PRESS METAL®

40 YEARS OF JOURNEY

GROWTH & SUSTAINABILITY

INTEGRATED ANNUAL REPORT 2025

YEARS OF JOURNEY

PRESS METAL

Growth & Sustainability

Our 40-year journey is a story of people, perseverance, and purpose.

The dedication of our workforce, the trust of our partners, and the unwavering support of our communities have shaped Press Metal into the organisation it is today. Together, we have transformed challenges into opportunities, achievements into shared success, and innovation into lasting impact. This anniversary is both a celebration of our past and a reaffirmation of our commitment to the future. As we mark this milestone, we remain steadfast in our purpose to continue progressing with integrity and building a brighter, more sustainable tomorrow.

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About This Report

This 2025 Integrated Annual Report ("IAR 2025") provides an overview of the performance, strategic direction, and value creation of Press Metal Aluminium Holdings Berhad ("PMAH" or "the Company") and its subsidiaries (collectively, "Press Metal" or "the Group") for 2025. It reflects our continued commitment to responsible governance, disciplined execution, and transparent communication with our stakeholders as we navigate an evolving operating environment and pursue sustainable long-term growth.

IAR 2025, covers the reporting period from 1 January 2025 to 31 December 2025 ("FYE2025"), provides a detailed overview of the Group's performance, covering both financial results and non-financial performance. It highlights key operational milestones, governance practices, risk management arrangements, strategic initiatives, and sustainability priorities, while also addressing emerging challenges and the considerations influencing the Group's future trajectory.

Reporting Philosophy and Framework

Prepared in accordance with the Guiding Principles and Content Elements of the International Integrated Reporting Framework maintained by the IFRS® Foundation, IAR 2025 aligns with globally recognised principles for transparent, concise, and accountable corporate reporting. The disclosures also demonstrate the extent to which sustainability considerations are embedded into decision-making and day-to-day operations, supporting resilience, strengthening stakeholder trust, and enabling long-term value creation in a dynamic operating environment. In developing these disclosures, the Group has also drawn on relevant frameworks and guidelines to support the identification of industry-specific sustainability-related risks and opportunities ("SROs").

These frameworks and guidelines complement the Group's integrated reporting approach by supporting consistency, comparability, and clarity in sustainability-related disclosures, and by strengthening the linkage between strategy, risk management, performance, and long-term value creation.

Key Frameworks/ Standards/ Guidelines Applied	IAR 2025	Sustainability Statement 2025 ("SS 2025")	Financial Statements for FYE2025
International Integrated Reporting Framework, IFRS Foundation, January 2021	●		
Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities")	●	●	●
Companies Act 2016	●		●
Malaysian Code of Corporate Governance ("MCCG") 2021	●		
Corporate Governance Guide (4th Edition) of Bursa Securities	●		
Global Reporting Initiative ("GRI") Universal Standards 2021		●	
United Nations Sustainable Development Goals ("UN SDGs")		●	
Sustainability-related index criteria: FTSE4Good Bursa Malaysia Index		●	
National Sustainability Reporting Framework ("NSRF")		●	
United Nations Global Compact's ("UNGC") Ten Principles		●	
Sustainability Accounting Standards Board ("SASB") Sector - Specific Disclosures		●	
Aluminium Stewardship Initiative ("ASI") Performance Standard Version 3.1 ("PS v3.1")		●	
International Financial Reporting Standards ("IFRS")	●	●	●
Malaysian Financial Reporting Standards ("MFRS")			●

About This Report

Scope and Boundaries

IAR 2025 covers the reporting period from 1 January 2025 to 31 December 2025, unless stated otherwise. The report encompasses disclosures relating to the Group's activities and value chain, including the subsidiaries, joint operations, joint ventures, and associates, where applicable. In assessing SROs, Press Metal considered activities, resources, and relationships across the broader value chain; however, unless otherwise stated, the metrics disclosed primarily relate to entities under the Group's direct operational and management control.

