneration.

The present members of the Remuneration Committee are as follow:

Designation	Name of Director	Directorship
Chairman	Lee Yew Weng	Independent Non-Executive Director
Member	Cheng Mun Mun	Independent Non-Executive Director
Member	Wong Keng Fai ( <i>Appointed on 29 August 2024</i> )	Independent Non-Executive Director
Member	Woo Yew Tim ( <i>Resigned on 29 May 2024</i> )	Independent Non-Executive Director

The Remuneration Committee is authorised by the Board to establish a formal and transparent procedure for developing executive remuneration, fixing and examining the remuneration packages and other benefits of individual Directors. The remuneration of Directors shall be the ultimate responsibility of the full Board after considering the recommendations of the Remuneration Committee.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART II – BOARD COMPOSITION (CONT'D)

##### 7. Level and Composition of Remuneration (Cont'd)

###### Remuneration Committee (Cont'd)

The Terms of Reference of the Remuneration Committee can be viewed at the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

The summary of activities undertaken by the Remuneration Committee during FY2024 included reviewed and recommended the payment of Directors' fees and other benefits payables to the Directors and Senior Management of the Company to the Board for approval.

###### Remuneration Policy

The Board believes that the Company has a fair remuneration policy to attract, retain and motivate Directors and Senior Management. The remuneration policy of the Board provides that all Executive Directors and Senior Management are remunerated based on the individual's performances and that of the Group, market conditions and their responsibilities, whilst the remuneration of the Non-Executive Directors is determined in accordance with their experience, level of responsibilities assumed in the Board Committees, their attendance and/or special skills and expertise that they bring to the Board. The remuneration package of Non-Executive Directors will be a matter to be deliberated by the Board as a whole, with the Director concerned abstaining from deliberations and voting on deliberations in respect of his individual remuneration. In addition, the Company also reimburses reasonable out-of-pocket expenses incurred by all the Non-Executive Directors in the course of their duties as Directors of the Company.

It has established a Remuneration Committee to review and ensure that the remuneration of Directors and Senior Management fairly reflect their responsibilities, the expertise required by the Company and the complexity of its operations. The said remuneration should also be in line with the business strategy and long term objectives of the Company. The aggregate annual Directors' fees and other benefits payable are to be approved by the shareholders at the AGM based on the recommendations of the Board.

##### 8. Remuneration of Directors and Senior Management

###### Directors' Remuneration

The remunerations of the Executive Directors were determined fairly based on the performance and the profitability of the Group as a whole. The Directors' remuneration is at the discretion of the Board, considering the comparative market rates that are commensurate with the level of contribution, experience and participation of each Director. The overriding principle adopted in setting the remuneration packages for the Executive Directors by the Remuneration Committee is to ensure that the Company attracts and retains the appropriate Directors of the calibre needed to run the Group successfully. The determination of the remuneration for Non-Executive Directors is a matter of the Board as a whole. The level of remuneration for Non-Executive Directors reflects the amount paid by other comparable organisations, adjusted for the experience and levels of responsibilities undertaken by the particular Non-Executive Directors concerned.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

## PART II – BOARD COMPOSITION (CONT'D)

## 8. Remuneration of Directors and Senior Management (Cont'd)

## Directors' Remuneration (Cont'd)

Details of the Directors' remuneration paid or payable to all Directors of the Company (both by the Company and the Group) for FY2024 are as follows:

Directors	Company		Group	
	Fees (RM)	Salaries and other emoluments (RM)	Fees (RM)	Salaries and other emoluments (RM)
Dato' Chan Say Hwa	-	2,154,284	24,000	2,154,284
Datin Chow Pui Ling	-	1,034,690	24,000	1,034,690
Soo Kit Lin	-	300,300	-	300,300
Lee Yew Weng	60,000	6,000	60,000	6,000
Cheng Mun Mun	60,000	6,000	60,000	6,000
Soo Yat Sun	-	-	24,000	-
Wong Keng Fai ( <i>Appointed on 29 August 2024</i> )	20,484	1,200	20,484	1,200
Woo Yew Tim ( <i>Resigned on 29 May 2024</i> )	25,000	3,600	25,000	3,600
<b>Total</b>	<b>165,484</b>	<b>3,506,074</b>	<b>237,484</b>	<b>3,506,074</b>

\* other emoluments include the meeting allowances and other benefits and allowances received by the Directors.

## Remuneration of Senior Management

The Company opts not to disclose the Senior Management's remuneration as it is not in the best interest of the Company and Senior Management personnel to disclose their personal data to the public at large.

There are only five (5) Senior Management staff in the group, of which three (3) are the Executive Directors of the Company and their remuneration components have been disclosed under the Directors' Remuneration as per the above table. Whereas for the other two (2) Senior Management, their total remuneration is about 4.4% of the overall salary of the Group and the range of the salary is in line with industrial practice.

## PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

## PART I – AUDIT COMMITTEE

## 9. Audit Committee

The Audit Committee is relied upon by the Board to, amongst others, provide advice in the areas of financial reporting, external audit, internal control environment and internal audit process, review of related party transactions as well as conflict of interest situation. The Audit Committee also undertakes to provide oversight on the risk management framework of the Group.

## Chairman of Audit Committee

The current composition of Audit Committee comprises of three (3) members, all of whom are Independent Non-Executive Directors. The Audit Committee is chaired by an Independent Director who is also the Chairman of the Board. However, the Board is of the view that the said practice will not materially interfere and affect his independence judgement. All members of the Audit Committee are relatively financially literate, therefore, meet the requirement of Rule 15.09 of the AMLR.



## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART I – AUDIT COMMITTEE (CONT'D)

##### 9. Audit Committee (Cont'd)

###### Former Audit Partner

None of the Board members nor the Audit Committee were former audit partner of the External Auditors appointed by the Group. The Company will observe a cooling-off period of at least three (3) years in the event any potential candidate to be appointed as a member of the Audit Committee was a audit partner of the external auditors of the Group.

###### Assessment of Suitability and Independence of External Auditors

The Audit Committee has established a transparent and appropriate relationship with the Company's External Auditors, Messrs. TGS TW PLT. From time to time, the Auditors will highlight to the Audit Committee and the Board on matters that require the Board's attention.

The Audit Committee is responsible for reviewing the audit, recurring audit-related and non-audit services provided by the External Auditors. The Audit Committee has been explicitly accorded the power to communicate directly with both the External Auditors and Internal Auditors. The terms of engagement for services provided by the External Auditors are reviewed by the Audit Committee prior to submission to the Board for approval. The effectiveness and performance of the External Auditors are reviewed annually by the Audit Committee.

To assess or determine the suitability and independence of the External Auditors, the Audit Committee has taken into consideration of the following:

- the adequacy of the experience, competence and resources of the External Auditors;
- the External Auditor's ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the external audit plan;
- the nature of the non-audit services provided by the External Auditors and fees paid for such services relative to the audit fee; and
- whether there are safeguards in place to ensure that there is no threat to the objectivity and independence of the audit arising from the provision of non-audit services or tenure of the External Auditors.

Annual appointment or re-appointment of the External Auditors is via shareholders' resolution at the AGM on the recommendation of the Board. The External Auditors are being invited to attend the AGM of the Company to response and reply to the shareholders' enquiries on the conduct of the statutory audit and the preparation and contents of the audited financial statement.

During FY2024, the Audit Committee has meet with the External Auditors without the presence of Executive Chairman, Executive Directors and members of management at least once during the year regarding relevant audit and accounting issues and to ensure that the independence and objectivity of the External Auditors are not compromised and matters of concern expressed by the Audit Committee are duly recorded by the Company Secretaries.

In presenting the Audit Planning Memorandum to the Audit Committee, the External Auditors have highlighted their internal policies and procedures with respect to their audit independence and objectivity which include safeguards and procedures and independent policy adopted by them. In compliance with the Malaysian Institute of Accountants, the audit firm rotates its audit partners every five years to ensure objectivity, independence and integrity of the audit opinions.

Based on the assessment, the AC was satisfied with the independence and performance of Messrs. TGS TW PLT and recommended to the Board to put forth a proposal for the re-appointment of Messrs. TGS TW PLT at the forthcoming 15<sup>th</sup> AGM.

###### Composition of the Audit Committee

The current composition of Audit Committee comprises of three (3) members, all of whom are Independent Non-Executive Directors, which meets the requirements of Rule 15.09(1)(a) and (b) of the AMLR and Practice 9.4 of the MCGG 2021.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART I – AUDIT COMMITTEE (CONT'D)

##### 9. Audit Committee (Cont'd)

###### Composition of the Audit Committee

The Audit Committee currently comprises the following members: -

Designation	Name of Director	Directorship
Chairman	Lee Yew Weng	Independent Non-Executive Director
Member	Cheng Mun Mun	Independent Non-Executive Director
Member	Wong Keng Fai ( <i>Appointed on 29 August 2024</i> )	Independent Non-Executive Director
Member	Woo Yew Tim ( <i>Resigned on 29 May 2024</i> )	Independent Non-Executive Director

All members of the Audit Committee are relatively financially literate and have relevant experience to carry out their duties. The Terms of Reference and summary of activities of the Audit Committee are set out in the Audit Committee Report in this Annual Report.

##### 10. Effective Risk Management and Internal Control Framework

The Board is entrusted with the overall responsibility of continually maintaining a sound system of internal controls, which covers not only financial controls but also operational and compliance controls as well as risk management, and the need to review its effectiveness regularly in order to safeguard shareholders' investments and the Company's assets. The internal control system is designed to access current and emerging risks and respond appropriately to the risks encountered.

As an effort to enhance the system of internal controls, the Board together with the assistance of external professional Internal Audit firm adopted on-going monitoring and review the existing of risk management process in place within the various business operations, with the aim of formalising the risk management functions across the Group. This function also acts as a source to assist the Audit Committee and the Board to strengthen and improve current management and operating style in pursuit of best practices.

The Board also has set up a Risk Management Committee which comprises half of the Independent Non-Executive Director to identify, evaluate and manage significant risks faced by the Group as well as report to the Board on significant risks affecting the Group's strategic and business plans, if any. As an ongoing process, significant business risks faced by the Group are identified and evaluated and consideration is given on the potential impact of achieving the business objectives. This includes examining principal business risks in critical areas, assessing the likelihood of material exposures and identifying the measures taken to mitigate, avoid or eliminate these risks.

The Statement on Risk Management and Internal Control is set out in the Annual Report which provides an overview of the management of risks and state of internal controls within the Group.

##### 11. Internal Audit Function

The Group outsourced its internal audit function to an independent professional firm, namely Resolve IR Sdn Bhd to provide an independent assessment and assurance over the system of internal control of the Group to the Audit Committee and the Board.

Further details of the activities of the internal audit function are set out in the Statement on Risk Management and Internal Control in this Annual Report.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

#### PART I – COMMUNICATION WITH STAKEHOLDERS

##### 12. Continuous Communication between Company and Stakeholders

The Board recognises the need for transparency and accountability to the Company's shareholders as well as regular communication with its shareholders, stakeholders and investors on the performance and major developments in the Company. The Company ensures that timely releases of the quarterly financial results, press releases and corporate announcements are made to its shareholders and investors, which are clear, unambiguous, succinct, accurate and contain sufficient and relevant information.

In order to maintain its commitment of effective communication with shareholders, the Group embraces the practice of comprehensive, timely and continuing disclosures of information to its shareholders as well as the general investing public.

The communication channels used in the Company's engagement with its stakeholders include:

- The Company's website;
- Announcements via Bursa Link;
- Annual Reports and Circular to Shareholders;
- General Meetings; and
- Investor relations and press release.

The practice of disclosure of information is not established just to comply with the requirement of the AMLR of Bursa Securities, but also to adopt the best practices recommended in the MCCG 2021 with regard to strengthening engagement and communication with shareholders.

The Group also endeavour to provide additional disclosures of information on a voluntary basis, where necessary. The management believes that consistently maintaining a high level of disclosure and extensive communication is vital to shareholders and investors in making informed investment decisions.

Besides the above, shareholders and stakeholders may raise their concerns and queries by contacting the Registered Office of the Group, the details of which as provided under the "Corporate Information" section of this Annual Report and the Company's Share Registrar is available to attend to administrative matters relating to shareholders' interests. The Company strived to provide a high level of transparency reporting in order to provide value for its shareholders and investors.

Whilst the Group endeavours to provide as much information as possible to its stakeholders, it is mindful of the legal and regulatory framework governing the release of material and price-sensitive information.

#### PART II – CONDUCT OF GENERAL MEETINGS

##### 13. Encourage Shareholders' Participation at General Meeting

The AGM is an important forum where communications with shareholders are effectively conducted. As recommended by the MCCG 2021, the notice of AGM will be despatched to shareholders at least twenty-eight (28) days before the AGM, to allow shareholders to have additional time to go through the Annual Report and make the necessary attendance and voting arrangements. The Notice of AGM, which sets out the business to be transacted at the AGM, is also published in a major local newspaper. The Board will ensure that each item of special business included in the notices of the AGM or extraordinary general meeting is accompanied by a full explanation of the effects of any proposed resolution.

The Chairman and the Board members are prepared to respond to all queries and undertake to provide sufficient clarification on issues and concerns raised by the shareholders. The External Auditors are also present to provide their professional and independent clarification, if required, on issues highlighted by the shareholders. The status of all resolutions proposed at the AGM is submitted to Bursa Securities at the end of the meeting day.

Apart from contacts at general meetings, currently there is no other formal program or schedule of meetings with investors, shareholders, stakeholders and the public generally. However, the management has the option of calling for meetings with investors/analysts if it deems necessary. Thus far, the management is of the opinion that the existing arrangement has been satisfactory.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

#### PART II – CONDUCT OF GENERAL MEETINGS (CONT'D)

##### 13. Encourage Shareholders' Participation at General Meeting (Cont'd)

###### Attendance of Directors at General Meetings

At the Fourteenth (14<sup>th</sup>) AGM of the Company held on 29 May 2024, all the Directors were present to engage directly with shareholders and be accountable for their stewardship of the Company.

###### Poll

In line with Rule 8.31A of the AMLR, the Company will ensure that any resolution set out in the notice of any general meeting, or in any notice of resolution which may properly be moved and is intended to be moved at any general meeting, is voted by poll. At the same time, the Company will appoint at least one (1) scrutineer to validate the votes cast at the general meeting.

#### COMPLIANCE STATEMENT

Saved as disclosed above, the Board is of the view that the Group has complied with and shall remain committed to attaining the highest possible standards through the continuous adoption of the principles and best practices set out in MCCG 2021 and all other applicable laws, where applicable and appropriate. This Corporate Governance Overview Statement was approved by the Board on 17 April 2025.



## AUDIT COMMITTEE REPORT

The Board of Directors ("the Board") of Hiap Huat Holdings Berhad ("Hiap Huat" or "the Company") is pleased to present the Audit Committee ("AC") Report for the financial year ended 31 December 2024 ("FY2024").

### COMPOSITION OF AC AND ATTENDANCE

The Board has set up the AC which comprising exclusively of Independent Non-Executive Directors. The present members of the AC are as follows:

Designation	Name of Director	Directorship
Chairman	Lee Yew Weng	Independent Non-Executive Director
Member	Cheng Mun Mun	Independent Non-Executive Director
Member	Wong Keng Fai (Appointed on 29 August 2024)	Independent Non-Executive Director
Member	Woo Yew Tim (Resigned on 29 May 2024)	Independent Non-Executive Director

The composition of AC meets the requirements of Rules 15.09 and 15.10 of the ACE Market Listing Requirements ("AMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and Practice 9.4 of the Malaysian Code on Corporate Governance 2021 ("MCCG").

In FY2024, the AC held five (5) meetings and had private discussion with External Auditor without the presence of the Executive Directors and Management. The Executive Chairman, Executive Directors, Financial Controller, Financial Lead, external auditors, internal auditors and other Board members will attend the AC meetings upon invitation, as and when necessary.

The attendance record of AC members was as follows:

Name of Director	Attendance	Percentage of Attendance
Lee Yew Weng	5/5	100%
Cheng Mun Mun	5/5	100%
Wong Keng Fai (Appointed on 29 August 2024)	1/1	100%
Woo Yew Tim (Resigned on 29 May 2024)	2/2	100%

During the FY2024, the AC had engaged with the external auditors to keep abreast with the key audit issues and audit concerns affecting the Company. The Chairman of the AC will highlight the key issues discussed in the AC meeting at each Board meeting.

Minutes of each meeting were recorded and tabled for confirmation at the next AC meeting and subsequently presented to the Board for notation.

### TERMS OF REFERENCE

The AC is governed by its Terms of Reference ("TOR") of the AC which laid down its duties and responsibilities are accessible via the Company's website at [www.hiaphuat.com](http://www.hiaphuat.com).

## AUDIT COMMITTEE REPORT

### INDEPENDENCE OF THE AUDIT COMMITTEE

Hiap Huat recognised the need to uphold utmost independence of its external auditors and that no possible conflict of interest whatsoever should arise. Currently, none of the members of the Board nor the AC of the Company were former audit partners of the external auditors appointed by the Group. The Company will observe a cooling-off period of at least three (3) years in the event any potential candidate to be appointed as a member of the AC was an audit partner of the external auditors of the Group.

### TRAINING AND FINANCIAL LITERACY OF THE AUDIT COMMITTEE MEMBERS

Collectively, the members of the AC have the relevant experience and expertise in finance and accounting, and have carried out their duties in accordance with the Terms of Reference of the AC. The qualification and experience of the individual AC members are disclosed in the Directors' Profiles in this Annual Report, and at least one member of the AC fulfils the financial expertise requirement of the ACE Market Listing Requirements ("AMLR").

During FY2024, all members of the AC had undertaken the relevant training programmes to keep themselves abreast of the latest development in business environment, statutory laws, regulations and best practices to enable them to effectively discharge their duties. The list of training attended is disclosed in the Corporate Governance Overview Statement in this Annual Report.

### SUMMARY ACTIVITIES OF THE AC DURING FY2024

#### 1. Ensuring Financial Statements comply with applicable Financial Reporting:

- a) Reviewed all the four Quarter's Unaudited Financial Statements and the annual Audited Financial Statements of the Company and recommended the same for the Board's approval. Discussions focused particularly on any change in the accounting policies and its implementation; significant and unusual events arising from the audit; the going concern assumption; compliance with accounting standards and other legal requirements; significant matters highlighted in the financial statements; and significant judgements made by Management.
- b) Review matters highlighted by External Auditors and reported its findings on the financial and Management performance, and other material matters (if any) to the Board.
- c) Evaluated the performance of Internal Auditors during FY2024 as well as the adequacy and competency of their resources to carry out internal audit engagement works.

#### 2. Reviewing the Audit Findings of the Internal Auditors and assisting the Board in reviewing the effectiveness and adequacy of Systems of Internal Control in the Key Operation Processes:

- a) Reviewed and approved the Internal Audit Plan for FY2024 proposed by the Internal Auditors, Resolve IR Sdn. Bhd. ("Resolve IR") to ensure the adequacy of the audit scope, coverage of works of the Group's activities and that it has the necessary authority to carry out its works.
- b) Reviewed and discussed the Internal Audit Reports which outlined the recommendations towards correcting areas of weaknesses and ensured that management action plans were established for the implementation of the internal auditors' recommendations. Summary of internal auditors' reports presented to the AC provides status updates for management action plans to address the findings reported in the previous audit cycles from the internal auditors.
- c) Reviewed and evaluated the adequacy of the scope, functions and competency of the internal auditors' function, and the results of the internal auditors' process to ensure the appropriate actions are taken on the recommendations of the internal auditors' function.

## AUDIT COMMITTEE REPORT

### SUMMARY ACTIVITIES OF THE AC DURING FY2024 (CONT'D)

#### **3. Reviewing the Audit Findings of the External Auditors and evaluate their performance, suitability, and independence of External Auditors:**

- a) Discussed with the external auditors before the audit commences, the audit plan FY2024, significant audits findings, nature and scope of the audit and areas of audit emphasis, as well as the external auditors' evaluation of the system of internal controls and audit reports.
- b) Reviewed and discussed with the external auditors of their audit findings inclusive of potential key audit matters, audit recommendations and management's response to these recommendations.
- c) Discussed and deliberated on the external auditors' reports and recommendations regarding opportunities for improvement to the significant risk areas, internal controls and financial matters areas based on observations made in the course of interim and final audits.
- d) Noted that in response to an enquiry by the external auditors, the Management and AC members, verbally confirmed that they had no knowledge of any actual, suspected or alleged fraud and non-compliance with laws and regulations affecting the Group.
- e) Held private meetings with the external auditors without the presence of the Executive Chairman, Executive Directors, and Management to discuss on the areas of audit concern.
- f) Evaluated the performance of the external auditors and considered the re-appointment of external auditors and their audit fees, after taking into consideration of the independence and objectivity of the external auditors and the cost effectiveness of their audit, before recommending to the Board for approval.

#### **4. Overseeing the Governance Practices in the Group:**

- a) Reviewed and recommended on quarterly basis the Related Party Transactions and/or Recurrent Related Party Transactions and/or Conflict of Interest of the Group presented by Management to the Board for approval, to ensure that these transactions are undertaken in the best interest of the Company, fair, reasonable and on normal commercial terms as well as not detrimental to the interest of the minority shareholders.
- b) Reviewed the AC Report, Statement on Risk Management and Internal Control and Corporate Governance Statement to ensure adherence to legal and regulatory reporting requirements and appropriate resolution of all accounting matters requiring significant judgement and recommended the same to the Board for approval.
- c) Reviewed the adequacy and effectiveness of the Group's internal control system and reported to the Board.
- d) Reviewed and recommended to the Board for approved the Statement to shareholders in relation to the Proposed Renewal of Share Buy-Back Authority for Purchase of its own Ordinary Shares.

## AUDIT COMMITTEE REPORT

### INTERNAL AUDIT FUNCTIONS AND ACTIVITIES

The Group has outsourced its Internal Audit Function to an external professional Internal Audit firm, Resolve IR. The internal audit activities were reported directly to the AC based on the approved annual Internal Audit Plan. The approved annual Internal Audit Plan is designed to cover entities across all levels of operations within the Group.

The internal audit firm appointed by the Company is independent of activities related to business operations and performs its duties in accordance with standards set by relevant professional bodies, namely Institute of Internal Auditors. The internal audit provides independent assessment on the effectiveness and efficiency of internal controls system established by the management, utilising a global audit methodology and tool to support the corporate governance framework and an efficient and effective risk management framework to provide assurance to the AC. With the internal audit function being put in place, remedial actions can be taken in relation to weaknesses identified and noted in the systems and controls of the respective operating units.

The AC approves the internal audit plan during the first AC meeting each financial year. Any subsequent changes to the internal audit plan are approved by the AC. The scope of internal audit covers the audits of all units and operations, including subsidiaries as stated in the letter of engagement. The total cost incurred for the internal audit function during the financial year was approximately RM16,000.00.

During FY2024, the following activities were carried out by the internal auditors in discharge of its responsibilities:

- Present the Internal Audit Plan for the year for review and evaluation by the AC;
- Reviewed the Procurement to Payables conducted on Topmark Petroleum Products Sdn. Bhd., a wholly-owned subsidiary of the Company;
- Recommend improvements to the existing systems of internal controls;
- Follow up on implementation and disposition of audit findings and recommendation; and
- Identify opportunities to improve the operations of and processes in the Company and the Group; and identification of risks and implementation of recommendations to mitigate the risks.

The AC and the Board agree that the internal audit review was done in accordance with the audit plan and the coverage is adequate. The AC and the Board are satisfied with the performance of the outsourced internal auditors and have in the interest of greater independence and continuity in the internal audit function.

This AC Report was approved by the Board of Directors on 17 April 2025.



## STATEMENT OF DIRECTORS' RESPONSIBILITIES

Statement of Directors' Responsibilities in relation to the preparation of audited financial statements pursuant to Rule 15.26(a) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors are responsible for ensuring that the audited financial statements of the Group and of the Company are prepared in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards, the provisions of the Companies Act 2016 and the ACE Market Listing Requirements of Bursa Securities.

The Directors are also responsible for ensuring that the audited financial statements of the Group and of the Company are prepared with reasonable accuracy from the accounting records which give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of the financial performance and cash flows of the Group and of the Company for the financial year ended on that date.

The Directors are satisfied that in preparing the financial statements of the Group for the financial year ended 31 December 2024, the Group has used the appropriate accounting policies and applied them consistently and supported by reasonable judgements and estimates.

The Directors are also responsible for taking reasonable steps to safeguard the assets of the Group and of the Company to prevent and detect fraud and other irregularities.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors ("The Board") of Hiap Huat Holdings Berhad ("Hiap Huat" or "the Company") acknowledges the importance of a sound risk management and internal control system in Hiap Huat group of companies ("the Group") to safeguard shareholders' investments, stakeholders' interests and the Group's assets.

This Statement is prepared pursuant to Rule 15.26(b) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("Listing Requirements") and is guided by the latest Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

The Statement provides an overview of the nature and state of risk management and internal control of Hiap Huat and its group of companies during the financial year under review and up to the date of approval of this statement by the Board.

### BOARD RESPONSIBILITY

The Board recognises the importance of good risk management practices and sound internal control as a platform to good corporate governance. The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control, and for reviewing its adequacy and integrity.

The Board continually reviews the adequacy and integrity of the Group's risk management and internal control system, which has been embedded in all aspects of the Group's activities, aligned with its business objectives. The Board is aware that the risk management framework and internal control system are designed to manage the Group's risks within an acceptable risk appetite, rather than eliminate the risk. Therefore, the risk management and internal control system can only provide reasonable and not absolute assurance against fraud, material misstatement or errors.

The Board through its Audit Committee ("AC") has established an ongoing process for identifying, evaluating and managing the significant risks faced by the Group and this process includes enhancing the risk management and internal control system as and when there are changes to the business environment and regulatory requirements. The process is reviewed by the Board and the AC on a periodic basis.

Management assists the Board in the implementation of the Board's policies and procedures on risk and control by identifying and assessing the risks faced by the Group, and in the design and operation of suitable internal control to mitigate the risks identified.

### KEY FEATURES OF RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

Key elements that have been established in the Group's risk management and internal control systems are described below:

#### 1. Risk Management System

Risk management is firmly embedded in the Group's management system as the Board firmly believes that risk management is critical for the Group's sustainability and the enhancement of shareholder value. Key management staff and Heads of Department are delegated with the responsibility to manage identified risks within defined parameters and standards.

The Group's established risk management practice is guided by ISO 31000: Risk Management – Principles and Guidelines. The key elements of this risk management process are as follows:

- Identify key risks associated with the Group's external and internal risks;
- Identify the existing controls that manage the identified risks;
- Rate the identified risks in terms of likelihood of occurrence and the resulting impact on the organisation. The rating takes into account the effectiveness of existing controls put in place to manage the risks;
- Decide on the risk treatment and develop risk response to manage residual risks (if any); and
- Regular monitoring and updating of the Group's existing key risk profile.

The above risk management process has been in place for the year under review and up to the date of the approval of this Statement.

The Board has set up a Risk Management Committee ("RMC") to identify, evaluate and manage significant risks faced by the Group as well as report to the Board on significant risks affecting the Group's strategic and business plans, if any. The Board will be presented with a detailed risk registers of the key risks been identified, with existing controls highlighted, the risk responses created and a risk profile for the Group have been developed. Risks identified were prioritised in terms of the likelihood of occurrence and its impact on the achievement of the Group's business objectives.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### KEY FEATURES OF RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM (CONT'D)

#### 1. Risk Management System (Cont'd)

The RMC meets periodically to identify and manage risks; the risks are being continually monitored and appropriate actions taken to address any change in the existing risks or new risks identified as part of an on-going proactive risk management exercise.

The risk register of the Group was updated by the RMC. Through this update, which takes into consideration of the economic and business outlook, new risks were identified, assessed and rated, and existing risks are further re-evaluated. The updated risk register including additional mitigating action plans to be implemented were then presented to Audit Committee in the Risk Management Committee Meeting.

#### 2. Internal Control System

- (i) The Group has in place an organisational structure with defined lines of responsibilities and delegation of authority. A process of hierarchical reporting has been established, which provide for a documented and auditable trail of accountability and also facilitate the check and balance for proper decision making at the appropriate authority levels of Management including matters that require the Board's approval.
- (ii) A documented delegation of limits of authority across the Group's operations that sets out decisions that need to be taken and the appropriate levels of Management involved including matters that require the Board's approval.
- (iii) The Board of Directors and AC meet at least four (4) times during the financial year to review and deliberate on financial reports, annual financial statements, internal audit reports and etc. Discussions with Management were held to deliberate on the actions that are required to be taken to address internal control issues identified.
- (iv) The Group has a budgeting process which establishes plans and targets for performances to be measured on an on-going basis. Budget variances are analysed and reported internally on a quarterly basis.
- (v) Scheduled operational and management meetings are held to discuss and review the business plans, budgets, financial and operational performances of the Group. Monthly management accounts containing key financial results, operational performances and comparison are presented to the management team for monitoring and review. The quarterly financial statements are presented to the Board for their review and approval. The Board also plays an active role in discussing and reviewing the business plans, strategies, performance and risks faced by the Group.
- (vi) Internal policies and procedures had been established for key business units within the Group. Certain subsidiaries within the Group are also ISO accredited.
- (vii) Comprehensive guidelines on employment, code of conduct and retention of employees are in place to ensure that the Group has a team of employees who are qualified and equipped with all the necessary knowledge, skills and abilities to carry out their responsibilities effectively.
- (viii) A formal Whistle-blowing Policy has been established to forms part of the Group's Code of Conduct in achieving and maintaining the highest standard of work ethics in the conduct of business. The policy provide a platform to its employees to report suspected and/or known misconduct, wrongdoings, corruption and instances of fraud, waste, and/or abuse involving the resources of the Group. The Whistle Blowing Policy is available at the corporate website at <https://www.hiaphuat.com>.
- (ix) The Group has adopted an Anti-Bribery and Anti-Corruption Policy which in line with the Listing Requirements. The Group is committed to carry out its business honestly and openly and has a zero tolerance of bribery and corruption. The business of the Group is conducted with high level of integrity and ethics and complies with applicable laws.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

### KEY FEATURES OF RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM (CONT'D)

#### 3. Internal Audit Function

The Group's Internal Audit Function assists the Board and AC by providing an independent assessment of the adequacy and effectiveness of the Group's internal control system.

The Group has outsourced its internal audit function to Resolve IR Sdn. Bhd., an independent professional internal audit firm. The Internal Auditors supports the AC, and by extension to the Board by providing independent assurance on the effectiveness of the Group's system of internal control.

The internal audit plan which reflects the identified risk was reviewed and approved by the AC. During the financial year under review, one key audit area reviewed was Procurement Review of the subsidiary of the Group. All reports from the internal audit reviews, and corrective actions undertaken by Management were presented to the AC. There are no significant weaknesses which may resulted in any material losses, contingencies or uncertainties that have any material impact to the financial statements of the Group.

Further details of the Internal Audit Function are set out in the Audit Committee Report of this Annual Report.

### REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in 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 inclusion in the Annual Report of the Group for the financial year ended 31 December 2024, and reported to the Board that nothing has come to their attention that causes them to believe the statement intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required by paragraph 41 and 42 of the Guidelines, nor is the Statement factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether this Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Directors and management thereon.

### REVIEW OF ADEQUACY AND EFFECTIVENESS

The Board has reviewed the adequacy and effectiveness of the Group's risk management and internal control system for the year under review and up to date of approval of this statement for inclusion in the Annual Report, and is of the view that the risk management and internal control system is satisfactory and there were no material losses incurred during the year under review as a result of internal control weakness or adverse compliance events.

This statement was approved by the Board of Directors on 17 April 2025.



## ADDITIONAL COMPLIANCE INFORMATION

### 1. EMPLOYEE SHARE OPTION SCHEME ("ESOS")

The ESOS of the Company was approved by the shareholders at the Extraordinary General Meeting held on 24 May 2021, and it is governed by the By-Laws.

The ESOS was implemented on 28 July 2021 and shall be in force for a period of five (5) years and may be extended for a further period of up to 5 years immediately from the expiry of the first 5 years at the discretion of our Board upon the recommendation of the ESOS Committee. Any extension of the Proposed ESOS shall not, in aggregate with the initial term, exceed 10 years from the effective date of implementation of the ESOS, or such longer period as may be allowed by Bursa Securities and/or the relevant authorities.

As of 31 December 2024, the Company has not granted any option under the ESOS to the eligible Directors and employees of the Group.

### 2. UTILISATION OF PROCEEDS FROM CORPORATE EXERCISE

During the financial year, there were no proceeds raised by the Company from any corporate proposals.

### 3. AUDIT AND NON-AUDIT FEES PAID TO EXTERNAL AUDITORS

During the financial year, the amount of audit and non-audit fees paid or payable to the external auditors by the Company and the Group respectively for the financial year ended 31 December 2024 were as follows:

	Company (RM)	Group (RM)
Audit Services Rendered	35,000	129,000
Non-Audit Services Rendered		
Review of Statement on Risk Management and Internal Control	5,000	5,000

### 4. MATERIAL CONTRACTS

During the financial year, there were no material contracts entered into by the Company and its subsidiary involving Directors' and major shareholders' interests.

### 5. CONTRACTS RELATING TO LOAN

During the financial year, there were no material contracts relating to loans entered into by the Company involving Directors and major shareholders.

### 6. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE AND TRADING

Save for such disclosure made in Note 30 to the audited consolidated financial statements in this Annual Report, there were no material recurrent related party transactions of revenue nature during the financial year ended 31 December 2024.

## 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 2024.

### PRINCIPAL ACTIVITIES

The principal activity of the Company is engaged in investment holding. The principal activities of its subsidiaries are disclosed in Note 7 to the financial statements.

There have been no significant changes in the nature of these activities during the financial year.

### FINANCIAL RESULTS

	Group RM	Company RM
Profit for the financial year	<u>3,821,832</u>	<u>3,663,281</u>
<b>Attributable to:</b>		
Owners of the Company	4,013,243	3,663,281
Non-controlling interests	<u>(191,411)</u>	<u>-</u>
	<u>3,821,832</u>	<u>3,663,281</u>

### 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 the previous financial year. The Board of Directors do not recommend any dividend in respect of the current financial year.

### ISSUE OF SHARES AND DEBENTURES

There was no issuance of shares or debentures during the financial year.

### TREASURY SHARES

As at 31 December 2024, the Company held 4,113,000 treasury shares out of the total 399,138,330 issued ordinary shares. Further relevant details are disclosed in Note 14(b) 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' REPORT

### DIRECTORS

The Directors in office during the financial year until the date of this report are:

Dato' Chan Say Hwa\*  
 Datin Chow Pui Ling\*  
 Soo Kit Lin\*  
 Cheng Mun Mun  
 Lee Yew Weng  
 Wong Keng Fai (Appointed on 29 August 2024)  
 Woo Yew Tim (Resigned on 29 May 2024)

\* *Directors of the Company and of its certain subsidiaries*

The Director who held office in the subsidiaries (excluding Directors who are also Directors of the Company) during the financial year up to the date of this report is:

Soo Yat Sun

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 (including their spouses or children) according to the Register of Directors' Shareholdings are as follows:

Number of ordinary shares				
	At 1.1.2024	Bought	Sold	At 31.12.2024

#### Interests in the Company

##### Direct interests

Dato' Chan Say Hwa	69,026,460	-	-	69,026,460
Datin Chow Pui Ling	3,363,220	9,837,000	-	13,200,220
Soo Kit Lin	66,608,460	-	-	66,608,460
Lee Yew Weng	1,000	-	-	1,000

##### Indirect interests

Dato' Chan Say Hwa #	3,363,220	9,837,000	-	13,200,220
Datin Chow Pui Ling #	69,026,460	-	-	69,026,460

# *Deemed interest by virtue of shares held by spouse*

By virtue of their interests in the shares of the Company, Dato' Chan Say Hwa, Datin Chow Pui Ling and Soo Kit Lin are also deemed interested in the shares of all the subsidiaries during the financial year to the extent that the Company has an interest under Section 8 of the Companies Act 2016 in Malaysia.

Other than as disclosed above, none of the other Directors in office at the end of the financial year have any interest in shares in the Company or its related corporations during the financial year.

## DIRECTORS' REPORT

### DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by Directors as shown in Notes 25 and 28 to the financial statements) 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.

The Directors' remuneration for the Group and the Company as set out in Notes 25 and 28 to the financial statements are RM3,743,558 and RM3,671,558 respectively.

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.

### INDEMNITY AND INSURANCE COSTS

During the financial year, the total amount of indemnity insurance coverage and insurance premium paid for the Directors and certain officers of the Company were RM3,000,000 and RM6,150 respectively.

No indemnity was given to or insurance effected for auditors of the Group and of the Company during the financial year.

### 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 there were no bad debts to be written off and no allowance for doubtful debts was required; 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 to make any allowance for doubtful debts in the financial statements of the Group and of the Company; 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.



**DIRECTORS' REPORT****OTHER STATUTORY INFORMATION (CONT'D)**

(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.

**SUBSIDIARIES**

The details of the subsidiaries are disclosed in Note 7 to the financial statements.

**AUDITORS**

The Auditors, TGS TW PLT (202106000004 (LLP0026851-LCA) & AF002345), have expressed their willingness to continue in office.

Auditors' remuneration for the Group and the Company as set out in Note 25 to the financial statements are RM129,000 and RM35,000 respectively.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 21 April 2025.

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**DATO' CHAN SAY HWA**

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**DATIN CHOW PUI LING**

KUALA LUMPUR

**STATEMENT BY DIRECTORS**

Pursuant to Section 251(2) of the Companies Act 2016

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 54 to 109 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 21 April 2025.

---

**DATO' CHAN SAY HWA**

KUALA LUMPUR

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**DATIN CHOW PUI LING****STATUTORY DECLARATION**

Pursuant to Section 251(1) of the Companies Act 2016

I, Dato' Chan Say Hwa, being the Director primarily responsible for the financial management of Hiap Huat Holdings Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 54 to 109 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 21 April 2025         )

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**DATO' CHAN SAY HWA**

Before me,

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**Commissioner for Oaths**  
**SHI' ARATUL AKMAR BINTI SAHARI**  
**(W788)**

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Hiap Huat Holdings Berhad Registration No.: 200901038858 (881993-M)] (Incorporated in Malaysia)

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

#### OPINION

We have audited the financial statements of Hiap Huat Holdings Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and the statements of profit or 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 54 to 109.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and of 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.