Further details on the scope and boundaries of sustainability disclosures are provided on page 110 of this SS 2025.

An integrated reporting approach has been adopted to demonstrate how value is being delivered over the short, medium and long term. This approach reflects the interconnected nature of financial performance, operational execution, stakeholder relationships, and sustainability objectives. Key areas of focus are as follows:

- **Business Performance:** The IAR 2025 offers a holistic analysis of financial and non-financial performance, together with insights into growth prospects and strategic direction (refer to pages 14 to 24 for further details).
- **Stakeholder Engagement:** Priority is given to building constructive relationships with stakeholders, with their expectations considered in the formulation and execution of business strategies (refer to pages 33 to 38 for further details).
- **Materiality:** The identification and prioritisation of key material matters provide a holistic view of global trends, industry developments, and risks that could significantly impact the Group's performance, considering both their financial impacts on the Group and the Group's impacts on the economy, environment, society, and governance (refer to pages 39 to 43 for further details).
- **Key Capitals:** The identification of inputs, outputs, and outcomes across the capitals underpinning the Group's business model collectively supports value creation across the Group's ecosystem and aligns with the strategic objectives (refer to pages 58 to 59 for further details).

Further details on the scope and boundaries of sustainability disclosures, including the organisational and operational boundaries for GHG emissions (Scopes 1, 2, and 3), are provided on page 110 and page 182 of this SS 2025. Details on climate-related time-horizons are set out in the Climate Change section on pages 171-181 of this SS 2025.

Materiality

This year, Press Metal adopts the double materiality approach in materiality assessment, considering both financial and impact perspectives. In this regard, material topics are assessed based on the following key criteria:

- **Financial materiality** – topics that may reasonably be expected to influence the Group's financial performance, financial position, cash flows or ability to generate value over time; and
- **Impact materiality** – topics that reflect the Group's significant impacts on the economy, environment, and society, including matters of importance to stakeholders and those contributing to indirect value creation.

Detailed disclosures on the judgements and measurement uncertainties are provided on pages 111-112 of this SS 2025.

Board Responsibility Statement

The Board of Directors ("Board") of PMAH acknowledges its responsibility in ensuring the integrity and credibility of this IAR 2025.

Prepared in accordance with sound governance practices and appropriate oversight, IAR 2025 presents, in the Board's view, a balanced and meaningful account of the matters most relevant to the Group's performance, strategic direction, and capacity to create long-term value.

About This Report

Statement of Assurance

The financial disclosures and reports presented in the Financial Statements section of this IAR 2025 have undergone independent auditing by KPMG PLT.

To strengthen the accuracy and credibility of sustainability-related information, KPMG PLT was also engaged to provide limited assurance on eleven (11) selected sustainability indicators, namely:

1. Percentage of directors by gender and age group (%)
2. Percentage of employees by gender and age group, for each employee category (%)
3. Confirmed incidents of corruption and action taken (No.)
4. Number of work-related fatalities (No.)
5. Lost time incident rate (employee only) (rate)
6. Number of substantiated complaints concerning human rights violations (No.)
7. Percentage of employees that are contractors or temporary staff (%)
8. Total energy consumption (million gigajoules)
9. Scope 1 Greenhouse Gas (“GHG”) emissions (kilotonnes of CO_2e)
10. Scope 2 GHG emissions (location-based) (kilotonnes of CO_2e)
11. Scope 2 GHG emissions (market-based) (kilotonnes of CO_2e)

The boundary of the limited assurance engagement on the selected sustainability indicators represents all subsidiaries of the Company operating in Malaysia, Hong Kong and China, Indonesia, Australia, the United States (“US”), and the United Kingdom (“UK”), with the exception of PMB Spectrum Sdn. Bhd. Notwithstanding the foregoing, Indicator 1 – Percentage of directors by gender and age group (%) – covers PMAH only.

In addition to the independent external assurance, the Group has carried out an internal audit review of sustainability performance data and related processes. This internal review complements the third-party assurance exercise and reinforces the Group’s commitment to the reliability, consistency, and integrity of its disclosures.