#### 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
<i>Inventory net realisable value</i>	
The Group estimated the net realisable value of the inventories based on an assessment of expected selling prices. The estimated net realisable value is involving significant judgement by management due to the nature of the inventories, which depending on the market condition of bunker oil price and consumers' bargaining and demands.	<p>We discussed with the management on the basis used to determine the net realisable value.</p> <p>We assessed the reasonableness of the net realisable value of inventory balance by test checking to alignment of market price of bunker oil and expected margin pattern within the reasonable period.</p> <p>We test checked against the transacted price by inspecting related sales documents after the financial year end.</p> <p>Discussed with management and obtained an understanding of the process implemented by management over the determination of the lower of cost and net realisable value of inventories.</p> <p>We examined the sensitivity analysis on the bunker oil price.</p>

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Hiap Huat Holdings Berhad Registration No.: 200901038858 (881993-M)] (Incorporated in Malaysia)

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

#### KEY AUDIT MATTERS (CONT'D)

Key audit matters (Cont'd)	How we addressed the key audit matters (Cont'd)
<p><i>Impairment on trade receivables</i></p> <p>Please refer to significant accounting judgements, estimates and assumptions in Note 2(c) and the disclosures of trade receivables and credit risk in Notes 10 and 32(c)(i) to the financial statements respectively.</p> <p>We focused on this area given the use of significant estimates and judgement in determining the appropriate level of impairment for trade receivables.</p>	<p>The focus of our work involved auditing the Group's credit analyses and associated impairment assessments of trade receivables that were either in default or significantly overdue as at 31 December 2024. Our procedures performed in relation to managements' impairment assessment and testing included the following:</p> <ul style="list-style-type: none"> <li>• We had developed understanding of the design and implementation of controls associated with monitoring of outstanding trade receivables and impairment calculation;</li> <li>• We had assessed the significant credit exposures which were significantly overdue or deemed to be in default through analysis of ageing reports or other collection reports;</li> <li>• We had reviewing receipts of collections subsequent to the financial year end, customer correspondence, and considering level of activity with the customer and explanation on recoverability with significantly past due balances;</li> <li>• We had assessed the reasonableness of impairment charges for identified credit exposure; and</li> <li>• We had assessed the adequacy and reasonableness of the disclosures in the financial statements.</li> </ul>

We have determined that there are no key audit matter to communicate for the Company in our 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 the other information, we are required to report that fact. We have nothing to report in this regard.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS

Hiap Huat Holdings Berhad Registration No.: 200901038858 (881993-M)] (Incorporated in Malaysia)

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

#### RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The Directors of the Company are responsible for the preparation of the 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 of 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purpose 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.



**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS**

Hiap Huat Holdings Berhad Registration No.: 200901038858 (881993-M)] (Incorporated in Malaysia)

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)****AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)**

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.

**OTHER MATTER**

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.

TGS TW PLT  
202106000004 (LLP0026851-LCA) & AF002345  
Chartered Accountants

KUAN JUN XIAN  
03758/06/2025 J  
Chartered Accountant

KUALA LUMPUR  
21 April 2025

**STATEMENTS OF FINANCIAL POSITION**

As at 31 December 2024

		Group		Company	
	Note	2024 RM	2023 RM	2024 RM	2023 RM
ASSETS					
Non-current assets					
Property, plant and equipment	4	58,608,739	38,073,467	166,207	228,031
Right-of-use assets	5	237,130,731	47,298,388	359,035	205,810
Investment properties	6	7,169,363	7,263,801	7,169,363	7,263,801
Investment in subsidiaries	7	-	-	45,052,767	43,189,110
Other receivables	8	623,370	55,052	-	-
		303,532,203	92,690,708	52,747,372	50,886,752
Current assets					
Inventories	9	14,305,914	12,308,835	-	-
Trade receivables	10	13,168,206	14,256,327	-	-
Other receivables	8	2,927,862	2,253,137	60,306	274,534
Amount due from subsidiaries	11	-	-	4,805,273	501,193
Other investments	12	3,375,512	-	2,864,020	-
Tax recoverable		797,226	297,242	166,162	95,494
Fixed deposits with a licensed bank	13	666,000	-	-	-
Cash and bank balances		13,530,917	7,277,503	349,855	271,743
		48,771,637	36,393,044	8,245,616	1,142,964
Total assets		352,303,840	129,083,752	60,992,988	52,029,716
EQUITY AND LIABILITIES EQUITY					
EQUITY					
Share capital	14(a)	49,980,636	49,980,636	49,980,636	49,980,636
Treasury shares	14(b)	(400,646)	(400,646)	(400,646)	(400,646)
Merger deficit	15	(9,535,114)	(9,535,114)	-	-
Revaluation reserves	16	16,457,379	8,881,351	687,219	687,219
Retained earnings		46,995,312	42,982,069	4,439,873	776,592
Total equity attributable to owners of the Company		103,497,567	91,908,296	54,707,082	51,043,801
Non-controlling interests (“NCI”)		1,331,865	43,766	-	-
Total equity		104,829,432	91,952,062	54,707,082	51,043,801

## STATEMENTS OF FINANCIAL POSITION

As at 31 December 2024

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
EQUITY AND LIABILITIES (CONT'D)					
LIABILITIES					
Non-current liabilities					
Lease liabilities	17	179,951,261	3,326,490	256,636	150,523
Loans and borrowings	18	32,685,195	18,905,701	2,973,147	36,494
Deferred tax liabilities	19	10,518,248	7,440,192	144,239	220,215
		223,154,704	29,672,383	3,374,022	407,232
Current liabilities					
Lease liabilities	17	2,571,810	1,271,029	78,887	43,147
Loans and borrowings	18	4,075,735	1,993,231	199,166	361,343
Trade payables	20	9,558,367	1,894,062	-	-
Other payables	21	7,109,275	993,621	1,018,141	174,193
Contract liabilities	22	158,551	-	-	-
Amount due to subsidiaries	11	-	-	1,615,690	-
Tax payable		845,966	1,307,364	-	-
		24,319,704	7,459,307	2,911,884	578,683
Total liabilities		247,474,408	37,131,690	6,285,906	985,915
Total equity and liabilities		352,303,840	129,083,752	60,992,988	52,029,716

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

**STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

For The Financial Year Ended 31 December 2024

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Revenue	23	<b>139,712,359</b>	87,181,037	<b>5,248,000</b>	4,872,000
Cost of sales		<b>(120,282,335)</b>	(64,181,372)	-	-
<b>Gross profit</b>		<b>19,430,024</b>	22,999,665	<b>5,248,000</b>	4,872,000
Other income		<b>3,451,055</b>	1,433,084	<b>7,604,557</b>	738,265
Administrative expenses		<b>(13,690,255)</b>	(11,317,064)	<b>(6,167,234)</b>	(4,813,235)
Other expenses		<b>(498,766)</b>	(614,003)	<b>(2,867,073)</b>	(397,042)
Net gain on impairment of financial assets		-	69,065	-	300,520
<b>Profit from operation</b>		<b>8,692,058</b>	12,570,747	<b>3,818,250</b>	700,508
Finance costs	24	<b>(2,346,947)</b>	(1,330,310)	<b>(150,825)</b>	(137,632)
<b>Profit before tax</b>	25	<b>6,345,111</b>	11,240,437	<b>3,667,425</b>	562,876
Taxation	26	<b>(2,523,279)</b>	(3,301,303)	<b>(4,144)</b>	(166,200)
<b>Profit for the financial year</b>		<b>3,821,832</b>	7,939,134	<b>3,663,281</b>	396,676
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified subsequently to profit or loss:</b>					
Revaluation of leasehold lands and factory lots	5	<b>9,968,458</b>	-	-	-
Deferred tax effect on revaluation of assets	19	<b>(2,392,430)</b>	-	-	-
<b>Other comprehensive income for the financial year, net of tax</b>		<b>7,576,028</b>	-	-	-
<b>Total comprehensive income for the financial year</b>		<b>11,397,860</b>	7,939,134	<b>3,663,281</b>	396,676

## STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Financial Year Ended 31 December 2024

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
<b>Profit for the financial year attributable to:</b>					
Owners of the Company		<b>4,013,243</b>	7,672,784	<b>3,663,281</b>	396,676
NCI		<b>(191,411)</b>	266,350	-	-
		<b>3,821,832</b>	7,939,134	<b>3,663,281</b>	396,676
<b>Total comprehensive income for the financial year attributable to:</b>					
Owners of the Company		<b>11,589,271</b>	7,672,784	<b>3,663,281</b>	396,676
NCI		<b>(191,411)</b>	266,350	-	-
		<b>11,397,860</b>	7,939,134	<b>3,663,281</b>	396,676
<b>Earnings per share:</b>					
Basic (sen)	27	<b>1.02</b>	1.94		
Diluted (sen)	27	*	*		

\* There are no dilutive earnings per share as the Group does not have any dilutive instruments for the financial year.

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



**STATEMENTS OF CHANGES IN EQUITY**

For The Financial Year Ended 31 December 2024

	<-----Attributable to owners of the Company----->						Total equity RM
	<-----Non-distributable----->				>-----Distributable----->		
	Share capital RM	Treasury shares RM	Merger deficit RM	Revaluation reserves RM	Retained earnings RM	Total RM	
<b>Group</b>							
<b>At 1 January 2023</b>	49,980,636	(400,646)	(9,535,114)	8,881,351	35,309,285	84,235,512	84,012,928
Profit for the financial year, representing total comprehensive income for the financial year	-	-	-	-	7,672,784	7,672,784	7,939,134
<b>At 31 December 2023</b>	49,980,636	(400,646)	(9,535,114)	8,881,351	42,982,069	91,908,296	91,952,062
<b>At 1 January 2024</b>	49,980,636	(400,646)	(9,535,114)	8,881,351	42,982,069	91,908,296	91,952,062
Profit for the financial year	-	-	-	-	4,013,243	4,013,243	3,821,832
Other comprehensive income: Realisation of revaluation reserves upon depreciation of revalued assets	-	-	-	7,576,028	-	7,576,028	7,576,028
Total comprehensive income for the financial year	-	-	-	7,576,028	4,013,243	11,589,271	11,397,860
<b>Transactions with owners:</b>							
Acquisition of a subsidiary	-	-	-	-	-	-	(120,490)
Contribution received from NCI	-	-	-	-	-	-	1,600,000
<b>At 31 December 2024</b>	49,980,636	(400,646)	(9,535,114)	16,457,379	46,995,312	103,497,567	104,829,432

## STATEMENTS OF CHANGES IN EQUITY

For The Financial Year Ended 31 December 2024

	Attributable to owners of the Company----->				
	Non-distributable----->			Distributable----->	
	Share capital RM	Treasury shares RM	Revaluation reserves RM	Retained earnings RM	Total equity RM
<b>Company</b>					
<b>At 1 January 2023</b>	49,980,636	(400,646)	687,219	379,916	50,647,125
Profit for the financial year, representing total comprehensive income for the financial year	-	-	-	396,676	396,676
<b>At 31 December 2023</b>	49,980,636	(400,646)	687,219	776,592	51,043,801
<b>At 1 January 2024</b>	<b>49,980,636</b>	<b>(400,646)</b>	<b>687,219</b>	<b>776,592</b>	<b>51,043,801</b>
Profit for the financial year, representing total comprehensive income for the financial year	-	-	-	<b>3,663,281</b>	<b>3,663,281</b>
<b>At 31 December 2024</b>	<b>49,980,636</b>	<b>(400,646)</b>	<b>687,219</b>	<b>4,439,873</b>	<b>54,707,082</b>

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

**STATEMENTS OF CASH FLOWS**

For The Financial Year Ended 31 December 2024

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Cash flows from operating activities					
Profit before tax		6,345,111	11,240,437	3,667,425	562,876
Adjustments for:					
Depreciation of property, plant and equipment		3,669,633	4,913,775	93,660	123,702
Depreciation of right-of-use assets		4,483,066	2,572,065	52,829	41,162
Depreciation of investment properties		94,438	94,438	94,438	94,438
Gain on disposal of property, plant and equipment		(59,100)	(42,657)	(59,100)	-
Gain on disposal of right-of-use assets		-	(236,894)	-	-
Property, plant and equipment written off		24,418	28,883	5,396	8,897
Provision for slow moving inventories		-	127,228	-	-
Net impairment loss on investment in subsidiaries		-	-	2,636,343	125,916
Net gain on impairment of financial assets:					
- Trade receivables		-	(69,065)	-	-
- Amount due from subsidiaries		-	-	-	(300,520)
Fair value gain on other investments		(86,110)	-	(62,820)	-
Dividend income on other investments		(32,148)	-	(1,200)	-
Dividend income from a subsidiary		-	-	(7,000,000)	-
Gain on modification of a lease contract		(1,630,951)	-	-	-
Unwinding interest on non-trade receivables		(13,543)	-	-	-
Unrealised loss/(gain) on foreign exchange		140,824	110,271	57	(100)
Bad debts written off		-	21,288	-	-
Interest expenses		2,346,947	1,330,310	150,825	137,632
Interest income		(30,754)	(376,049)	-	(171,586)
Operating profit/(loss) before working capital changes		15,251,831	19,714,030	(422,147)	622,417
Changes in working capital:					
Inventories		(1,997,079)	(4,850,410)	-	-
Receivables		514,104	(3,233,550)	214,228	(224,889)
Payables		9,870,606	(1,557,503)	843,948	23,706
Subsidiaries		-	-	(1,692,805)	(412,468)
Contract balances		158,551	-	-	-
		8,546,182	(9,641,463)	(634,629)	(613,651)
Cash generated from/(used in) operations		23,798,013	10,072,567	(1,056,776)	8,766
Interest received		18,534	-	-	-
Tax paid		(3,538,111)	(2,837,778)	(150,788)	(162,541)
Tax refund		140	175,194	-	51,401
Net cash from/(used in) operating activities		20,278,576	7,409,983	(1,207,564)	(102,374)

## STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2024

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
<b>Cash flows from investing activities</b>					
Acquisition of property, plant and equipment	A	(19,678,302)	(12,682,609)	(37,232)	(20,522)
Acquisition of right-of-use assets	B	(47,946)	(599,126)	(21,054)	(18,972)
Proceeds from disposal of property, plant and equipment		59,100	47,580	59,100	-
Proceed from disposal of right-of-use assets		-	299,999	-	-
Additional investment in subsidiaries		-	-	-	(3,880,000)
Acquisition of a subsidiary		-	-	(4,500,000)	-
Placement of other investments		(13,201,200)	-	(7,001,200)	-
Withdrawn of other investments		9,911,798	83,097	4,200,000	-
(Placement)/Uplift of fixed deposits with a licensed bank with maturity more than 3 months		(666,000)	5,500,000	-	3,000,000
Interest received		630	292,952	-	171,586
Dividend received		32,148	-	7,001,200	-
Proceed from issuance of shares in a subsidiary of NCI		1,600,000	-	-	-
Net outflow of acquisition of a subsidiary		(2,091,961)	-	-	-
Net cash used in investing activities		(24,081,733)	(7,058,107)	(299,186)	(747,908)
<b>Cash flows from financing activities</b>					
Interest paid		(2,346,947)	(1,330,310)	(150,825)	(137,632)
(Advance to)/Repayment from subsidiaries		-	-	(995,585)	725,665
Repayments of lease liabilities	C	(3,401,663)	(1,632,588)	(43,147)	(34,330)
Drawdowns of term loans		17,967,743	3,342,056	2,790,000	2,797,255
Repayments of term loans		(2,105,745)	(6,936,525)	(15,524)	(5,415,784)
Net cash from/(used in) financing activities		10,113,388	(6,557,367)	1,584,919	(2,064,826)
<b>Net cash increase/(decrease) in cash and cash equivalents</b>		<b>6,310,231</b>	<b>(6,205,491)</b>	<b>78,169</b>	<b>(2,915,108)</b>
<b>Cash and cash equivalents at beginning of the financial year</b>		<b>7,277,503</b>	<b>13,593,265</b>	<b>271,743</b>	<b>3,186,751</b>
Effect of exchange translation differences on cash and cash equivalents		(56,817)	(110,271)	(57)	100
<b>Cash and cash equivalents at end of the financial year</b>		<b>13,530,917</b>	<b>7,277,503</b>	<b>349,855</b>	<b>271,743</b>

## STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2024

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
Cash and cash equivalents at end of the financial year comprises:					
Cash and bank balances		13,530,917	7,277,503	349,855	271,743
Fixed deposits with a licensed bank		666,000	-	-	-
		14,196,917	7,277,503	349,855	271,743
Less: Fixed deposits with a licensed bank with maturity more than 3 months	13	(666,000)	-	-	-
		13,530,917	7,277,503	349,855	271,743

## NOTES TO THE STATEMENTS OF CASH FLOWS

	Note	Group		Company	
		2024 RM	2023 RM	2024 RM	2023 RM
<b>A. Acquisition of property, plant and equipment</b>					
Total acquisition of property, plant and equipment		<b>22,707,403</b>	12,682,609	<b>37,232</b>	20,522
Less: Amount payable		<b>(3,029,101)</b>	-	-	-
Total cash payment		<b>19,678,302</b>	12,682,609	<b>37,232</b>	20,522
<b>B. Acquisition of right-of-use assets</b>					
Total acquisition of right-of-use assets		<b>1,557,774</b>	3,229,711	<b>206,054</b>	246,972
Less: Acquisition by lease arrangements		<b>(1,509,828)</b>	(2,630,585)	<b>(185,000)</b>	(228,000)
Total cash payment		<b>47,946</b>	599,126	<b>21,054</b>	18,972
<b>C. Cash outflows for leases as a lessee</b>					
<u>Included in net cash from/(used in) operating activities:</u>					
Payment relating to short-term leases	25	<b>3,276,689</b>	1,917,565	<b>24,000</b>	-
Payment relating to low-value assets	25	<b>8,062</b>	-	-	-
		<b>3,284,751</b>	1,917,565	<b>24,000</b>	-
<u>Included in net cash from/(used in) financing activities:</u>					
Payment of lease liabilities		<b>3,401,663</b>	1,632,588	<b>43,147</b>	34,330
Payment on interest of lease liabilities		<b>1,032,510</b>	256,704	<b>7,817</b>	8,139
		<b>4,434,173</b>	1,889,292	<b>50,964</b>	42,469
		<b>7,718,924</b>	3,806,857	<b>74,964</b>	42,469

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



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

### 1. Corporate information

The Company is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the ACE Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1 Medan Syed Putra Utara, 59200 Kuala Lumpur, W.P. Kuala Lumpur.

The principal place of business of the Company is located at Lot 102521, Jalan Sungai Pinang 5/3, Kawasan Perindustrian Pulau Indah, Fasa 2, 42920 Pulau Indah, Selangor Darul Ehsan.

The principal activity of the Company is engaged in investment holding. The principal activities of its subsidiaries are disclosed in Note 7 to the financial statements.

There have been no significant changes in the nature of these activities during the financial year.

### 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 ("MFRSs"), 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 financial statements.

#### Adoption of amended standards

During the financial year, the Group and the Company have adopted the following amendments to MFRSs 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	Classification of Liabilities as Current or Non-current
Amendments to MFRS 101	Non-current Liabilities with Covenants
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements

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

#### Standards issued but not yet effective

The Group and the Company have not applied the following new and amendments to MFRSs that have been issued by the MASB but are not yet effective for the Group and the Company:

		Effective dates for financial periods beginning on or after
Amendments to MFRS 121	Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**2. Basis of preparation (Cont'd)****(a) Statement of compliance (Cont'd)****Standards issued but not yet effective (Cont'd)**

The Group and the Company have not applied the following new and amendments to MFRSs that have been issued by the MASB but are not yet effective for the Group and the Company: (Cont'd)

		Effective dates for financial periods beginning on or after
Amendments to MFRS 1	Annual Improvements - Volume 11	1 January 2026
Amendments to MFRS 7		
Amendments to MFRS 9		
Amendments to MFRS 10		
Amendments to MFRS 107		
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature-dependent Electricity	1 January 2026
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further notice

The Group and the Company intend to adopt the above new and amendments to MFRSs when they become effective.

The initial applications of the above-mentioned new and amendments to MFRSs are not expected to have any significant impacts on the financial statements of the Group and of the Company.

**(b) Functional and presentation currency**

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information is presented in RM and has been rounded to the nearest RM except when otherwise stated.

**(c) Significant accounting judgements, estimates and assumptions**

The preparation of the Group's and of 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 and the Company have 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.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**2. Basis of preparation (Cont'd)****(c) Significant accounting judgements, estimates and assumptions (Cont'd)****Judgements (Cont'd)**Classification between investment properties and property, plant and equipment (Cont'd)

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 and the Company would account for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes.

Judgement is made on an individual property basis to determine whether ancillary services are significant that a property does not qualify as investment property.

Satisfaction of performance obligations in relation to contracts with customers

The Company is required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method for recognising revenue. This assessment was made based on the terms and conditions of the contracts, and the provisions of relevant laws and regulations.

The Company recognises revenue over time in the following circumstances:

- (a) the customer simultaneously receives and consumes the benefits provided by the Company's performance as the Company performs;
- (b) the Company does not create an asset with an alternative use to the Company and has an enforceable right to payment for performance completed to date; and
- (c) the Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.

Where the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point of time, the Company assesses each contract with customers to determine when the performance obligation of the Company under the contract is satisfied.

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

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. 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 or to terminate.

The Group includes the renewal period as part of the lease term for leases of land and buildings and storage with non-cancellable period included as part of the lease term as these are reasonably certain to be exercised because there will be a significant negative effect on operation if a replacement asset is not readily available. Furthermore, the periods covered by termination options are included as part of the lease term only when they are reasonably certain not to be exercised.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**2. Basis of preparation (Cont'd)****(c) Significant accounting judgements, estimates and assumptions (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:

Useful lives of property, plant and equipment, right-of-use ("ROU") assets and investment properties

The Group and the Company regularly review the estimated useful lives of property, plant and equipment, ROU assets and investment properties based on factors such as business plan and strategies, expected level of usage and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the estimated useful lives of property, plant and equipment, ROU assets and investment properties would increase the recorded depreciation and decrease the value of property, plant and equipment, ROU assets and investment properties.

Revaluation of ROU assets

The Group measures its leasehold lands and factory lots (under ROU assets) at revalued amount, with changes in fair value being recognised in other comprehensive income. The Group engaged an independent valuation specialist to assess fair value as at 31 December 2024 for revalued leasehold lands and factory lots. Land was valued by reference to market-based evidence, using comparable prices adjusted for specific market factors such as nature, location and condition of the property. The fair value of factory lots was determined using the cost approach that reflects the cost to a market participant to construct assets of comparable utility and age, adjusted for obsolescence.

Impairment of investment in subsidiaries

The Company reviews its investment in subsidiaries when there are indicators of impairment. Impairment is measured by comparing the carrying amount of an investment with its recoverable amount. Significant judgement is required in determining the recoverable amount. Estimating the recoverable amount requires the Company to make an estimate of the expected future cash flows from the cash-generating units and also to determine a suitable discount rate in order to calculate the present value of those cash flows.

Deferred tax assets

Deferred tax assets are recognised for all unutilised business losses, unabsorbed capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unutilised business losses, unabsorbed 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.

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 selling prices. 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.

Determination of transaction prices

The Group and the Company are required to determine the transaction price in respect of each of their contracts with customers. In making such judgement, the Group and the Company assess the impact of any variable consideration in the contract due to discounts or penalties.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

### 2. Basis of preparation (Cont'd)

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

##### Key sources of estimation uncertainty (Cont'd)

###### Discount rate used in leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the ROU assets 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 estimates 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 expected tax issues 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 deferred tax provisions in the period in which such determination is made.

### 3. Material accounting policies

The Group and the Company apply the material accounting policies set out below, consistently throughout all periods presented in the financial statements unless otherwise stated.

#### (a) Basis of consolidation

##### (i) Investment in subsidiaries

Subsidiaries are all entities over which the Company has control. The Company controls an entity when the Company is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Potential voting rights are considered when assessing whether the Company has power over another entity. Subsidiaries are fully consolidated from the date that control commences until the date control ceases.

In the Company's separate financial statements, investment in subsidiaries is stated at cost less accumulated impairment losses. On disposal of such investment, the difference between net disposal proceeds and its carrying amount is recognised in profit or loss. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount.

Inter-company transactions, balances and unrealised gains or losses on transactions between Group entities are eliminated. Unrealised losses are eliminated only if there is no indication of impairment.

##### (ii) Business combinations

Business combinations under common control are accounted for using the merger method, where the results of entities or businesses under common control are accounted for as if the combination had been effected throughout the current and previous financial periods. The assets, liabilities and reserves of these entities are recorded at their pre-combination carrying amounts or existing carrying amounts are accounted for from the perspective of the common shareholder. No adjustments are made to reflect fair values, or recognise any new assets or liabilities, at the date of combination that would otherwise be done under the acquisition method. No new goodwill is recognised as a result of the combination. Any difference between the consideration paid/transferred and the equity acquired is reflected within equity as reserve on acquisition arising from common control.



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**3. Material accounting policies (Cont'd)****(a) Basis of consolidation (Cont'd)****(iii) Non-controlling interests**

The Group recognises non-controlling interests in the acquiree by acquisition basis. The Group elects to measure the non-controlling interests in the acquiree at the proportionate share of the acquiree's identifiable net assets at the acquisition date.

**(b) Property, plant and equipment and ROU assets**

Property, plant and equipment and ROU assets are stated at cost less accumulated depreciation and accumulated impairment losses, except for capital work-in-progress is stated at cost less impairment losses and not depreciated.

**(i) Recognition and measurement**Property, plant and equipment

Cost includes expenditures that are directly attributable to the acquisition of the assets and any other costs directly attributable to bringing the asset to working condition for its intended use, cost of replacing component parts of the assets, and the present value of the expected cost for the decommissioning of the assets after their use.

ROU assets

Land and buildings are measured at fair value less accumulated depreciation on buildings and impairment losses recognised after the date of the revaluation. Valuations are performed with sufficient regularity, usually every five years, to ensure that the carrying amount does not differ materially from the fair value of the land and buildings at the end of the reporting period.

As at the date of revaluation, accumulated depreciation, if any, is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Any revaluation surplus arising upon appraisal of land and buildings are recognised in other comprehensive income and credited to the revaluation reserve in equity. To the extent that any revaluation decreases or impairment loss has previously been recognised in profit or loss, a revaluation increase is credited to profit or loss with the remaining part of the increase recognised in other comprehensive income. Downward revaluations of land and buildings are recognised upon appraisal or impairment testing, with the decrease being charged to other comprehensive income to the extent of any revaluation surplus in equity relating to this asset and any remaining decrease recognised in profit or loss. Any revaluation surplus remaining in equity on disposal of the asset is transferred to other comprehensive income.

**(ii) Subsequent costs**Property, plant and equipment

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and the Company and their costs can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in the profit or loss as incurred.

**(iii) Depreciation**Property, plant and equipment

Depreciation is recognised in the profit or loss on straight-line basis over its estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Property, plant and equipment under construction are not depreciated until the assets are ready for its intended use.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**3. Material accounting policies (Cont'd)****(b) Property, plant and equipment and ROU assets (Cont'd)****(iii) Depreciation (Cont'd)**Property, plant and equipment (Cont'd)

The estimated useful lives for the current and comparative periods are as follows:

Furniture and fittings and office equipment	10% - 50%
Motor vehicles	20%
Renovation	10%
Plant and machinery	10%
Laboratory equipment	10%

The residual values, useful lives and depreciation method are reviewed at each reporting period end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the property, plant and equipment.

ROU assets

The ROU assets under cost model are depreciated using the straight-line method from the commencement date to the earlier of the end of the useful lives of the ROU assets or the end of the lease term. The estimated useful lives of the ROU assets are determined on the same basis as those of property, plant and equipment as follows:

Leasehold lands and factory lots	Over the lease term
Land and buildings	Over the lease term
Motor vehicles	20%
Storage	Over the lease term

**(c) Leases****(i) Lease and non-lease components**

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

**(ii) Recognition exemption**

The Group and the Company have elected not to recognise ROU assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group and the Company recognise the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

**(d) Investment properties**

Investment properties are measured at cost, including transaction costs, less any accumulated depreciation and impairment losses.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**3. Material accounting policies (Cont'd)****(d) Investment properties (Cont'd)**

Investment properties are depreciated on straight line method to write down the cost of each asset to their residual values over their estimated useful lives. The principal annual depreciation rates are:

Leasehold buildings	Over the lease term
---------------------	---------------------

The residual values, useful lives and depreciation methods are reviewed and adjusted if appropriate, at each reporting date.

**(e) Inventories**

Inventories are stated at the lower of cost and net realisable value and determined using weighted average basis.

The cost of raw materials comprises cost of purchase and other cost incurred in bringing it to their present location and the cost of finished goods consists of direct material, direct labour and an appropriate share of production overheads based on normal operating capacity.

**(f) Contract liabilities**

Contract liability represent the Group's obligation to transfer goods or services to a customer for which the Group has received the consideration, or the amount is due, from the customers. Contract liabilities are recognised as revenue when the Group performs its obligation under the contracts.

**(g) Financial instruments**

At the reporting date, the Group and the Company carry both financial assets at fair value through profit or loss ("FVTPL") and at amortised costs on their statements of financial position. The Group's financial assets at FVTPL include other investments and at amortised costs include trade receivables, other receivables, fixed deposits with a licensed bank, and cash and bank balances. The Company's financial assets at FVTPL include other investments and at amortised costs include other receivables, amount due from subsidiaries, and cash and bank balances.

At the reporting date, the Group and the Company carry only financial liabilities at amortised costs on their statements of financial position. The Group's financial liabilities at amortised costs include loans and borrowings, trade payables and other payables. The Company's financial liabilities at amortised costs include loans and borrowings, other payables and amount due to subsidiaries.

**(h) Revenue recognition****(i) Revenue from contracts with customers**

The Group and the Company recognise revenue from the following major sources:

**(a) Sales of goods**

The Group sells oil related products in local and oversea markets. Revenue from sales of goods is recognised at a point in time when control of the products has been transferred, being the products are delivered to the customers.

Revenue is recognised based on the price specified in the contract, net of any rebates, discounts and taxes.

Sales are made with a credit term of cash term to 60 days, which is consistent with market practice, therefore no element of financing is deemed present. A receivable is recognised when the customer accepts delivery of the goods.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**3. Material accounting policies (Cont'd)****(h) Revenue recognition (Cont'd)****(i) Revenue from contracts with customers (Cont'd)**

The Group and the Company recognise revenue from the following major sources: (Cont'd)

**(b) Rendering of services**

Revenue from management fees is recognised in the reporting period in which the services are rendered, which simultaneously received and consumes the benefits provided by the Company, and the Company has a present right to payment for the services.

**(ii) Rental income**

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

**(iii) Dividend income**

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

**(iv) Interest income**

Interest income is recognised on accruals basis using the effective interest method.

**(i) 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 assumed 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 transfers.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 4. Property, plant and equipment

	Furniture and fittings and office equipment RM	Motor vehicles RM	Renovation RM	Plant and machinery RM	Laboratory equipment RM	Capital work-in-progress RM	Total RM
<b>Group</b>							
<b>Cost</b>							
At 1 January 2023	717,543	4,853,053	2,501,997	45,482,171	1,539,016	8,196,804	63,290,584
Additions	5,948	-	-	-	-	12,676,661	12,682,609
Disposals	-	(89,420)	-	-	(27,580)	-	(117,000)
Written off	(32,668)	-	-	(18,816)	-	-	(51,484)
Reclassification	113,949	816,228	-	1,665,253	24,536	(2,619,966)	-
At 31 December 2023	804,772	5,579,861	2,501,997	47,128,608	1,535,972	18,253,499	75,804,709
Acquisition of a subsidiary	-	-	-	-	-	893,720	893,720
Additions	4,750	4,000	-	-	2,964	22,695,689	22,707,403
Disposals	(4,199)	(186,509)	-	-	-	-	(190,708)
Written off	(68,431)	-	-	(20,205)	(1,688)	-	(90,324)
Reclassification	146,094	472,500	-	5,562,156	22,280	(6,203,030)	-
Reclassification to ROU assets	-	-	-	-	-	(26,233)	(26,233)
Reclassification from ROU assets	-	677,000	-	-	-	-	677,000
At 31 December 2024	882,986	6,546,852	2,501,997	52,670,559	1,559,528	35,613,645	99,775,567



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 4. Property, plant and equipment (Cont'd)

	Furniture and fittings and office equipment RM	Motor vehicles RM	Renovation RM	Plant and machinery RM	Laboratory equipment RM	Capital work-in-progress RM	Total RM
<b>Group (Cont'd)</b>							
<b>Accumulated depreciation</b>							
At 1 January 2023	389,926	1,951,275	2,145,203	27,350,237	1,115,504	-	32,952,145
Charge for the financial year	94,694	845,939	144,944	3,712,004	116,194	-	4,913,775
Disposals	-	(89,420)	-	-	(22,657)	-	(112,077)
Written off	(14,519)	-	-	(8,082)	-	-	(22,601)
At 31 December 2023	470,101	2,707,794	2,290,147	31,054,159	1,209,041	-	37,731,242
Charge for the financial year	<b>92,867</b>	<b>956,122</b>	<b>107,448</b>	<b>2,467,157</b>	<b>46,039</b>	-	<b>3,669,633</b>
Disposals	<b>(4,199)</b>	<b>(186,509)</b>	-	-	-	-	<b>(190,708)</b>
Written off	<b>(54,433)</b>	-	-	<b>(10,756)</b>	<b>(717)</b>	-	<b>(65,906)</b>
Reclassification from ROU assets	-	<b>22,567</b>	-	-	-	-	<b>22,567</b>
At 31 December 2024	<b>504,336</b>	<b>3,499,974</b>	<b>2,397,595</b>	<b>33,510,560</b>	<b>1,254,363</b>	-	<b>41,166,828</b>
<b>Carrying amount</b>							
At 31 December 2024	<b>378,650</b>	<b>3,046,878</b>	<b>104,402</b>	<b>19,159,999</b>	<b>305,165</b>	<b>35,613,645</b>	<b>58,608,739</b>
At 31 December 2023	334,671	2,872,067	211,850	16,074,449	326,931	18,253,499	38,073,467

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 4. Property, plant and equipment (Cont'd)

	Furniture and fittings and office equipment RM	Motor vehicles RM	Renovation RM	Capital work-in-progress RM	Total RM
<b>Company</b>					
<b>Cost</b>					
At 1 January 2023	228,827	643,857	521,385	33,750	1,427,819
Additions	-	-	-	20,522	20,522
Written off	(17,328)	-	-	-	(17,328)
Reclassification	54,272	-	-	(54,272)	-
At 31 December 2023	265,771	643,857	521,385	-	1,431,013
Additions	-	-	-	<b>37,232</b>	<b>37,232</b>
Disposals	<b>(4,199)</b>	<b>(186,509)</b>	-	-	<b>(190,708)</b>
Written off	<b>(33,514)</b>	-	-	-	<b>(33,514)</b>
Reclassification	<b>37,232</b>	-	-	<b>(37,232)</b>	-
At 31 December 2024	<b>265,290</b>	<b>457,348</b>	<b>521,385</b>	-	<b>1,244,023</b>
<b>Accumulated depreciation</b>					
At 1 January 2023	90,395	611,607	385,709	-	1,087,711
Charge for the financial year	39,313	32,250	52,139	-	123,702
Written off	(8,431)	-	-	-	(8,431)
At 31 December 2023	121,277	643,857	437,848	-	1,202,982
Charge for the financial year	<b>41,522</b>	-	<b>52,138</b>	-	<b>93,660</b>
Disposals	<b>(4,199)</b>	<b>(186,509)</b>	-	-	<b>(190,708)</b>
Written off	<b>(28,118)</b>	-	-	-	<b>(28,118)</b>
At 31 December 2024	<b>130,482</b>	<b>457,348</b>	<b>489,986</b>	-	<b>1,077,816</b>
<b>Carrying amount</b>					
At 31 December 2024	<b>134,808</b>	-	<b>31,399</b>	-	<b>166,207</b>
At 31 December 2023	144,494	-	83,537	-	228,031

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 5. Right-of-use assets

	<Valuation>	<-----Cost----->				
	Leasehold lands and factory lots RM	Land and buildings RM	Motor vehicles RM	Storage RM	Capital work-in- progress RM	Total RM
<b>Group</b>						
<b>Cost/Valuation</b>						
At 1 January 2023	45,142,198	766,841	5,010,607	-	29,000	50,948,646
Additions	523,044	404,625	2,302,042	-	-	3,229,711
Disposal	-	-	(1,041,655)	-	-	(1,041,655)
Reclassification	29,000	-	-	-	(29,000)	-
At 31 December 2023	45,694,242	1,171,466	6,270,994	-	-	53,136,702
Acquisition of a subsidiary	-	<b>33,649,734</b>	-	<b>2,310,489</b>	-	<b>35,960,223</b>
Additions	-	<b>23,028</b>	<b>1,534,746</b>	-	-	<b>1,557,774</b>
Reclassification from property, plant and equipment	-	-	<b>26,233</b>	-	-	<b>26,233</b>
Reclassification to property, plant and equipment	-	-	<b>(677,000)</b>	-	-	<b>(677,000)</b>
Expiration of lease contracts	-	<b>(1,171,466)</b>	-	<b>(2,310,489)</b>	-	<b>(3,481,955)</b>
Modification of a lease contract	-	<b>148,219,235</b>	-	-	-	<b>148,219,235</b>
Revaluation	<b>6,005,760</b>	-	-	-	-	<b>6,005,760</b>
At 31 December 2024	<b>51,700,002</b>	<b>181,891,997</b>	<b>7,154,973</b>	-	-	<b>240,746,972</b>

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 5. Right-of-use assets (Cont'd)

	<Valuation>		<-----Cost----->				
	Leasehold lands and factory lots RM	Land and buildings RM	Motor vehicles RM	Storage RM	Capital work-in-progress RM	Total RM	
<b>Group (Cont'd)</b>							
<b>Accumulated depreciation</b>							
At 1 January 2023	2,239,960	670,985	1,333,854	-	-	4,244,799	
Charge for the financial year	889,856	399,324	1,282,885	-	-	2,572,065	
Disposal	-	-	(978,550)	-	-	(978,550)	
At 31 December 2023	3,129,816	1,070,309	1,638,189	-	-	5,838,314	
Charge for the financial year	926,113	1,274,739	1,415,781	866,433	-	4,483,066	
Acquisition of a subsidiary	-	1,123,253	-	1,444,056	-	2,567,309	
Reclassification to property, plant and equipment	-	-	(22,567)	-	-	(22,567)	
Expiration of lease contracts	-	(1,171,466)	-	(2,310,489)	-	(3,481,955)	
Modification of a lease contract	-	(1,805,228)	-	-	-	(1,805,228)	
Revaluation	(3,962,698)	-	-	-	-	(3,962,698)	
At 31 December 2024	93,231	491,607	3,031,403	-	-	3,616,241	
<b>Carrying amount</b>							
At 31 December 2024	51,606,771	181,400,390	4,123,570	-	-	237,130,731	
At 31 December 2023	42,564,426	101,157	4,632,805	-	-	47,298,388	

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 5. Right-of-use assets (Cont'd)

	Motor vehicles RM
<b>Company</b>	
<b>Cost</b>	
At 1 January 2023	-
Addition	246,972
At 31 December 2023	246,972
Addition	206,054
At 31 December 2024	<b>453,026</b>
<b>Accumulated depreciation</b>	
At 1 January 2023	-
Charge for the financial year	41,162
At 31 December 2023	41,162
Charge for the financial year	52,829
At 31 December 2024	<b>93,991</b>
<b>Carrying amount</b>	
At 31 December 2024	<b>359,035</b>
At 31 December 2023	205,810

## (a) Assets pledged as securities

The carrying amounts of ROU assets of the Group and of the Company pledged as securities to financial institutions for the related lease liabilities and loans and borrowings respectively are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Leasehold lands and factory lots	<b>40,010,356</b>	33,032,624	-	-
Motor vehicles	<b>4,123,570</b>	4,632,805	<b>359,035</b>	205,810
	<b>44,133,926</b>	37,665,429	<b>359,035</b>	205,810



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**6. Investment properties**

	Group and Company Leasehold buildings RM
<b>Cost</b>	
At 1 January 2023/31 December 2023/31 December 2024	8,276,070
<b>Accumulated depreciation</b>	
At 1 January 2023	917,831
Charge for the financial year	94,438
At 31 December 2023	1,012,269
Charge for the financial year	94,438
At 31 December 2024	1,106,707
<b>Carrying amount</b>	
At 31 December 2024	7,169,363
At 31 December 2023	7,263,801

**Investment properties pledged as securities to financial institutions**

The investment properties of the Group and of the Company have been pledged as securities to financial institutions for loans and borrowings as disclosed in Note 18 to the financial statements.