Forward-Looking Statements

Forward-looking statements in IAR 2025 relating to the Group’s financial position, prospects, targets, and business strategies are based on current judgements, estimates, and reasonable assumptions, taking into account the circumstances, and information available at the time of reporting. Such statements are subject to inherent uncertainties, including measurement uncertainty and assumptions relating to future market conditions, regulatory developments, operational performance, and capital allocation.

Navigation Icons

Our Six (6) Capitals

- F Financial Capital
- N Natural Capital
- I Intellectual Capital
- H Human Capital
- M Manufactured Capital
- SR Social and Relationship Capital

Our Stakeholders

- Board of Directors
- Key Management
- Employees
- Business Partners
- Local Communities
- Suppliers/ Contractors/ Service Providers
- Media/ Analysts
- Customers/ Distributors
- Government/ Regulatory Authorities
- Industry Associations
- Capital Providers (Financiers, Shareholders, Investors)

About This Report

Actual outcomes may differ and be potentially material, due to unforeseen events, changes in underlying assumptions, estimation uncertainty, emerging risks, and other internal or external factors that may affect the Group's performance.

Accordingly, readers are advised to exercise caution and avoid placing undue reliance on these forward-looking statements. Such statements reflect the Group's views only as at the reporting date and may differ from actual results as conditions, judgements, and underlying assumptions change over time.

Reporting Suite

Visit our website at *www.pressmetal.com* or scan the QR code below to read our IAR2025.

Feedback and Contact Point

We are committed to continuously improving the quality of our reporting. We welcome feedback and input as we continue to advance our reporting journey. If you have any comments on IAR 2025 or require further clarification, please email: *corpcomm@pressmetal.com*.

Our Material Matters

Upholding Good Governance and Economic Resilience

- M1 Economic and Financial Resilience
- M2 Business Ethics and Corporate Governance
- M3 Responsible Sourcing
- M4 Sustainable Manufacturing
- M5 Product Quality and Customer Satisfaction
- M6 Customer Data Privacy and Information Technology

Caring for the Planet

- M7 Climate Change
- M8 Material Stewardship
- M9 Waste Management
- M10 Water and Effluents
- M11 Biodiversity

Empowering Our People and Enriching Our Communities

- M12 Occupational Health and Safety
- M13 Human Rights
- M14 Diversity and Inclusion
- M15 Talent and Labour Management
- M16 Community Management

Who We Are

Over the last four (4) decades, Press Metal has grown into Southeast Asia's largest integrated aluminium producer and a prominent aluminium extruder, driven by sustained expansion in capability, production capacity, and geographic reach. Today, the Group's aluminium products are integral to industries that support modern life and future progress, including clean energy infrastructure, transportation, construction, and consumer goods across international markets. As the global economy accelerates towards decarbonisation, industrial modernisation, and resource efficiency, Press Metal remains strategically positioned to meet rising demand for sustainable materials while contributing to economic development.

Listed on the Main Market of Bursa Securities and a constituent of the FTSE Bursa Malaysia Kuala Lumpur Composite Index, Press Metal is also featured in several global indices, including the MSCI Malaysia Index, MSCI Malaysia IMI Index, and the MSCI Malaysia Islamic Index. Press Metal's focus on sustainability and transparent business practices is reflected by our inclusion in the FTSE4Good Bursa Malaysia Index as well as the MSCI Malaysia Country Selection Index, recognising the Group's continued integration of responsible practices across the operations.

Press Metal's core activities comprise the manufacturing and trading of primary, value-added, and extruded aluminium products. Headquartered in Selangor, Malaysia, the Group operates midstream production facilities in Sarawak and Johor, Malaysia, and downstream production facilities in Selangor and Negeri Sembilan, Malaysia, as well as Guangdong, China. Distribution offices in Malaysia, Australia, the UK, and the US support market access and customer engagement across key regions.