**Income and expenses recognised in profit or loss**

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

	Group and Company	
	2024 RM	2023 RM
Rental income	236,850	293,350
Direct operating expenses:		
- Income generating investment properties	(11,995)	(14,258)
- Non-income generating investment properties	(3,351)	(963)

**Fair value basis of investment properties**

The fair values of the investment properties of the Group and of the Company were estimated by the Directors based on recent transacted prices in the market of properties with similar condition and location. In estimating the fair value of the investment properties, the highest and best use of the investment properties is their current use.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 6. Investment properties (Cont'd)

## Fair value basis of investment properties (Cont'd)

Fair value measurements of the investment properties were categorised as follows:

	Group and Company	
	2024 RM	2023 RM

## Recurring fair value measurement:

Leasehold buildings	<u>10,028,161</u>	<u>8,895,628</u>
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## Level 3 fair value

Level 3 fair value of lands and buildings have been generally derived by using sales comparison approach. Sales price of comparable properties in close proximity are adjusted for differences in key attributes such as property site. The most significant input into this valuation approach is price per square foot of comparable properties.

## Investment properties under leases

Certain investment properties comprise buildings that are leased to third parties. Each of the leases contains a cancellable period ranging from 1 to 2 years. Subsequent renewals are negotiated with the lessee on an average renewal period of 1 year. No contingent rents are charged. The remaining lease term of leasehold buildings of the Group and of the Company are 76 (2023: 77) years.

## 7. Investment in subsidiaries

	Group and Company	
	2024 RM	2023 RM

## In Malaysia

Unquoted shares, at cost	<b>44,285,030</b>	40,405,030
Addition	<u><b>4,500,000</b></u>	<u>3,880,000</u>
	<b>48,785,030</b>	44,285,030
Less: Accumulated impairment losses	<u><b>(3,732,263)</b></u>	<u>(1,095,920)</u>
	<u><b>45,052,767</b></u>	<u>43,189,110</u>

Movements in the accumulated impairment losses are as follows:

	Group and Company	
	2024 RM	2023 RM
At beginning of the financial year	<b>1,095,920</b>	970,004
Recognised during the financial year	<b>2,861,620</b>	388,145
Reversal during the financial year	<u><b>(225,277)</b></u>	<u>(262,229)</u>
At end of the financial year	<u><b>3,732,263</b></u>	<u>1,095,920</u>

During the financial year, the Company recognised impairment loss of RM2,861,620 (2023: RM388,145) in respect of certain investment in subsidiaries as these subsidiaries are continuously loss making and the Group has determined the recoverable amount to be lower than the cost of investment by RM2,861,620 (2023: RM388,145).

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**7. Investment in subsidiaries (Cont'd)**

Details of the subsidiaries are as follows:

Name of company	Place of business/ Country of incorporation	Effective equity interest		Principal activities
		2024 %	2023 %	
SMachine Sdn. Bhd.	Malaysia	<b>100</b>	100	Distribution of paint, hardware and related products and leasing of machinery and equipment
Hiap Huat Chemicals Sdn. Bhd.	Malaysia	<b>100</b>	100	Manufacturing, recycling and refining in all kinds of industrial paints, oils and solvent chemicals products and to provide all kinds of transportation services
Topmark Petroleum Products Sdn. Bhd.	Malaysia	<b>100</b>	100	Manufacturing, recycling and refining in all kinds of petroleum-based products, industrial paints, oils and solvent chemicals products and other related products and to provide all kinds of transportation services
Infernogen Sdn. Bhd. (formerly known as Tradergy Sdn. Bhd.)	Malaysia	<b>100</b>	100	Dormant
Hiap Huat Services Sdn. Bhd. ("HHS")	Malaysia	<b>60</b>	60	Physical refining, processing, pre-treatment, recovery, reuse and trading of waste and residues and by-products generated from oil palm and other oils and fats industry and to provide all kinds of transportation services
Lab Master Sdn. Bhd.	Malaysia	<b>100</b>	100	Provide laboratory services include providing the products and services which involved in numerous research projects, provision of scientific or clinical advice, diagnostic testing services, dealing in all substance, apparatus and related services

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**7. Investment in subsidiaries (Cont'd)**

Details of the subsidiaries are as follows: (Cont'd)

Name of company	Place of business/ Country of incorporation	Effective equity interest		Principal activities
		2024 %	2023 %	
Topmark Petroleum (Kuantan) Sdn. Bhd. (formerly known as S Logistics Sdn. Bhd.)	Malaysia	100	100	Provide logistics and warehousing services
KL Bunkering (M) Sdn. Bhd. ("KLB")	Malaysia	60	-	Trading and supply of petroleum products, providing energy logistics in marine logistics and terminal business related activities
<b>Subsidiary of HHS</b> Bio Energz Sdn. Bhd. ("BE")	Malaysia	60	-	Physical refining, processing, pre-treatment, recovery, reuse and trading of oil and liquid-based waste, residues and other circular materials, manufacturing, recycling and refining in all kinds of industrial paints, oils and solvent chemical products

**Acquisition/Subscription of subsidiaries**

On 5 January 2024, the Company subscribed for 600,000 ordinary shares of KLB, representing 60% equity interest in KLB, for a total consideration of RM2,100,000.

On 29 January 2024, the Company subscribed an additional 900,000 new ordinary shares out of 1,500,000 new ordinary shares equivalent to total of RM1,500,000 in KLB by way of cash for a total consideration of RM900,000, remaining its equity interest at 60% in KLB.

On 8 March 2024, a subsidiary of the Company, HHS incorporated and subscribed for 100,000 ordinary shares of BE, representing 100% equity interest in BE under HHS's account, for a total consideration of RM100,000, representing indirect equity interest of 60% in BE.

On 2 September 2024, the Company further subscribed an additional 1,500,000 new ordinary shares out of 2,500,000 new ordinary shares equivalent to total of RM2,500,000 in KLB by way of capitalisation of amount due from the subsidiary for a total consideration of RM1,500,000, remaining its equity interest at 60% in KLB.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**7. Investment in subsidiaries (Cont'd)****Acquisition/Subscription of subsidiaries (Cont'd)**

The following summarises the major classes by consideration transferred and the recognised amounts of assets acquired and liabilities assumed at the acquisition date:

	Company 2024 RM
Fair value of consideration transferred	2,100,000
<u>Fair value of the identifiable assets acquired and liabilities assumed</u>	
Property, plant and equipment	893,720
Right-of-use assets	33,392,914
Other receivables	624,565
Bank balances	8,039
Lease liabilities	(31,423,875)
Deferred tax liabilities	(720,232)
Other payables	(776,917)
Tax payable	(18,704)
Total identifiable net assets acquired	1,979,510
Add: NCI	120,490
Fair value of consideration transferred	<u>2,100,000</u>

Goodwill

	Company 2024 RM
Fair value of consideration transferred	2,100,000
Less: Fair value of NCI	(120,490)
Fair value of net identifiable assets acquired	<u>(1,979,510)</u>
	<u>-</u>

No goodwill arose from acquisition as the fair value of consideration transferred and the fair value of NCI is equivalent to the fair value of the net identifiable assets acquired.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 7. Investment in subsidiaries (Cont'd)

## Acquisition/Subscription of subsidiaries (Cont'd)

Net cash outflow arising from acquisition of a subsidiary

	Company 2024 RM
Fair value of consideration transferred	2,100,000
Less: Bank balances acquired	(8,039)
	<u>2,091,961</u>

Impact of the acquisition on the statements of profit or loss and other comprehensive income

From date of acquisition, KLB has contributed RMNil to the Group's revenue and loss before tax of RM576,828 for current financial year.

If KLB had been acquired on 1 January 2024, revenue and loss before tax of the Group for the financial year 2024 would remain the same due to KLB had immaterial transactions during the period to acquisition date.

## NCI in subsidiaries

The Group's and the Company's subsidiaries that have material NCI are as follows:

Name of company	Proportion of ownership interests and voting rights held by NCI		Profit/(Loss) allocated to NCI		Accumulated NCI	
	2024 %	2023 %	2024 RM	2023 RM	2024 RM	2023 RM
HHS						
Group *	<b>40</b>	40	<b>39,320</b>	266,350	<b>83,086</b>	43,766
KLB	<b>40</b>	-	<b>(230,731)</b>	-	<b>1,248,779</b>	-
			<b>(191,411)</b>	266,350	<b>1,331,865</b>	43,766

\* HHS and its subsidiary

Summarised financial information for each subsidiary that has NCI that are material to the Group is set out below. The summarised financial information below represents amounts before intra-group eliminations.

## (i) Summarised statement of financial position

	HHS Group		KLB	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-current assets	<b>3,045</b>	2,657	<b>184,624,343</b>	-
Current assets	<b>11,670,056</b>	1,364,570	<b>3,165,981</b>	-
Non-current liabilities	<b>(151)</b>	(151)	<b>(177,243,771)</b>	-
Current liabilities	<b>(11,465,234)</b>	(1,257,660)	<b>(7,424,606)</b>	-
Net assets	<b>207,716</b>	109,416	<b>3,121,947</b>	-



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 7. Investment in subsidiaries (Cont'd)

## NCI in subsidiaries (Cont'd)

(ii) Summarised statement of profit or loss and other comprehensive income

	HHS Group		KLB	
	2024 RM	2023 RM	2024 RM	2023 RM
Revenue	<b>71,639,849</b>	14,953,435	-	-
Profit/(Loss) for the financial year, representing total comprehensive income/(loss) for the financial year	<b>98,300</b>	665,875	<b>(576,828)</b>	-

(iii) Summarised statement of cash flows

	HHS Group		KLB	
	2024 RM	2023 RM	2024 RM	2023 RM
Net cash from operating activities	<b>3,280,450</b>	1,111,499	<b>2,293,316</b>	-
Net cash used in investing activities	<b>(2,320)</b>	(5,948)	<b>(4,478,135)</b>	-
Net cash from/(used in) financing activities	<b>1,573,376</b>	(106,137)	<b>3,978,479</b>	-
Net cash increase in cash and cash equivalents	<b>4,851,506</b>	999,414	<b>1,793,660</b>	-

## 8. Other receivables

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM

## Non-current asset

Non-trade receivables	<b>623,370</b>	55,052	-	-
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## Current assets

Non-trade receivables	<b>206,070</b>	595,040	<b>66</b>	5,649
Deposits	<b>904,846</b>	808,583	<b>32,482</b>	234,482
Prepayments	<b>1,402,831</b>	844,304	<b>27,758</b>	34,403
Advances to suppliers	<b>402,525</b>	5,210	-	-
Interest receivable	<b>11,590</b>	-	-	-
	<b>2,927,862</b>	2,253,137	<b>60,306</b>	274,534
	<b>3,551,232</b>	2,308,189	<b>60,306</b>	274,534

Non-trade receivables are unsecured, non-interest bearing and repayable on demand.

Included in deposits of the Group and of the Company is an amount of RMNil (2023: RM210,000) paid for acquisition of a subsidiary, KLB and RM6,000 (2023: RMNil) paid to a subsidiary as rental deposits.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 9. Inventories

	Group	
	2024 RM	2023 RM
Raw materials	<b>4,424,585</b>	4,107,383
Finished goods	<b>9,881,329</b>	8,201,452
	<b>14,305,914</b>	12,308,835
<b>Recognised in profit or loss:</b>		
Inventories recognised as cost of sales	<b>90,781,433</b>	51,136,052
Provision for slow moving inventories	-	127,228

Provision for slow moving inventories is presented in cost of sales.

## 10. Trade receivables

	Group	
	2024 RM	2023 RM
Trade receivables	<b>13,173,116</b>	14,261,237
Less: Allowance for expected credit losses ("ECLs")	<b>(4,910)</b>	(4,910)
	<b>13,168,206</b>	14,256,327

Trade receivables are non-interest bearing and are generally from cash term to 60 days (2023: cash term to 60 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Movements in the allowance for ECLs are as follows:

	Group	
	2024 RM	2023 RM
At beginning of the financial year	<b>4,910</b>	73,975
Reversal of allowance for ECLs	-	(69,065)
At end of the financial year	<b>4,910</b>	4,910

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**10. Trade receivables (Cont'd)**

The following table provides information about the exposure to credit risk and allowance for ECLs for trade receivables:

	Gross amount RM	ECLs RM	Net amount RM
<b>Group</b>			
<b>2024</b>			
Not past due	8,455,261	(1,783)	8,453,478
Past due but not impaired:			
Less than 30 days	2,319,984	(856)	2,319,128
31 to 60 days	2,065,381	(2,271)	2,063,110
61 to 90 days	1,580	-	1,580
More than 90 days	330,910	-	330,910
	4,717,855	(3,127)	4,714,728
	13,173,116	(4,910)	13,168,206
<b>2023</b>			
Not past due	3,117,666	(1,783)	3,115,883
Past due but not impaired:			
Less than 30 days	3,835,202	(856)	3,834,346
31 to 60 days	5,220,305	(2,068)	5,218,237
61 to 90 days	1,320,392	(99)	1,320,293
More than 90 days	767,672	(104)	767,568
	11,143,571	(3,127)	11,140,444
	14,261,237	(4,910)	14,256,327

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**11. Amount due from/(to) subsidiaries**

	Company	
	2024 RM	2023 RM
<u>Amount due from subsidiaries</u>		
Trade	<b>2,105,273</b>	412,468
Non-trade	<b>2,700,000</b>	88,725
Less: Allowance for ECLs	-	-
	<b>4,805,273</b>	501,193
<u>Amount due to subsidiaries</u>		
Non-trade	<b>(1,615,690)</b>	-

Trade balance is given credit term of 30 days (2023: 30 days).

Non-trade balance is unsecured, non-interest bearing and repayable on demand.

Movements in the allowance for ECLs are as follows:

	Company	
	2024 RM	2023 RM
At beginning of the financial year	-	300,520
Reversal of allowance for ECLs	-	(300,520)
At end of the financial year	-	-

**12. Other investments**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
<u>At FVTPL</u>				
Unquoted				
Level 1				
Money market fund	<b>3,375,512</b>	-	<b>2,864,020</b>	-

The fair value of the financial assets at FVTPL is classified as at Level 1 fair value item for purpose of fair value hierarchy disclosures which has been determined by reference to the net assets value of the funds at the end of the reporting period as quoted by the licensed fund management company.

**13. Fixed deposits with a licensed bank**

The interest rate of fixed deposits with a licensed bank of the Group and of the Company ranged at 3.50% and Nil% (2023: 2.70% to 4.05% and 3.60% to 4.00%) per annum. The maturities of fixed deposits with a licensed bank of the Group and of the Company ranged at 12 months and Nil month (2023: 1 month to 6 months and 6 months).

The fixed deposits with a licensed bank of the Group amounted to RM666,000 (2023: RMNil) are with maturity more than 3 months.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**14. Share capital/Treasury shares**

## (a) Share capital

	Group and Company			
	Number of ordinary shares		Amount	
	2024 Units	2023 Units	2024 RM	2023 RM

**Issued and fully paid**

At beginning/end of the financial year

<b>399,138,330</b>	399,138,330	<b>49,980,636</b>	49,980,636
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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 meetings of the Company. All ordinary shares rank equally with regards to the Company's residual assets.

## (b) Treasury shares

	Group and Company			
	Number of ordinary shares		Amount	
	2024 Units	2023 Units	2024 RM	2023 RM

At beginning/end of the financial year

<b>4,113,000</b>	4,113,000	<b>400,646</b>	400,646
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There was no repurchase of own shares occurred in the current financial year.

None of the treasury shares held were resold or cancelled during the financial year.

**15. Merger deficit**

The merger deficit represents the difference between the nominal value of shares issued by the Company and the nominal value of shares of subsidiaries acquired under the merger method of accounting.

**16. Revaluation reserves**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At beginning of the financial year	<b>8,881,351</b>	8,881,351	<b>687,219</b>	687,219
Revaluation of leasehold lands and factory lots	<b>7,576,028</b>	-	-	-
At end of the financial year	<b>16,457,379</b>	8,881,351	<b>687,219</b>	687,219

The revaluation reserves arise from revaluation of leasehold lands and factory lots, net of tax, and is not available for distribution as dividends to the shareholders.

## NOTES TO THE FINANCIAL STATEMENTS

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**17. Lease liabilities**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-current	<b>179,951,261</b>	3,326,490	<b>256,636</b>	150,523
Current	<b>2,571,810</b>	1,271,029	<b>78,887</b>	43,147
	<b>182,523,071</b>	4,597,519	<b>335,523</b>	193,670

The maturity analysis of lease liabilities at the end of the reporting period:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Within 1 year	<b>2,968,490</b>	1,472,508	<b>92,244</b>	50,964
Between 1 - 2 years	<b>2,809,589</b>	1,324,833	<b>92,244</b>	50,964
Between 2 - 5 years	<b>5,916,908</b>	2,246,602	<b>183,236</b>	110,392
More than 5 years	<b>189,036,322</b>	-	-	-
	<b>200,731,309</b>	5,043,943	<b>367,724</b>	212,320
Less: Future finance charges	<b>(18,208,238)</b>	(446,424)	<b>(32,201)</b>	(18,650)
Present value of lease liabilities	<b>182,523,071</b>	4,597,519	<b>335,523</b>	193,670

The Group leases land and buildings, motor vehicles and storage and the Company leases motor vehicles. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

**18. Loans and borrowings**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM

**Total loans and borrowings****Secured**

Term loans	<b>36,760,930</b>	20,898,932	<b>3,172,313</b>	397,837
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**Non-current**

Term loans	<b>32,685,195</b>	18,905,701	<b>2,973,147</b>	36,494
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**Current**

Term loans	<b>4,075,735</b>	1,993,231	<b>199,166</b>	361,343
	<b>36,760,930</b>	20,898,932	<b>3,172,313</b>	397,837

The term loans of the Group and of the Company are repayable by 48 to 240 and 180 (2023: 50 to 180 and 180) monthly instalments.



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**18. Loans and borrowing (Cont'd)**

The term loans are secured by the followings:

- (i) Fixed charge over leasehold lands and factory lots, and leasehold buildings of the Group and of the Company as disclosed in Notes 5 and 6 to the financial statements;
- (ii) Assignment of life assurance policy of a Director of the Group and of the Company;
- (iii) Joint and several guaranteed by certain Directors of the Group and of the Company;
- (iv) Corporate guarantee by the Company;
- (v) Debenture over fixed charge;
- (vi) Facility agreements; and
- (vii) Syarikat Jaminan Pembiayaan Perniagaan ("SJPP") Guarantee.

Maturity of term loans are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Within 1 year	<b>4,075,735</b>	1,993,231	<b>199,166</b>	361,343
Between 1 - 2 years	<b>4,252,618</b>	2,158,752	<b>270,920</b>	36,494
Between 2 - 5 years	<b>9,684,976</b>	5,796,378	<b>791,899</b>	-
After 5 years	<b>18,747,601</b>	10,950,571	<b>1,910,328</b>	-
	<b>36,760,930</b>	20,898,932	<b>3,172,313</b>	397,837

The average effective interest rates per annum are as follows:

	Group		Company	
	2024 %	2023 %	2024 %	2023 %
Term loans	<b>3.50 - 5.70</b>	3.50 - 4.91	<b>4.43 - 4.75</b>	4.40 - 4.65

**19. Deferred tax liabilities**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
At beginning of the financial year	<b>7,440,192</b>	7,519,050	<b>220,215</b>	181,000
Acquisition of a subsidiary	<b>720,232</b>	-	-	-
Recognised in profit or loss	<b>(34,606)</b>	(78,858)	<b>(75,976)</b>	39,215
Recognised in other comprehensive income	<b>2,392,430</b>	-	-	-
At end of the financial year	<b>10,518,248</b>	7,440,192	<b>144,239</b>	220,215

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**19. Deferred tax liabilities (Cont'd)**

The components and movements of deferred tax (assets)/liabilities are as follows:

	Accelerated capital allowances RM	Revaluation of assets RM	Total RM
<b>Group</b>			
At 1 January 2024	5,049,636	2,390,556	7,440,192
Acquisition of a subsidiary	720,232	-	720,232
Recognised in profit or loss	(34,606)	-	(34,606)
Recognised in other comprehensive income	-	2,392,430	2,392,430
At 31 December 2024	5,735,262	4,782,986	10,518,248
At 1 January 2023	5,128,494	2,390,556	7,519,050
Recognised in profit or loss	(78,858)	-	(78,858)
At 31 December 2023	5,049,636	2,390,556	7,440,192
<b>Company</b>			
At 1 January 2024	26,000	194,215	220,215
Recognised in profit or loss	(75,976)	-	(75,976)
At 31 December 2024	(49,976)	194,215	144,239
At 1 January 2023	(13,215)	194,215	181,000
Recognised in profit or loss	39,215	-	39,215
At 31 December 2023	26,000	194,215	220,215

**Unrecognised deferred tax assets**

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2024 RM	2023 RM
Property, plant and equipment	(1,777,221)	-
Unutilised business losses	2,962,618	700,100
Unabsorbed capital allowances	1,938,896	33,800
	3,124,293	733,900

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**19. Deferred tax liabilities (Cont'd)**

The expiry of the unutilised business losses is as follows:

	Group	
	2024 RM	2023 RM
Year of assessment 2028	<b>700,100</b>	700,100
Year of assessment 2034	<b>2,262,518</b>	-
	<b><u>2,962,618</u></b>	<u>700,100</u>

However, the above amounts are subject to approval by the tax authority.

In accordance with the provision of Finance Act 2018, the unutilised business losses could be carried forward for a maximum of seven consecutive years of assessment. Any balance of the unutilised business losses at the end of the seventh year shall be disregarded.

The Finance Act 2021 stated that the time frame to carry forward unutilised business losses for year of assessment 2019 and subsequent years of assessment be extended from seven to ten consecutive years of assessment. The other temporary differences do not expire under current tax legislation.

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.

**20. Trade payables**

The normal trade credit terms granted to the Group ranged from cash before delivery to 60 days (2023: cash term to 60 days) depending on the terms of the contracts.

**21. Other payables**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-trade payables	<b>5,437,890</b>	680,353	<b>14,794</b>	2,428
Accruals	<b>1,617,555</b>	201,726	<b>949,747</b>	65,712
Deposits received	<b>53,600</b>	106,053	<b>53,600</b>	106,053
Sales and service tax ("SST") payable	<b>230</b>	5,489	-	-
	<b><u>7,109,275</u></b>	<u>993,621</u>	<b><u>1,018,141</u></b>	<u>174,193</u>

Included in non-trade payables of the Group is an amount of RM3,029,101 (2023: RMNil) related to capital work-in-progress and an amount of RM1,800,000 (2023: RMNil) due to a corporate shareholder of KLB.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**22. Contract liabilities**

	Group	
	2024 RM	2023 RM

**Current**

Sales deposits received	<b>158,551</b>	-
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**22.1 Points transactions**

	Group	
	2024 RM	2023 RM

At beginning of the financial year	-	-
Addition during the financial year	<b>297,700</b>	-
Recognised as revenue during the financial year	<b>(139,149)</b>	-
At end of the financial year	<b>158,551</b>	-

The contract liabilities refer to non-refundable sales deposits received from customers which will be set off against future revenue made with the Group.

**23. Revenue**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM

**Revenue from contracts with customers:**

- Sales of goods	<b>139,712,359</b>	87,166,497	-	-
- Management fees received from subsidiaries	-	-	<b>5,248,000</b>	4,872,000
- Service rendered	-	14,540	-	-
	<b>139,712,359</b>	87,181,037	<b>5,248,000</b>	4,872,000

**Timing of revenue recognition:**

- At a point in time	<b>139,712,359</b>	87,181,037	-	-
- Over time	-	-	<b>5,248,000</b>	4,872,000
	<b>139,712,359</b>	87,181,037	<b>5,248,000</b>	4,872,000

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**23. Revenue (Cont'd)**

	Group	
	2024 RM	2023 RM

**Geographical market:**

Malaysia	<b>31,983,874</b>	57,503,831
Singapore	<b>77,791,683</b>	23,340,146
Vietnam	<b>3,738,827</b>	6,329,314
Finland	-	7,746
Italy	<b>26,197,975</b>	-
	<b>139,712,359</b>	87,181,037

**24. Finance costs**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM

**Interest expenses on:**

- Lease liabilities	<b>1,032,510</b>	256,704	<b>7,817</b>	8,139
- Term loans	<b>1,314,437</b>	1,073,606	<b>143,008</b>	129,493
	<b>2,346,947</b>	1,330,310	<b>150,825</b>	137,632

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**25. Profit before tax**

Profit before tax is determined after charging/(crediting) amongst other, the following items:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Auditors' remuneration				
- Statutory	<b>129,000</b>	106,000	<b>35,000</b>	35,000
- Non-statutory	<b>5,000</b>	5,000	<b>5,000</b>	5,000
- Over provision in prior financial year	<b>(25,000)</b>	-	-	-
Depreciation:				
- Property, plant and equipment	<b>3,669,633</b>	4,913,775	<b>93,660</b>	123,702
- ROU assets	<b>4,483,066</b>	2,572,065	<b>52,829</b>	41,162
- Investment properties	<b>94,438</b>	94,438	<b>94,438</b>	94,438
Gain on disposal of:				
- Property, plant and equipment	<b>(59,100)</b>	(42,657)	<b>(59,100)</b>	-
- ROU assets	-	(236,894)	-	-
Property, plant and equipment written off	<b>24,418</b>	28,883	<b>5,396</b>	8,897
Provision for slow moving inventories	-	127,228	-	-
Net impairment loss on investment in subsidiaries	-	-	<b>2,636,343</b>	125,916
Net gain on impairment of financial assets:				
- Trade receivables	-	(69,065)	-	-
- Amount due from subsidiaries	-	-	-	(300,520)
Fair value gain on other investments	<b>(86,110)</b>	-	<b>(62,820)</b>	-
Dividend income on other investments	<b>(32,148)</b>	-	<b>(1,200)</b>	-
Dividend income from a subsidiary	-	-	<b>(7,000,000)</b>	-
Gain on modification of a lease contract	<b>(1,630,951)</b>	-	-	-
Unwinding interest on non-trade receivables	<b>(13,543)</b>	-	-	-
Foreign exchange:				
- Unrealised loss/(gain)	<b>140,824</b>	110,271	<b>57</b>	(100)
- Realised loss	<b>333,524</b>	326,333	-	-
Bad debts written off	-	21,288	-	-

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**25. Profit before tax (Cont'd)**

Profit before tax is determined after charging/(crediting) amongst other, the following items: (Cont'd)

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Interest income				
- Fixed deposits with a licensed bank	(12,220)	(376,049)	-	(171,586)
- Cash and bank balances	(18,534)	-	-	-
Rental income	(330,623)	(293,350)	(236,850)	(293,350)
Storage income	(1,247,515)	-	-	-
Short-term leases (a)	3,276,689	1,917,565	24,000	-
Low-value assets (a)	8,062	-	-	-
Non-executive Directors' remuneration:				
- Fees and allowance	182,284	219,967	182,284	219,967

- (a) The Group and the Company lease various equipment and properties with contract terms of not more than one year. These leases are short-term/low-value assets. The Group and the Company have elected not to recognise ROU assets and lease liabilities for these leases.

**26. Taxation**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
<b>Tax expenses recognised in profit or loss</b>				
<b>Current tax</b>				
Current financial year provision	2,511,068	3,406,314	-	111,931
Under/(Over) provision in prior financial year	46,817	(26,153)	80,120	15,054
	<u>2,557,885</u>	<u>3,380,161</u>	<u>80,120</u>	<u>126,985</u>
<b>Deferred tax</b>				
Origination and reversal of temporary differences	(242,515)	(137,196)	(75,976)	8,811
Under provision in prior financial year	207,909	58,338	-	30,404
	<u>(34,606)</u>	<u>(78,858)</u>	<u>(75,976)</u>	<u>39,215</u>
	<u>2,523,279</u>	<u>3,301,303</u>	<u>4,144</u>	<u>166,200</u>



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**26. 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	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit before tax	<b>6,345,111</b>	11,240,437	<b>3,667,425</b>	562,876
At Malaysian statutory tax rate of 24% (2023: 24%)	<b>1,522,827</b>	2,697,705	<b>880,182</b>	135,090
Expenses not deductible for tax purposes	<b>301,829</b>	898,999	<b>776,501</b>	97,261
Income not subject to tax	<b>(129,797)</b>	(177,583)	<b>(1,732,659)</b>	(111,609)
Under/(Over) provision of tax expenses in prior financial year	<b>46,817</b>	(26,153)	<b>80,120</b>	15,054
Under provision of deferred tax in prior financial year	<b>207,909</b>	58,338	-	30,404
Movement of deferred tax assets not recognised	<b>573,694</b>	(150,003)	-	-
	<b>2,523,279</b>	3,301,303	<b>4,144</b>	166,200

**27. Earnings per share**

## (a) Basic earnings per share

The basic earnings per share are calculated based on the consolidated profit for the financial year attributable to owners of the Company and the weighted average number of ordinary shares in issue during the financial year. The weighted average number of ordinary shares in issue excludes the weighted average number of treasury shares held by the Company.

	Group	
	2024 RM	2023 RM
Profit attributable to owners of the Company	<b>4,013,243</b>	7,672,784
Weighted average number of ordinary shares in issue	<b>399,138,330</b>	399,138,330
Effect of treasury shares held	<b>(4,113,000)</b>	(4,113,000)
Weighted average number of ordinary shares as at 31 December (units)	<b>395,025,330</b>	395,025,330
Basic earnings per share (sen)	<b>1.02</b>	1.94

## (b) Diluted earnings per share

The diluted earnings per shares of the Group is equal to the basic earnings per share as the Group does not have any dilutive potential ordinary shares in issue.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**28. Staff costs**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Salaries and other emoluments	<b>12,213,604</b>	9,707,028	<b>4,489,989</b>	3,231,708
Defined contribution plans	<b>998,297</b>	867,179	<b>379,216</b>	332,423
Social security contributions	<b>131,041</b>	100,764	<b>18,075</b>	14,825
Other benefits	<b>791,815</b>	723,529	<b>307,681</b>	360,667
	<b>14,134,757</b>	11,398,500	<b>5,194,961</b>	3,939,623

Included in staff costs is the aggregate amount of remuneration received and receivable by the Executive Directors of the Group and of the Company during the financial year as below:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM

**Executive Directors**

Salaries and other emoluments	<b>3,300,267</b>	2,112,000	<b>3,228,267</b>	2,064,000
Defined contribution plans	<b>257,792</b>	224,640	<b>257,792</b>	224,640
Social security contributions	<b>3,215</b>	3,060	<b>3,215</b>	3,060
	<b>3,561,274</b>	2,339,700	<b>3,489,274</b>	2,291,700

**29. 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:

	At 1.1.2024 RM	Acquisition of a subsidiary RM	Drawdowns RM	Repayments RM	Modifications RM	At 31.12.2024 RM
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**Group**

Lease liabilities	<b>4,597,519</b>	<b>31,423,875</b>	<b>1,509,828</b>	<b>(3,401,663)</b>	<b>148,393,512</b>	<b>182,523,071</b>
Term loans	<b>20,898,932</b>	-	<b>17,967,743</b>	<b>(2,105,745)</b>	-	<b>36,760,930</b>

	At 1.1.2023 RM	Drawdowns RM	Repayments RM	At 31.12.2023 RM
Lease liabilities	3,599,522	2,630,585	(1,632,588)	4,597,519
Term loans	24,493,401	3,342,056	(6,936,525)	20,898,932

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**29. Reconciliation of liabilities arising from financing activities (Cont'd)**

	At 1.1.2023 RM	Drawdowns RM	Repayments RM	At 31.12.2023 RM
<b>Company</b>				
Lease liabilities	193,670	185,000	(43,147)	335,523
Term loans	397,837	2,790,000	(15,524)	3,172,313
	At 1.1.2023 RM	Drawdowns RM	Repayments RM	At 31.12.2023 RM
Lease liabilities	-	228,000	(34,330)	193,670
Term loans	3,016,366	2,797,255	(5,415,784)	397,837

**30. Related party disclosures****(a) Identifying related parties**

For the purposes of these financial statements, parties are considered to be related to the Group and the Company if the Group and the Company have 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 and 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 and of the Company either directly or indirectly. The key management personnel comprise the Directors and management personnel of the Group and of the Company, having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company directly or indirectly.

**(b) Related party transactions**

Related party transactions have been entered into in the normal course of business under negotiated terms. In addition to the related party balances disclosed elsewhere in the financial statements, the related party transactions of the Group and of the Company are as follows:

	Group	
	2024 RM	2023 RM

**Transaction with close family members of the Directors/substantial shareholder**

- Consultancy services	(67,200)	(67,200)
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	Company	
	2024 RM	2023 RM

**Transactions with subsidiaries**

- Management fees received	5,248,000	4,872,000
- Rental paid to	(24,000)	-
- Rental deposits paid to	(6,000)	-

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**30. Related party disclosures (Cont'd)**

- (c) Compensation of key management personnel

Remuneration of other members of key management are as follows:

	Group	
	2024 RM	2023 RM
Salaries and other emoluments	555,360	551,382
Defined contribution plans	65,876	71,994
Social security contributions	2,434	2,318
	<b>623,670</b>	<b>625,694</b>

**31. Segment reporting**

The Group has one operating segment comprises mainly the manufacturing, recycling and refining in all kinds of petroleum-based products. Segment information has not been separately presented because internal reporting uses the Group's financial statements.

Geographic information

Revenue information based on the geographical location of customers is as follows:

	Revenue	
	2024 RM	2023 RM
<b>Group</b>		
Malaysia	31,983,874	57,503,831
Singapore	77,791,683	23,340,146
Vietnam	3,738,827	6,329,314
Finland	-	7,746
Italy	26,197,975	-
	<b>139,712,359</b>	<b>87,181,037</b>

Non-current assets for this purpose consist of property, plant and equipment, right-of-use assets, investment properties and other receivables.

Major customers

The following are major customers with revenue equal or more than 10% of the Group's total revenue:

	Revenue	
	2024 RM	2023 RM
Customer A	45,307,718	16,822,076
Customer B	20,716,801	8,895,039
	<b>66,024,519</b>	<b>25,717,115</b>

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**32. Financial instruments**

## (a) Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised costs.

The following table analyses the financial assets and financial liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
<b>At FVTPL</b>				
<b>Financial asset</b>				
Other investments	<u>3,375,512</u>	<u>-</u>	<u>2,864,020</u>	<u>-</u>
<b>At amortised costs</b>				
<b>Financial assets</b>				
Trade receivables	<b>13,168,206</b>	14,256,327	-	-
Other receivables	<b>1,745,876</b>	1,458,675	<b>32,548</b>	240,131
Amount due from subsidiaries	-	-	<b>4,805,273</b>	501,193
Fixed deposits with a licensed bank	<b>666,000</b>	-	-	-
Cash and bank balances	<u>13,530,917</u>	<u>7,277,503</u>	<u>349,855</u>	<u>271,743</u>
	<u><b>29,110,999</b></u>	<u>22,992,505</u>	<u><b>5,187,676</b></u>	<u>1,013,067</u>
<b>At amortised costs</b>				
<b>Financial liabilities</b>				
Loans and borrowings	<b>36,760,930</b>	20,898,932	<b>3,172,313</b>	397,837
Trade payables	<b>9,558,367</b>	1,894,062	-	-
Other payables	<b>7,109,045</b>	988,132	<b>1,018,141</b>	174,193
Amount due to subsidiaries	-	-	<b>1,615,690</b>	-
	<u><b>53,428,342</b></u>	<u>23,781,126</u>	<u><b>5,806,144</b></u>	<u>572,030</u>

## (b) Net gain on financial instruments

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM

Net gain on impairment of  
financial assets:

- Financial assets at amortised costs - 69,065 - 300,520

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**32. Financial instruments (Cont'd)****(c) Financial risk management objectives and policies**

The Group's and the Company'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 their credit, liquidity and market 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 are not to engage in speculative transactions.

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned 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 their contractual obligations. The Group's exposure to credit risk arises principally from trade receivables, other receivables, fixed deposits with a licensed bank, and cash and bank balances. The Company's exposure to credit risk arises principally from other receivables, amount due from subsidiaries, and cash and bank balances. There are no significant changes as compared to previous year.

The Group and the Company have 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 and fixed deposits with banks and financial institutions with good credit rating. The exposure to credit risk is monitored on an ongoing basis and action will be taken for long outstanding debts.

The Company provides advances to subsidiaries. It also provides financial guarantees to banks for banking facilities granted to certain subsidiaries. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries.

At each reporting date, the Group and the Company assess whether any of the receivables are credit impaired.

The gross carrying amounts of credit impaired receivables are written off (either partial or full) when there is no realistic prospect of recovery. This is generally the case when the Group or the Company determine 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, receivables that are written off could still be subject to enforcement activities.

The carrying amounts of the financial assets recorded on the statements of financial position as at the reporting date represent the Group's and the Company's maximum exposure to credit risk except for financial guarantees provided to banks and non-financial institutions for banking facilities.

There are no significant changes as compared to previous financial year.

*Credit risk concentration*

As at the end of the financial year, the Group has 3 (2023: 4) major customers that owed the Group more than 10% each and accounted for approximately 58% (2023: 75%) of the trade receivables outstanding.

**(ii) Liquidity risk**

Liquidity risk refers to the risk that the Group and the Company will encounter difficulty in meeting their 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 financial 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 and the Company finance their liquidity through internally generated cash flows and minimise liquidity risk by keeping committed credit lines available.