Anchored by long-term strategic priorities, Press Metal continues to strengthen its integrated value chain by investing in upstream activities to reinforce raw material security, improve operational efficiency, and embed sustainability across all stages of production. Guided by a disciplined focus on resilience, resource stewardship, and prudent management of strategic dependencies, Press Metal is well-positioned to support sustainable growth, reduce environmental impact, and deliver value creation over the longer term to our stakeholders.

Our Vision

To provide products and solutions for a **sustainable future**

Our Mission

B

Business

Establish partnerships and deliver incremental value to stakeholders

E

Environment

Mindfully consume and source natural resources to deliver our aluminium products

S

Society

Enrich the communities we operate in

T

Talent

Enable an inclusive workplace and protect the social welfare of our people

Our Corporate Values

Business Acumen

The ability to facilitate strategic decision-making that drives value creation for the Group and its stakeholders

Global Outlook

To drive business growth with a global perspective and to progressively expand into a top industry player

Social Responsibilities

Upholding our commitment as a responsible corporate citizen through continuation of contribution to the advancement of the industry, community, and society

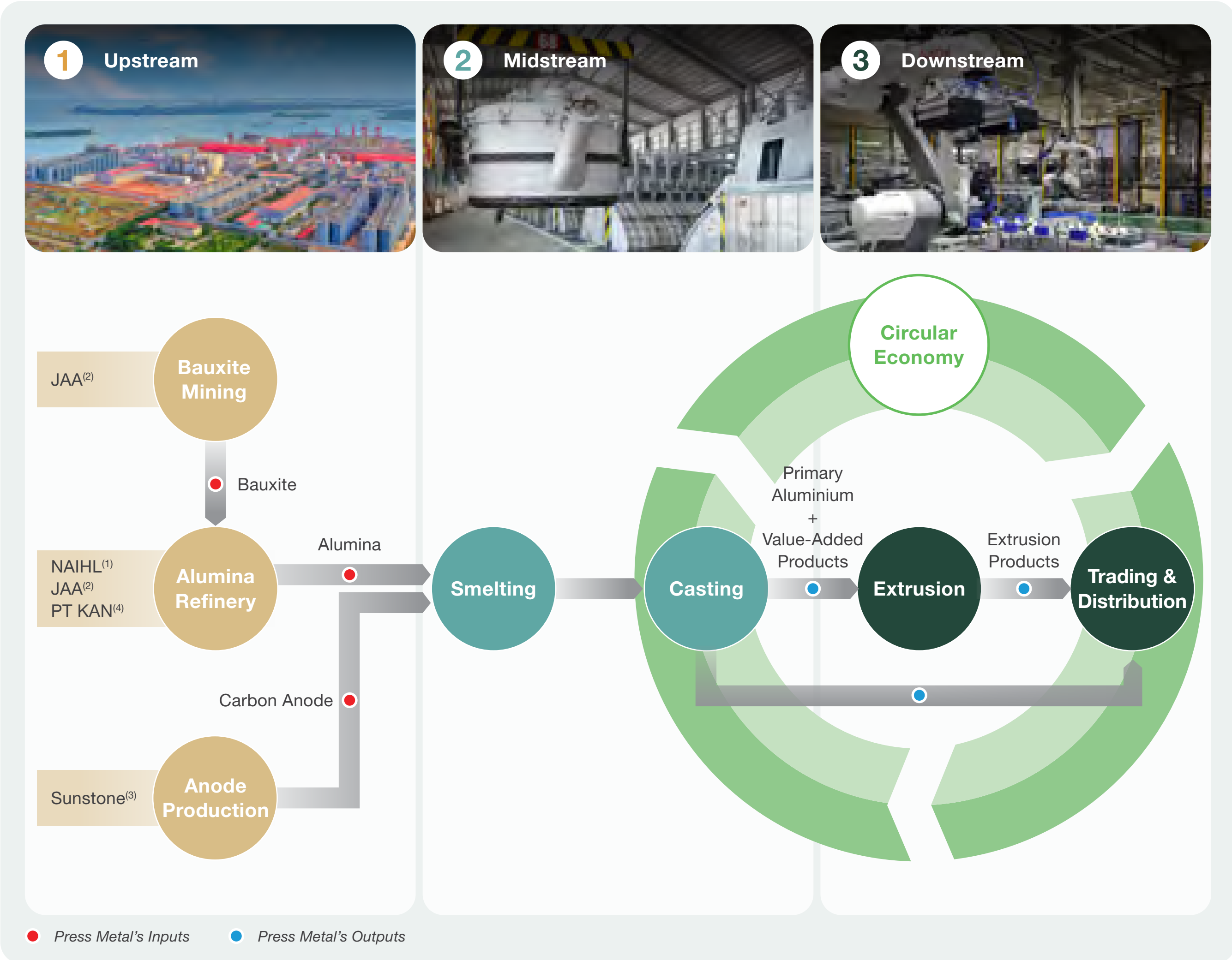
Quality Excellence

A continuous commitment to achieving, maintaining, and enhancing product quality in line with industry standards and client expectations

Focused Teamwork

Leveraging the combined expertise and skills of our workforce to achieve the Group's goals and objectives

Our Integrated Value Chain



Entities Outside the Group's Operational and Management Control

Principal Activities	Entities
Alumina Refinery	• Nanshan Aluminium International Holdings Limited ("NAIHL")[1] - Associate
Alumina Trading	• Japan Alumina Associate ("JAA")[2] - Joint Operation
Anode Production	• Shandong Sunstone & PMB Carbon Ltd., Co. ("Sunstone")[3] - Associate

Entities Within the Group's Operational and Management Control

Principal Activities	Subsidiaries
Alumina Refinery	• PT Kalimantan Alumina Nusantara ("PT KAN")[4]
Smelting & Casting	• Press Metal Bintulu Sdn. Bhd. ("PMBTU") • Press Metal Sarawak Sdn. Bhd. ("PMS")
Casting	• Press Metal Aluminium Rods Sdn. Bhd. ("PMAR")
Extrusion	• Press Metal International Limited ("PMI") • Press Metal International Technology Ltd. ("PMIT") • Press Metal Precision Technology Ltd. ("PMPT") • PMB Aluminium Sdn. Bhd. ("PMBA") • Press Metal PV (Sarawak) Sdn. Bhd. ("PMPV")[4]
Trading & Distribution	• Press Metal UK Limited • Press Metal Aluminium (Aus) Pty. Ltd. • Press Metal North America Inc. • PMB Aluminium Sabah Sdn. Bhd. • PMB Central Sdn. Bhd. • PMB Eastern Sdn. Bhd. • PMB Northern Sdn. Bhd.

Notes:
1) *NAIHL is a 20.62%-owned associate of Press Metal and operates independently without operational control by Press Metal.*
2) *JAA is a 50%-owned joint operation that is principally engaged in the trading of alumina products. Alumina supply is secured via JAA's 10% ownership in the Worsley Alumina Unincorporated Joint Venture ("Worsley UJV"), which is involved in bauxite mining and alumina refining activities.*
3) *Sunstone is a 20%-owned associate that is involved in carbon anode production and operates independently without operational control by Press Metal.*
4) *PT KAN and PMPV are currently under construction.*

Our Key Strengths

Integrated Aluminium Operations

- Press Metal is the largest integrated aluminium producer in Southeast Asia, operating with midstream smelting capacity of 1.08 million tonnes per annum and downstream extrusion capacity of 230,000 tonnes per annum as at the end of 2025. This scale positions us at the forefront of the regional aluminium industry.
- Our products serve a broad and diversified customer base globally, including Asia Pacific, Europe, and North America, reflecting our ability to meet the demands of global markets.
- Press Metal continued to expand upstream investments to strengthen competitive edge across the aluminium value chain, reinforcing raw material security, improving self-sufficiency, and establishing a more stable, cost-efficient raw material supply for the Group's smelting operations. Our upstream portfolio includes investments in three (3) alumina refineries: Worsley UJV in Australia, as well as NAIHL and PT KAN in Indonesia. Currently, the Group has internalised a substantial portion of its alumina requirements, and with PT KAN expected to be completed in 2027, this position is set to strengthen further.
- Press Metal has invested in Sunstone in China to support a stable and reliable supply of carbon anodes, strengthening supply chain resilience, and operational efficiency.