The following table analyses the remaining contractual maturity for non-derivative 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.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

## 32. Financial instruments (Cont'd)

(c) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

	On demand or within 1 year RM	1 - 2 years RM	2 - 5 years RM	After 5 years RM	Total contractual cash flows RM	Total carrying amount RM
<b>Group</b>						
<b>2024</b>						
<u>Non-derivative financial liabilities</u>						
Lease liabilities	2,968,490	2,809,589	5,916,908	189,036,322	200,731,309	182,523,071
Loans and borrowings	5,665,528	5,605,116	12,868,647	20,941,098	45,080,389	36,760,930
Trade payables	9,558,367	-	-	-	9,558,367	9,558,367
Other payables	7,109,045	-	-	-	7,109,045	7,109,045
	<b>25,301,430</b>	<b>8,414,705</b>	<b>18,785,555</b>	<b>209,977,420</b>	<b>262,479,110</b>	<b>235,951,413</b>
Financial guarantee	870,111	-	-	-	870,111	-
<b>2023</b>						
<u>Non-derivative financial liabilities</u>						
Lease liabilities	1,472,508	1,324,833	2,246,602	-	5,043,943	4,597,519
Loans and borrowings	2,801,746	2,969,243	7,682,942	13,270,025	26,723,956	20,898,932
Trade payables	1,894,062	-	-	-	1,894,062	1,894,062
Other payables	988,132	-	-	-	988,132	988,132
	<b>7,156,448</b>	<b>4,294,076</b>	<b>9,929,544</b>	<b>13,270,025</b>	<b>34,650,093</b>	<b>28,378,645</b>
Financial guarantee	808,730	-	-	-	808,730	-



## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**32. Financial instruments (Cont'd)**

(c) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

	On demand or within 1 year RM	1 - 2 years RM	2 - 5 years RM	After 5 years RM	Total contractual cash flows RM	Total carrying amount RM
<b>Company</b>						
<b>2024</b>						
<u>Non-derivative financial liabilities</u>						
Lease liabilities	92,244	92,244	183,236	-	367,724	335,523
Loans and borrowings	372,240	372,240	1,116,720	2,081,853	3,943,053	3,172,313
Other payables	1,018,141	-	-	-	1,018,141	1,018,141
Amount due to subsidiaries	1,615,690	-	-	-	1,615,690	1,615,690
	<b>3,098,315</b>	<b>464,484</b>	<b>1,299,956</b>	<b>2,081,853</b>	<b>6,944,608</b>	<b>6,141,667</b>
Corporate guarantee*	<b>60,667,400</b>	-	-	-	<b>60,667,400</b>	-
<b>2023</b>						
<u>Non-derivative financial liabilities</u>						
Lease liabilities	50,964	50,964	110,392	-	212,320	193,670
Loans and borrowings	372,240	36,638	-	-	408,878	397,837
Other payables	174,193	-	-	-	174,193	174,193
	<b>597,397</b>	<b>87,602</b>	<b>110,392</b>	-	<b>795,391</b>	<b>765,700</b>
Corporate guarantee*	<b>42,853,832</b>	-	-	-	<b>42,853,832</b>	-

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**32. Financial instruments (Cont'd)**

## (c) Financial risk management objectives and policies (Cont'd)

## (ii) Liquidity risk (Cont'd)

\* Based on the maximum amount that can be called for under the corporate guarantee contracts for certain subsidiaries.

The Company provides corporate guarantee to banks in respect of credit facilities granted to certain subsidiaries and monitors on an ongoing basis the performance of the subsidiaries. At end of the financial year, there was no indication that the subsidiaries would default on repayment.

Financial guarantee has not been recognised since the fair value on initial recognition was deemed not material and the probability of the subsidiaries defaulting on their credit facilities is remote.

## (iii) Market risk

## (a) Foreign currency risk

The Group and the Company is exposed to foreign currency risk on transactions that are denominated in currencies other than the functional currency of the Group and the Company. The currencies giving rise to this risk are primarily United States Dollar ("USD"), Swiss Francs ("CHF") and Euro ("EUR").

The Group and the Company have not entered into any derivative instruments for hedging or trading purposes. Where possible, the Group and the Company 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 the management.

The carrying amounts of the Group's foreign currency denominated financial assets and financial liability at the end of the reporting period are as follows:

	Denominated in			
	USD RM	CHF RM	EUR RM	Total RM
<b>2024</b>				
Trade receivables	<b>3,878,405</b>	-	-	<b>3,878,405</b>
Cash and bank balances	<b>3,015,661</b>	-	-	<b>3,015,661</b>
Trade payables	<b>(2,045,229)</b>	-	-	<b>(2,045,229)</b>
	<b><u>4,848,837</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>4,848,837</u></b>
<b>2023</b>				
Trade receivables	277,299	-	-	277,299
Cash and bank balances	975,706	-	-	975,706
Trade payables	(187,733)	(10,114)	(48,350)	(246,197)
	<u>1,065,272</u>	<u>(10,114)</u>	<u>(48,350)</u>	<u>1,006,808</u>

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**32. Financial instruments (Cont'd)**

## (c) Financial risk management objectives and policies (Cont'd)

## (iii) Market risk (Cont'd)

## (a) Foreign currency risk (Cont'd)

Foreign currency sensitivity analysis

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the USD, CHF and EUR exchange rates against RM, with all other variables held constant.

	Change in currency rate	Effect on profit before tax	
		2024 RM	2023 RM
USD	Strengthened 1% (2023: 1%)	<b>48,488</b>	10,653
	Weakened 1% (2023: 1%)	<b>(48,488)</b>	(10,653)
CHF	Strengthened 1% (2023: 1%)	-	(101)
	Weakened 1% (2023: 1%)	-	101
EUR	Strengthened 1% (2023: 1%)	-	(484)
	Weakened 1% (2023: 1%)	-	484

## (b) Interest rate risk

The Group's and the Company's fixed deposits placed with a licensed bank 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 and the Company manage their interest rate risk of their fixed deposits with a licensed financial institution 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 and the Company manage their interest rate risk exposure from interest bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group and the Company constantly monitor their interest rate risk by reviewing their debts portfolio to ensure favourable rates are obtained. The Group and the Company do not utilise interest swap contracts or other derivative instruments for trading or speculative purposes.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**32. Financial instruments (Cont'd)**

(c) Financial risk management objectives and policies (Cont'd)

(iii) Market risk (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 as at the end of the reporting period was:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM

**Fixed rate instruments**Financial asset

Fixed deposits with a  
licensed bank

**666,000**

-

-

-

Financial liability

Lease liabilities

**(182,523,071)**

(4,597,519)

**(335,523)**

(193,670)

Net financial liability

**(181,857,071)**

(4,597,519)

**(335,523)**

(193,670)

**Floating rate instrument**Financial liability

Loans and borrowings

**(36,760,930)**

(20,898,932)

**(3,172,313)**

(397,837)

**Interest rate risk sensitivity analysis**Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial asset and liability at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for floating rate instrument

A change in 1% interest rate at the end of the reporting period would have increased/(decreased) the Group's and the Company's profit before tax by RM367,609 and RM31,723 (2023: RM208,989 and RM3,978), 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.

(d) Fair value of financial instruments

The carrying amounts of short-term receivables and payables, cash and cash equivalents and short-term borrowings approximate their fair values due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

(i) Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

There were no transfers between levels during current and previous financial year.

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**32. Financial instruments (Cont'd)**

## (d) Fair value of financial instruments (Cont'd)

## (ii) Level 1 fair value

Level 1 fair value is derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

## (iii) Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Non-derivative financial instruments

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the end of the reporting period.

## (iv) Level 3 fair value

Level 3 fair value for the financial assets and liabilities are estimated using unobservable inputs.

The following table summarises the method used in determining the fair value of financial asset on a recurring basis at 2024 and 2023:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM

**Fair value of financial instrument carried at FVTPL****Level 1**Financial asset

Other investments	<b>3,375,512</b>	-	2,864,020	-
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**33. Capital commitment**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM

**Capital expenditure**

Authorised and contracted for:

- Acquisition of a subsidiary	-	-	-	1,890,000
- Acquisition of property, plant and equipment	<b>28,818,841</b>	9,718,202	-	-

## NOTES TO THE FINANCIAL STATEMENTS

31 December 2024

**34. Financial and corporate guarantee**

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
<b>Financial guarantee</b>				
Bank guarantee for performance bond given to suppliers and for utilities usage	<u>870,111</u>	<u>808,730</u>	<u>-</u>	<u>-</u>
<b>Corporate guarantee</b>				
Guarantee given to financial institutions and non-financial institutions for financing facilities granted to subsidiaries	<u>-</u>	<u>-</u>	<u>60,667,400</u>	<u>42,853,832</u>

**35. 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 a gearing ratio. The Group's and the Company's policies are to maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements. The gearing ratios at end of the reporting period are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Lease liabilities	<b>182,523,071</b>	4,597,519	<b>335,523</b>	193,670
Loans and borrowings	<b>36,760,930</b>	20,898,932	<b>3,172,313</b>	397,837
Less: Fixed deposits with a licensed bank	<b>(666,000)</b>	-	-	-
Less: Cash and bank balances	<b>(13,530,917)</b>	(7,277,503)	<b>(349,855)</b>	(271,743)
Net debts	<u><b>205,087,084</b></u>	<u>18,218,948</u>	<u><b>3,157,981</b></u>	<u>319,764</u>
Total equity	<u><b>104,829,432</b></u>	<u>91,952,062</u>	<u><b>54,707,082</b></u>	<u>51,043,801</u>
Gearing ratio (times)	<u><b>1.96</b></u>	<u>0.20</u>	<u><b>0.06</b></u>	<u>0.01</u>

There were no changes in the Group's and the Company's approach to capital management during the financial year.

The Group and the Company are not subject to any external imposed capital requirements.

**36. Date of authorisation for issue**

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 21 April 2025.

**LIST OF PROPERTIES**

No.	Address	Description of property / Existing use	Land area / Built-up area sq m	Approximate age of building	Tenure	Audited net book value as at 31.12.2024 RM'000	Date of acquisition
1.	Lot No. A-1, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN 11605 Lot 18211 (formerly held under HS(D) 12163, PT No. 15677), Mukim and District of Bentong, State of Pahang.	Industrial land with a 1½ storey semi-detached factory building used as factory and warehouse.	Land area: 2,088  Gross built-up area: 926.7	31 years	Leasehold for 66 years, expiring on 22.03.2053	1,496	10/12/2008
2.	Lot No. A-2, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN11606 Lot 18212 (formerly held under HS(D) 12164, PT No. 15678), Mukim and District of Bentong, State of Pahang.	Industrial land with a 1½ storey semi-detached factory building used as factory and warehouse.	Land area: 1,864  Gross built-up area: 926.7	31 years	Leasehold for 66 years, expiring on 22.03.2053	1,346	08/08/2007
3.	Lot No. A-3, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN 11607 Lot 18213 (formerly held under HS(D) 12165, PT No. 15679), Mukim and District of Bentong, State of Pahang.	Industrial land with a 1½ storey semi-detached factory building used as factory and warehouse.	Land area: 1,716  Gross built-up area: 926.7	31 years	Leasehold for 66 years, expiring on 22.03.2053	1,396	08/08/2007
4.	Lot No. A-4, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN 11609 Lot 18214 (formerly held under HS(D) 12166, PT No. 15680), Mukim and District of Bentong, State of Pahang.	Industrial land with a 1½ storey semi-detached factory building used as factory and warehouse.	Land area: 1,531  Gross built-up area: 926.7	31 years	Leasehold for 66 years, expiring on 22.03.2053	1,346	08/08/2007



## LIST OF PROPERTIES

No.	Address	Description of property / Existing use	Land area / Built-up area sq m	Approximate age of building	Tenure	Audited net book value as at 31.12.2024 RM'000	Date of acquisition
5.	Lot No. A-5, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN 11610 Lot 18215 (formerly held under HS(D) 12167, PT No. 15681), Mukim and District of Bentong, State of Pahang.	Industrial land with a 1½ storey semi-detached factory building used as staff canteen, factory and warehouse.	Land area: 1,538  Gross built-up area: 926.7	31 years	Leasehold for 66 years, expiring on 22.03.2053	1,276	10/12/2003
6.	Lot No. A-6, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN 11611 Lot 18216 (formerly held under Pajakan Negeri 2486, Lot 15403), Mukim Bentong, Daerah Bentong, Negeri Pahang	Industrial land with a 1½ storey semi-detached factory building used as factory and warehouse.	Land area: 2,073  Gross built-up area: 926.7	31 years	Leasehold for 66 years, expiring on 22.03.2053	1,595	11/02/1998
7.	Lot No. B-1, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN 11598 Lot No.18210, Mukim Bentong, Daerah Bentong, Negeri Pahang	Industrial land with a 1½ storey semi-detached factory building used as factory and warehouse.	Land area: 1,582  Gross built-up area: 587	31 years	Leasehold for 66 years, expiring on 22.03.2053	1,097	25/05/2010
8.	Lot No. B2, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN 11600 Lot 18209 Mukim and District of Bentong, State of Pahang.	Industrial land with a 1½ storey semi-detached factory building used as factory and warehouse.	Land area: 1,261  Gross built-up area: 587	31 years	Leasehold for 66 years, expiring on 22.03.2053	897	19/09/2011

## LIST OF PROPERTIES

No.	Address	Description of property / Existing use	Land area / Built-up area sq m	Approximate age of building	Tenure	Audited net book value as at 31.12.2024 RM'000	Date of acquisition
9.	Lot No. B3, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN 11602 Lot 18208 Mukim and District of Bentong, State of Pahang.	Industrial land with a 1½ storey semi-detached factory building used as administration office.	Land area: 1,222  Gross built-up area: 587	31 years	Leasehold for 66 years, expiring on 22.03.2053	897	19/09/2011
10.	Lot No. B4, Jalan MIEL, Kawasan Perindustrian MIEL, 28700 Bentong, Pahang Darul Makmur.  <i>Title identification:</i> PN 11603 Lot 18207 Mukim and District of Bentong, State of Pahang.	Industrial land with a 1½ storey semi-detached factory building used as factory and warehouse.	Land area: 1,390  Gross built-up area: 587	31 years	Leasehold for 66 years, expiring on 22.03.2053	917	19/09/2011
11.	Lot No. 21, Jalan Sungai Pinang 5/3, Phase 2A Taman Perindustrian Pulau Indah, Klang, Selangor Darul Ehsan.  <i>Title identification:</i> Individual Title PN 24351, Lot 102521, in the Mukim of Klang, District of Klang, State of Selangor.	Industrial land with a single storey refinery and recycling factory and a 2 stories office building used as administration office, factory and warehouse.	Land area: 12,386  Gross built-up area: 5,748.57	11 years	Leasehold for 99 years, expiring on 24.02.2097	21,968	07/07/2009
12.	D-22-01, Sunway Nexis, No. 1, Jalan PJU 5/1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.  <i>Title identification:</i> Strata Title PN 94193/M1-C/23/182, Lot No. 65670, Bangunan No. M1-C, Tingkat No. 23, No. Petak 182, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor Darul Ehsan.	Soho Duplex Unit used as investment property.	Gross built-up area: 152.00	10 years	Leasehold for 99 years, expiring on 23.11.2100	1,112	10/05/2013

## LIST OF PROPERTIES

No.	Address	Description of property / Existing use	Land area / Built-up area sq m	Approximate age of building	Tenure	Audited net book value as at 31.12.2024 RM'000	Date of acquisition
13.	D-22-03, Sunway Nexis, No. 1, Jalan PJU 5/1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.  <i>Title identification:</i> Strata Title PN 94193/ M1-C/23/184, Lot No. 65670, Bangunan No. M1-C, Tingkat No. 23, No. Petak 184, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor Darul Ehsan.	Soho Duplex Unit used as investment property.	Gross built-up area: 157.00	10 years	Leasehold for 99 years, expiring on 23.11.2100	1,278	10/05/2013
14.	D-22-03A, Sunway Nexis, No. 1, Jalan PJU 5/1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.  <i>Title identification:</i> Strata Title PN 94193/ M1-C/23/185, Lot No. 65670, Bangunan No. M1-C, Tingkat No. 23, No. Petak 185, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor.	Soho Duplex Unit used as investment property.	Gross built-up area: 157.00	10 years	Leasehold for 99 years, expiring on 23.11.2100	1,278	10/05/2013
15.	D-22-05, Sunway Nexis, No. 1, Jalan PJU 5/1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.  <i>Title identification:</i> Strata Title PN 94193/ M1-C/23/186, Lot No. 65670, Bangunan No. M1-C, Tingkat No. 23, No. Petak 186, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor.	Soho Duplex Unit used as investment property.	Gross built-up area: 152.00	10 years	Leasehold for 99 years, expiring on 23.11.2100	1,111	10/05/2013

## LIST OF PROPERTIES

No.	Address	Description of property / Existing use	Land area / Built-up area sq m	Approximate age of building	Tenure	Audited net book value as at 31.12.2024 RM'000	Date of acquisition
16.	D-22-06, Sunway Nexis, No. 1, Jalan PJU 5/1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.  <i>Title identification:</i> Strata Title PN 94193/ M1-C/23/187, Lot No. 65670, Bangunan No. M1-C, Tingkat No. 23, No. Petak 187, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor.	Soho Duplex Unit used as investment property.	Gross built-up area: 152.00	10 years	Leasehold for 99 years, expiring on 23.11.2100	1,111	10/05/2013
17.	D-22-07, Sunway Nexis, No. 1, Jalan PJU 5/1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.  <i>Title identification:</i> Strata Title PN 94193/ M1-C/23/188, Lot No. 65670, Bangunan No. M1-C, Tingkat No. 23, No. Petak 188, Pekan Baru Sungai Buloh, Daerah Petaling, Negeri Selangor.	Soho Duplex Unit used as investment property.	Gross built-up area: 157.00	10 years	Leasehold for 99 years, expiring on 23.11.2100	1,278	10/05/2013
18.	Pulau Indah Industrial Land, Jalan Sungai ChongDong 33/KS11, Taman Perindustrian Pulau Indah Fasa 3, Klang, Selangor Darul Ehsan.  <i>Title identification:</i> Individual Title Lot PT 159462 (HSD 165823) in the Mukim of Klang, District of Klang, State of Selangor.	Industrial land	Land area: 16,591.72	-	Leasehold for 78 years, expiring on 14.04.2099	13,984	30/12/2019

## LIST OF PROPERTIES

No.	Address	Description of property / Existing use	Land area / Built-up area sq m	Approximate age of building	Tenure	Audited net book value as at 31.12.2024 RM'000	Date of acquisition
19.	Lot 60, Kawasan Perindustrian Gebeng, 26080, Kuantan, Pahang Darul Makmur.  <i>Title identification:</i> Individual Title H.S. (D) 7468, PT 14524, Mukim Sungai Karang, Daerah Kuantan, Pahang Darul Makmur.	Industrial land	Land area: 2,699.656	-	Leasehold for 66 years, expiring on 26.11.2050	1,994	13/06/2022
20.	Lot 61, Jalan Gebeng 1/10, Kawasan Perindustrian Gebeng, 26080, Kuantan, Pahang Darul Makmur.  <i>Title identification:</i> Individual Title PN 6994, Lot 8956, Mukim Sungai Karang, Daerah Kuantan, Pahang Darul Makmur.	Industrial land	Land area: 2,700	-	Leasehold for 66 years, expiring on 22.02.2064	1,397	13/06/2022

**STATISTICS OF SHAREHOLDINGS**

As At 21 March 2025

**SHARE CAPITAL**

Total Number of Issued Shares	:	399,138,330 (including treasury shares of 4,113,000)
Issued Share Capital	:	RM49,980,636.00
Class of Shares	:	Ordinary Share
Voting Rights	:	One vote for each ordinary share held

**DISTRIBUTION OF SHAREHOLDINGS AS AT 21 MARCH 2025**

Size of Holding	No. of shareholders	% of shareholders	No. of holdings	% of shares*
1 - 99	38	2.20	1,033	0.00
100 - 1,000	169	9.81	74,900	0.02
1,001 - 10,000	450	26.10	3,024,298	0.76
10,001 - 100,000	802	46.52	36,070,100	9.13
100,001 to less than 5% of issued shares	261	15.14	207,018,859	52.41
5% and above of issued shares	4	0.23	148,836,140	37.68
<b>Total</b>	<b>1,724</b>	<b>100.00</b>	<b>395,025,330</b>	<b>100.00</b>

\* Calculated based on 395,025,330 excluding treasury shares of 4,113,000

**SUBSTANTIAL SHAREHOLDERS AS AT 21 MARCH 2025**

No.	Name of Substantial Shareholder	No. of Shares held		No. of Shares held	
		Direct	%*	Indirect	%*
1	Dato' Chan Say Hwa	69,026,460	17.47	13,200,220 <sup>(a)</sup>	3.34
2	Soo Kit Lin	66,608,460	16.86	-	-
3	Datin Chow Pui Ling	13,200,220	3.34	69,026,460 <sup>(b)</sup>	17.47

<sup>(a)</sup> Deemed interested through direct holding of spouse, Datin Chow Pui Ling.<sup>(b)</sup> Deemed interested through direct holding of spouse, Dato' Chan Say Hwa.