Smelting Capacity
1.08 Million MT

Extrusion Capacity
230 k MT

Responsible Aluminium Production

- Our smelting operations consistently perform well below the global average of 14.4 tonnes of CO_2e per tonne of aluminium (mine-to-metal emissions intensity)[1] and remain under the ASI threshold of 11 tonnes of CO_2e per tonne of aluminium.
- Our commitment to responsible production is further recognised through the ASI PS certifications obtained by our smelting facilities in Sarawak, PMBTU and PMS, as well as our extrusion facility in China, PMI.
- As a low-carbon aluminium producer, Press Metal is well-positioned as a preferred supplier for industries that prioritise sustainable materials in their manufacturing processes.
- We advanced our sustainability agenda through our GEM™ series, a low-carbon aluminium product that emits less than 4.0 tonnes of CO_2e per tonne of aluminium (Scope 1 and Scope 2 emissions). Building on this, we also introduced the CYCAL™ billet series, which integrates GEM™ with high recycled aluminium content and is available in 50% (CYCAL™ 50) and 80% (CYCAL™ 80) recycled aluminium options. These products deliver high-quality and lower-carbon solutions to the global markets.

Received
ASI Chain of Custody Standard certification
for smelting facilities, PMBTU and PMS

Received
ASI Performance Standard certification
for smelting facilities, PMBTU and PMS, and extrusion facility, PMI

www.pressmetal.com/esg/membership

Source:
1) IAI (2024). Primary Aluminium Greenhouse Gas Emissions Intensity. www.international-aluminium.org/statistics/greenhouse-gas-emissions-primary-aluminium/

Our Key Strengths

Sustainability-Driven Approach

- Sustainability is a core component of the Group's strategy, and we take pride in being a constituent of the FTSE4Good Bursa Malaysia Index. We made our debut in June 2022 with a four (4)-star rating and have successfully maintained this rating for four (4) consecutive years.
- Reflecting our unwavering commitment to sustainable business practices, our MSCI ESG rating stood at 'AA', underscoring our strengthened resilience in managing environmental, social, and governance ("ESG") risks.
- Our commitment and progress have earned significant recognition. In 2025, the Group received The Edge's "Best of the Best" award at The Edge ESG Awards 2025, positioning Press Metal among Malaysia's leading ESG performers. PMAH was also listed as a 5-Star Lister in the UN Global Compact Network Malaysia & Brunei ("UNGCMYB") ESG Select List 2025, while PMI was also recognised with the "Outstanding ESG Practice in China Nonferrous Metals Industry" award.
- Press Metal has established a comprehensive sustainability framework that includes a Sustainability Roadmap with clear and time-bound targets. Our efforts focus on advancing progress including reducing GHG emissions, improving resource efficiency, and monitoring environmental ecosystems.
- We continue to strengthen our presence in global sustainability networks by actively engaging with organisations such as the ASI, the Federation of Malaysian Manufacturing, and other relevant industry platforms. These collaborations support the advancement of sustainability agendas, enhance industry knowledge sharing, and reinforce our role in promoting responsible practices across the aluminium value chain.

FTSE4Good

A constituent of the
FTSE4Good Bursa Malaysia Index

Maintained a
4-star rating
since our debut in June 2022

Renewable and Reliable Resource

- Press Metal continues to advance renewable energy agenda through strategic collaboration for the development of a large-scale solar project and the installation of rooftop solar systems across operations, reflecting the Group's commitment to strengthening energy resilience for long-term value creation.
- Press Metal's smelting operations are strategically located in Sarawak, Malaysia, an area endowed with consistent rainfall and abundant river systems. These natural advantages provide an ideal environment for harnessing hydropower, enabling our smelting plants to utilise electricity predominantly from renewable hydroelectric sources.
- Our smelting plants benefit from a renewable and reliable electricity supply, secured from the State's main grid through long-term power purchase agreements ("PPA") with the Sarawak's state power utility.
- Unlike many other smelters that are tied to floating-rate PPA with volatility that varies in accordance with market prices for coal or gas, we are not subject to material fluctuations in energy costs.
- Maintaining a low-cost model alongside low-carbon aluminium production has established a resilient and sustainable competitive position for us within the industry.

Our smelting operations derive a significant portion of electricity from hydroelectric source

Key Highlights 2025

Revenue

RM16.2 Billion

Total Equity

RM11.5 Billion

Earnings per Share

25.48 Sen

Net Gearing Ratio

0.15 Times

Key Highlights 2025

PATAMI

RM2.1 Billion

Dividends

RM638.6 Million

FTSE4Good ESG Rating

FTSE4Good

ESG Grading Band: **4 Stars**

MSCI ESG Rating

MSCI

AA

2025 rating

Associations and Memberships

Press Metal engages with both domestic and international industry associations to exchange knowledge, access industry best practices, and keep informed of emerging trends and regulatory developments. These engagements support ongoing benchmarking of performance against industry peers and provide insights into evolving expectations across the aluminium value chain. They also inform the development of strategies that are responsive to sector-specific opportunities and risks, across ESG, and market-related dimensions.

Our participation in industry associations is guided by the Group's Industry Association Participation Principles, which set out expectations for transparency, ethical conduct, and alignment with the Group's values and sustainability objectives. Further details on these principles are available on the Group's website at *https://www.pressmetal.com/investor-relations/corporate-governance*.

The international associations in which Press Metal holds membership or maintains active engagement include the following:

Aluminium Stewardship Initiative

A not-for-profit standards setting and certification organisation for the aluminium value chain. ASI's vision is to maximise the contribution of aluminium to a sustainable society. ASI aims to recognise and collaboratively foster responsible production, sourcing, and stewardship of aluminium, through the implementation of its Performance Standard and Chain of Custody Standard.

United Nations Global Compact

A voluntary initiative launched by the United Nations to encourage global businesses and organisations to adopt sustainable and socially responsible policies. It provides a framework for companies to align their strategies and operations with ten (10) principles, covering human rights, labour, environment, and anti-corruption. By joining the UNGC, we commit to implementing these principles and submitting an annual Communication on Progress update.

The following is a list of trade groups that Press Metal belongs to or is affiliated with:

Malaysia

- Federation of Malaysian Manufacturing
  - Member of the Circular Economy and Environmental Stewardship Committee
  - Member of the Sustainable Development Goals and Climate Change Committee
- Sarawak Chamber of Commerce and Industry

China

- Alashan Society of Entrepreneurs and Ecology
- China Aluminium Association
- China Non-Ferrous Metal Industry Association
- Foshan Nanhai Aluminium Profile Industry Association
- Guangdong Association of Shipbuilding Industry
- Guangdong Automobile Industry Association
- Guangdong Society of Naval Architecture and Marine Engineering
- MAYCHAM China Greater Bay
- Sanshui District Aluminium Processing Industry Association
- Shanghai Aluminium Trade Association

Awards and Accolades

Press Metal Aluminium Holdings Berhad

The EDGE Malaysia ESG Awards 2025

Best of the Best Category

The EDGE Billion Ringgit Club 2025

Super Big Cap
(Above RM40 Billion Market Capitalisation):
Highest Return on Equity Over Three Years

Transition Pathway Initiative

Upgraded Management Quality
from level 4 to level 5

UNGCMYB ESG Select List 2025

5-Star Lister

National Corporate Governance & Sustainability Awards 2025

Overall Excellence Award (Top 50)

Happy Companies to Work For

Excellence in Talent Management
and Succession Planning

Press Metal Bintulu Sdn. Bhd.