\* Calculated based on 395,025,330 excluding treasury shares of 4,113,000

**DIRECTORS' INTERESTS IN SHARES AS AT 21 MARCH 2025**

No.	Name of Substantial Shareholder	No. of Shares held		No. of Shares held	
		Direct	%*	Indirect	%*
1	Dato' Chan Say Hwa	69,026,460	17.47	13,200,220 <sup>(1)</sup>	3.34
2	Datin Chow Pui Ling	13,200,220	3.34	69,026,460 <sup>(2)</sup>	17.47
3	Soo Kit Lin	66,608,460	16.86	-	-
4	Lee Yew Weng	1,000	0 <sup>(3)</sup>	-	-
5	Cheng Mun Mun	-	-	-	-
6	Wong Keng Fai	-	-	-	-

<sup>(1)</sup> Deemed interested through direct holding of spouse, Datin Chow Pui Ling.<sup>(2)</sup> Deemed interested through direct holding of spouse, Dato' Chan Say Hwa.<sup>(3)</sup> Negligible

\* Calculated based on 395,025,330 excluding treasury shares of 4,113,000

## STATISTICS OF SHAREHOLDINGS

As At 21 March 2025

**LIST OF TOP 30 LARGEST SECURITIES ACCOUNTS HOLDERS  
(ACCORDING TO THE REGISTER OF DEPOSITORS AS AT 21 MARCH 2025)**

No.	NAME OF SHAREHOLDERS	No. of Shares	%
1	DATO' CHAN SAY HWA	69,026,460	17.47
2	SOO KIT LIN	66,608,460	16.86
3	PROPEL ENERGY HOLDING SDN BHD	17,631,400	4.46
4	DATIN CHOW PUI LING	13,200,220	3.34
5	CHOW HOW FAI	12,923,600	3.27
6	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG SIOW HU (SEGAMAT-CL)	10,586,400	2.68
7	KONG KOK SING	10,000,000	2.53
8	SOUTHERN REALTY RESOURCE SDN BHD	8,000,000	2.03
9	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KONG KOK CHOY (SRB/NPS)	6,070,700	1.54
10	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KONG KOK CHOY (8092812)	5,139,900	1.30
11	TEOH HIN HENG	4,069,000	1.03
12	SUA TIEN FONG	3,989,600	1.01
13	TEO KWEE HOCK	3,932,600	1.00
14	LEE BEE GEOK	3,910,900	0.99
15	TEE CHEE CHIANG	3,836,600	0.97
16	LAU KIM SAN	3,815,000	0.97
17	ONG BOK LIM	3,200,000	0.81
18	LEO LEE CHENG	3,012,900	0.76
19	SUA YONG CHIN	2,889,900	0.73
20	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHOW HOW FAI (EBSA/PDA)	2,677,200	0.68
21	MAYBANK NOMINEES (TEMPATAN) SDN BHD SEK YONG WEE	2,335,600	0.59
22	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEE CHEE CHIANG (M55008)	2,307,500	0.58
23	CHIN KA WONG	2,297,000	0.58
24	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR JOSEPH GOH KA KEE	2,000,000	0.51
25	TYE LIM HUAT	2,000,000	0.51
26	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEE CHEE CHIANG (8073610)	1,677,600	0.42
27	LEE CHAY YEW	1,675,200	0.42
28	CHONG KIM LIAN	1,600,000	0.41
29	LIOW SIN CHOW	1,600,000	0.41
30	PROPEL ENERGY (SEL) SDN BHD	1,592,300	0.40
<b>Total</b>		<b>273,606,040</b>	<b>69.26</b>

\* Calculated based on 399,138,330 including treasury shares of 4,113,000



## NOTICE OF FIFTEENTH ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the Fifteenth Annual General Meeting ("15<sup>th</sup> AGM") of Hiap Huat Holdings Berhad ("Hiap Huat" or "the Company") will be held at Greens III, Sports Wing, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor Darul Ehsan on Thursday, 22 May 2025 at 3.00 p.m. or at any adjournment thereof for the following purposes:-

### A G E N D A

#### AS ORDINARY BUSINESS:

- |    |   |   |
|----|---|---|
| 1. | To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and Auditors thereon.  | <b>Please refer to<br/>Explanatory Note 1</b> |
| 2. | To approve the payment of Directors' fees of up to RM250,000 and other benefits payable of up to RM50,000 commencing from the conclusion of the 15 <sup>th</sup> AGM up to the next AGM of the Company. | <b>Ordinary Resolution 1</b>                  |
| 3. | To re-elect the following Directors, who retire by rotation in accordance with Clause 105(1) of the Company's Constitution and who being eligible, have offered themselves for re-election:             |   |
|    | (a) Datin Chow Pui Ling   | <b>Ordinary Resolution 2</b>                  |
|    | (b) Ms. Cheng Mun Mun   | <b>Ordinary Resolution 3</b>                  |
| 4. | To re-elect Mr. Wong Keng Fai, who retires in accordance with Clause 114 of the Company's Constitution and who being eligible, has offered himself for re-election.                                     | <b>Ordinary Resolution 4</b>                  |
| 5. | To re-appoint TGS TW PLT ("TGS") as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.  | <b>Ordinary Resolution 5</b>                  |

#### AS SPECIAL BUSINESS:

To consider and if thought fit, with or without modifications to pass the following resolutions:

- |    |   |                              |
|----|---|------------------------------|
| 6. | <b>AUTHORITY TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016</b> | <b>Ordinary Resolution 6</b> |
|----|---|------------------------------|

"THAT pursuant to Section 85 of the Companies Act 2016, read in conjunction with Clause 61 of the Company's Constitution, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares of the Company arising from the allotment and issuance of shares.

THAT pursuant to Sections 75 and 76 of the Companies Act, 2016 ("the Act"), the Constitution of the Company, the ACE Market Listing Requirements ("AMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), and subject to the approvals of the relevant governmental/regulatory authorities, the Directors be and are hereby authorised and empowered to issue and allot shares in the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares to be issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company (excluding treasury shares) at any point in time.

AND THAT authority under this resolution shall continue in force until the conclusion of the next Annual General Meeting of the Company or when it is required by law to be held, whichever is earlier, AND THAT the Directors be and are empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities."

## NOTICE OF FIFTEENTH ANNUAL GENERAL MEETING

### 7. **PROPOSED RENEWAL OF SHARES BUY-BACK AUTHORITY FOR THE PURCHASE OF ITS OWN ORDINARY SHARES ("PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY")** **Ordinary Resolution 7**

"THAT, subject always to the Act, the provisions of the Constitution of the Company, the AMLR of Bursa Securities and the approvals of all relevant authorities (if any), the Board of Directors of the Company be and is hereby authorised, to the fullest extent permitted by law, to purchase and/or hold such number of issued shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that:

- (i) the maximum aggregate number of shares which may be purchased and/or held as treasury shares by the Company pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company as quoted on Bursa Securities as at the point of purchase including the shares previously purchased and retained as treasury shares (if any);
- (ii) the maximum fund to be allocated by the Company for the purpose of purchasing its own shares shall not exceed the aggregate retained profits of the Company based on the latest audited financial statements and/or the latest management accounts (where applicable) available at the time of purchase; and
- (iii) the Directors of the Company may decide either to retain the shares purchased as treasury shares, or cancel the shares, or retain part of the shares so purchased as treasury shares and cancel the remainder, or resell the shares, or transfer the shares or distribute the shares as dividends or in any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and the requirements of Bursa Securities and any other relevant authority for the time being in force.

THAT the authority conferred by this resolution will commence immediately upon the passing of this resolution and will continue to be in force until:

- (a) the conclusion of the next AGM of the Company following the general meeting at which such resolution is passed, at which time the authority will lapse, unless by an ordinary resolution passed at the general meeting, the authority is renewed, either unconditionally or subject to conditions; or
- (b) the expiration of the period within which the next AGM of the Company is required by law to be held; or
- (c) the authority is revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever occurs first, but shall not prejudice the completion of the purchase by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the Act, the rules and regulations made pursuant thereto and the guidelines issued by Bursa Securities and/or any other relevant authority.

AND THAT authority be and is hereby given to the Directors of the Company to take all such steps as are necessary to enter into any agreements, arrangements and guarantees with any party or parties to implement, finalise and give full effect to the aforesaid with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities and to do all such acts and things as the Directors may deem fit and expedient in the interests of the Company."

### 8. To transact any other ordinary business for which due notice shall have been given in accordance with the Act.

## NOTICE OF FIFTEENTH ANNUAL GENERAL MEETING

### BY ORDER OF THE BOARD

**Tan Tong Lang (MAICSA 7045482 / SSM PC No. 202208000250)**

**Low Ven Sin (MAICSA 7076080 / SSM PC No. 202208000340)**

Company Secretaries

W.P. Kuala Lumpur

Dated this 22 April 2025

### Notes:

- (1) A member of the Company entitled to attend and vote at the meeting and entitled to appoint one or more proxies to attend and vote in his/her stead. A proxy may but need not, be a member of the Company. Where a member/ shareholder appoints two (2) or more proxies to attend and vote at the meeting, such appointment shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
- (2) Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991, it may appoint one (1) or more proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- (3) Where a member of the Company is an exempt authorised nominee defined under the 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 nominees may appoint in respect of each omnibus account it holds.
- (4) Where the authorised nominee or an exempt authorised nominee appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- (5) The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing, or if the appointor is a corporation, either under its Common Seal or under the hands of an officer or attorney duly authorised.
- (6) The Form of Proxy must be deposited at the Share Registrar Office of the Company, Aldpro Corporate Services Sdn. Bhd. at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1 Medan Syed Putra Utara, 59200 Kuala Lumpur, W.P. Kuala Lumpur not less than 48 hours before the time set for holding the meeting or any adjourned thereof.
- (7) The purposes of determining a member who shall be entitled to attend the meeting, the Company shall be requesting the Record of Depositors as at 14 May 2025. Only a depositor whose name appears on the Record of Depositors as at 14 May 2025 shall be entitled to attend, speak and vote at the meeting as well as for appointment of proxy(ies) to attend, speak and vote on his/her stead.
- (8) Pursuant to Rule 8.31A of the AMLR of Bursa Securities, all resolutions set out above will be put to vote by way of poll.

## NOTICE OF FIFTEENTH ANNUAL GENERAL MEETING

### EXPLANATORY NOTES TO ORDINARY AND SPECIAL BUSINESS:

#### 1. Audited Financial Statements for the Financial Year Ended 31 December 2024

This Agenda No. 1 is meant for discussion only as Section 340(1)(a) of the Act provide that the audited financial statements are to be laid in the general meeting and does not require a formal approval of the shareholders. Hence, this Agenda item is not put forward to the shareholders for voting.

#### 2. Ordinary Resolution 1: Payment of Directors' Fees and Other Benefits Payable

Pursuant to Section 230(1) of the Act, fees and benefits payable to the Directors of public company or a listed company and its subsidiaries shall be approved by shareholders at a general meeting. The Directors' benefits payable comprises of meeting attendance allowances and other claimable benefits.

In determining the estimated total amount of Directors' benefits, the Board has considered various factors, among others, the estimated claimable benefits and estimated number of meetings for the Board and Board Committees held for the period commencing from 15<sup>th</sup> AGM until the next AGM of the Company.

In the event the proposed amount is insufficient (e.g. due to more meetings or enlarged Board size), approval will be sought at the next AGM for additional fees to meet the shortfall.

#### 3. Ordinary Resolutions 2 and 3 : Re-election of Directors

Clause 105(1) of the Company's Constitution states that an election of Directors shall take place each year at the annual general meeting of the Company, where one-third of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third shall retire from office and be eligible for re-election, PROVIDED ALWAYS that Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires.

Datin Chow Pui Ling and Ms. Cheng Mun Mun are standing for re-election as Directors of the Company and being eligible, have offered themselves for re-election.

For the purpose of determining the eligibility of the Directors to stand for re-election at the 15<sup>th</sup> AGM, the Nomination Committee has considered the requirements under Rule 2.20A of AMLR of Bursa Securities and recommended Datin Chow Pui Ling and Ms. Cheng Mun Mun for re-election as Directors pursuant to Clause 105(1) of the Company's Constitution.

#### 4. Ordinary Resolution 4: Re-election of Director who retires in accordance with Clause 114 of the Company's Constitution

Clause 114 of the Company's Constitution states that an election of Director shall take place if the Company, at the meeting at which a Director retires by rotation, does not fill the vacancy, the retiring Director shall, if willing to act, be deemed to have been reappointed unless at the meeting, it is resolved not to fill the vacancy or unless a resolution for the reappointment of the Director is put to the meeting and lost. All Directors who retire from office shall be eligible for re-election.

Mr. Wong Keng Fai is standing for re-election as Director of the Company and being eligible, has offered himself for re-election.

For the purpose of determining the eligibility of the Directors to stand for re-election at the 15<sup>th</sup> AGM, the Nomination Committee has considered and recommended Mr. Wong Keng Fai for re-election as Director pursuant to Clause 114 of the Company's Constitution.

#### 5. Ordinary Resolution 5: Reappointment of Auditors

The Audit Committee and the Board have considered the re-appointment of TGS as auditor of the Company and collectively agreed that TGS have met the relevant criteria prescribed by Rule 15.21 of AMLR of Bursa Securities.

## NOTICE OF FIFTEENTH ANNUAL GENERAL MEETING

### EXPLANATORY NOTES TO ORDINARY AND SPECIAL BUSINESS: (Cont'd)

#### **6. Ordinary Resolution 6: Authority to Issue and Allot Shares pursuant to Sections 75 and 76 of the Companies Act 2016**

The proposed Ordinary Resolution 6, if passed, will empower the Directors of the Company to issue and allot shares up to an amount not exceeding 10% of the total number of issued share of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority, unless revoked or varied by the Company at a general meeting, will expire at the conclusion of the next annual general meeting of the Company ("General Mandate").

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.

This General Mandate is a renewal of the mandate that was approved by the shareholders at the Company's 14<sup>th</sup> Annual General Meeting held on 29 May 2024.

The Board, having considered the current and prospective financial position, needs and capacity of the Company, is of the opinion that the General Mandate is in the best interest of the Company and its subsidiaries.

#### **7. Ordinary Resolution 7: Proposed Renewal of Share Buy-Back Authority**

The Ordinary Resolution 7, if passed, will renew the authority given to the Directors of the Company to purchase its own ordinary shares of up to 10% of the total number of issued shares of the Company by utilising the funds allocated which shall not exceed the total amount of the retained profits of the Company based on the latest audited financial statements and/or the latest management accounts (where applicable) available at the time of purchase of the Company's shares. 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.

Further information on the Proposed Renewal Share Buy-Back Authority is set out in the Share Buy-Back Statement to Shareholders dated 22 April 2025.

**STATEMENT ACCOMPANYING NOTICE OF FIFTEENTH ANNUAL GENERAL MEETING**

- (a) Details of persons who are standing for election as Directors (excluding Directors standing for re-election)

No notice of nomination has been received to date from any member nominating any individual for election as a Director at the 15<sup>th</sup> AGM of the Company. There is therefore no individual standing for election as Director, save for the above Directors who are standing for re-election.

- (b) Statement relating to general mandate for issue of securities

The Company will seek shareholders' approval on the general mandate for issue of securities in accordance with Rule 6.04 of the AMLR of Bursa Securities. Please refer to the proposed Ordinary Resolution 6 as stated in the Notice of Annual General Meeting of the Company for the details.

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NUMBER OF SHARES HELD	CDS ACCOUNT NO.

## FORM OF PROXY

(Before completing this form please refer to the notes below)

I / We (Full Name in Block Letters) \_\_\_\_\_

NRIC No. / Passport No. / Registration No. \_\_\_\_\_  
of \_\_\_\_\_

Email Address: \_\_\_\_\_ Contact No.: \_\_\_\_\_ being a member/members of  
**HIAP HUAT HOLDINGS BERHAD [Registration No. 200901038858 (881993-M)]**, hereby appoint \_\_\_\_\_

NRIC / Passport No. \_\_\_\_\_ of \_\_\_\_\_

Email Address: \_\_\_\_\_ Contact No. \_\_\_\_\_ and/or \_\_\_\_\_

NRIC / Passport No. \_\_\_\_\_ of \_\_\_\_\_

Email Address: \_\_\_\_\_ Contact No. \_\_\_\_\_

(#you are required to fill in the contact no. and email address in order to participate the Fifteenth Annual General Meeting ("15<sup>th</sup> AGM"), otherwise, we are unable to register you as the participant of the meeting)

or failing \*him/her, the Chairman of the Meeting as \*my/our proxy to attend and vote for \*me/us and on \*my/our behalf at the Fifteenth Annual General Meeting ("15<sup>th</sup> AGM") of the Company will be held at Greens III, Sports Wing, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor Darul Ehsan on Thursday, 22 May 2025 at 3.00 p.m. and at any adjournment thereof in the manner as indicate below:

No.	Resolutions		For	Against
1.	To approve the payment of Directors' fees and other benefits payable	<b>Ordinary Resolution 1</b>		
2.	To re-elect Datin Chow Pui Ling as Director	<b>Ordinary Resolution 2</b>		
3.	To re-elect Ms. Cheng Mun Mun as Director	<b>Ordinary Resolution 3</b>		
4.	To re-elect Mr. Wong Keng Fai as Director	<b>Ordinary Resolution 4</b>		
5.	To re-appoint TGS TW PLT as Auditors of the Company and to authorise the Directors to fix their remuneration	<b>Ordinary Resolution 5</b>		
6.	To approve the authority to allot shares pursuant to Sections 75 and 76 of the Companies Act 2016	<b>Ordinary Resolution 6</b>		
7.	To approve the Proposed Renewal of Share Buy-Back Authority	<b>Ordinary Resolution 7</b>		

(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 resolutions as \*he/she may think fit.)

\* Strike out whichever not applicable.

Signed this \_\_\_\_\_ day of \_\_\_\_\_, 2025

Signature: \_\_\_\_\_

(If shareholder is a corporation, this form should be executed under seal)

The proportions of \*my/our holdings to be represented by \*my/our proxies are as follows:-

### First Proxy

No. of Shares: .....

Percentage: .....%

### Second Proxy

No. of Shares: .....

Percentage: .....%

## Notes:

- A member of the Company entitled to attend and vote at the meeting and entitled to appoint one or more proxies to attend and vote in his/her stead. A proxy may but need not, be a member of the Company. Where a member/shareholder appoints two (2) or more proxies to attend and vote at the meeting, such appointment shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
- Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991, it may appoint one (1) or more proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- Where a member of the Company is an exempt authorised nominee defined under the 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 nominees may appoint in respect of each omnibus account it holds.
- Where the authorised nominee or an exempt authorised nominee appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing, or if the appointor is a corporation, either under its Common Seal or under the hands of an officer or attorney duly authorised.
- The Form of Proxy must be deposited at the Share Registrar Office of the Company, Aldpro Corporate Services Sdn. Bhd. at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1 Medan Syed Putra Utara, 59200 Kuala Lumpur, W.P. Kuala Lumpur not less than 48 hours before the time set for holding the meeting or any adjournment thereof.
- The purposes of determining a member who shall be entitled to attend the meeting, the Company shall be requesting the Record of Depositors as at 14 May 2025. Only a depositor whose name appears on the Record of Depositors as at 14 May 2025 shall be entitled to attend, speak and vote at the meeting as well as for appointment of proxy(ies) to attend, speak and vote on his/her stead.
- Pursuant to Rule 8.31A of the AMLR of Bursa Securities, all resolutions set out above will be put to vote by way of poll.



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**THE SHARE REGISTRAR OF  
HIAP HUAT HOLDINGS BERHAD**  
[REGISTRATION NO. 200901038858 (881993-M)]  
c/o Aldpro Corporate Services Sdn. Bhd.  
B-21-1, Level 21, Tower B  
Northpoint Mid Valley City  
No. 1 Medan Syed Putra Utara  
59200 Kuala Lumpur, W.P. Kuala Lumpur

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Main office

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