Prime Minister's Hibiscus Award 2024/ 2025

Notable Achievement in
Environmental Performance

Press Metal International Limited

Outstanding ESG Practice in China Nonferrous Metals Industry

Guangdong Annual Exceptional Employer Award

Chairman's Statement

DATUK (DR) YVONNE CHIA
Independent Non-Executive Chairman

Advancing with Discipline, Growing with Purpose

We look ahead with confidence — agile in seizing opportunities while remaining steadfast in our commitment to building sustainable value in the years ahead.

Chairman's Statement

Dear Valued Stakeholders,

The past financial year demonstrated the resilience of the Group's business model and the effectiveness of our strategies as we continue our journey towards delivering sustainable long-term value.

Amid a favourable aluminium price environment, coupled with heightened macroeconomic and geopolitical volatility, Press Metal delivered a strong and sustainable performance. This was underpinned by disciplined risk management, operational efficiency, and a robust financial position.

For FYE2025, the Group achieved record revenue of RM16.2 billion, representing an increase of 8.7% from the previous year, while profit after tax and minority interest ("PATAMI") rose 18.9% to RM2.1 billion. Earnings per share increased to 25.48 sen and return on invested capital reached 20.0%, reflecting continued discipline in capital allocation and operational execution.

For the year, the Board paid a total dividend of 7.75 sen per share, while retaining the remaining profits to support and fund our growth strategy. As I write this in April 2026, total shareholders' return from the beginning of 2025 to now is above 60%, positioning PMAH among the stronger performers within the FTSE Bursa Malaysia KLCI. These results reflect the strength of our integrated platform and our ability to execute consistently while maintaining strategic discipline.

Our hedging strategy continued to preserve earnings stability. A good proportion of production was hedged within clearly defined risk parameters, safeguarding margins while retaining measured participation in favourable price movements. This approach helped reduce earnings volatility, supported certainty and strong operating cash flow generation. It enabled the Group to fund capital expenditure, strengthen liquidity, and maintain balance sheet strength. Financial prudence remains central to our daily operations as we position the Group for longer-term resilience.

Operational Strength & Competitive Positioning

Operational efficiency and asset reliability continued to improve through targeted investments in plant optimisation, energy management, and consistent maintenance. Following the fire incident in Phase 3 of our Samalaju smelter in 2024, we stepped up efforts to close gaps with stronger discipline and greater accountability on the ground. As a result, smelter availability and utilisation in 2025 were sustained at levels that compare favourably with our installed production capacity.

Simultaneously, we continued to focus on improving unit cash costs despite ongoing global cost pressures across energy, logistics, and supply chains. We possess a strong culture of efficiency and cost discipline, which is continuously being reinforced across all our facilities.

Strengthening Supply Security & Expanding Strategic Reach

Looking ahead, the Board remains focused on strengthening the resilience of the Group's value chain through selective upstream investments that enhance raw material security and deepen value chain integration. Capital allocation continues to be guided by financial discipline, risk-adjusted returns, and alignment with our overall strategic priorities.

Alumina is a critical raw material for our operations. To further secure supply, the Group has invested in several alumina refineries. Our latest investment is the 80%-owned PT KAN, with an equity investment of USD240 million. The refinery will have an initial capacity of one (1) million tonnes per annum, with construction progressing on schedule and first commissioning expected in 2027.

Revenue	PATAMI	Earnings per share
RM16.2 Billion	**RM2.1** Billion	**25.48** Sen
2024: RM14.9 Billion	2024: RM1.8 Billion	2024: 21.43 Sen

Chairman's Statement

Beyond strengthening upstream integration, the Group is also broadening its market footprint by increasing exposure to semi-finished cast products. Our value-added products ("VAPs"), which yield higher margins, accounted for 47% of total sales volume in FYE2025. We are currently constructing an 80,000 tonne per annum solar frame extrusion facility in phases in Samalaju, in collaboration with Bintulu Capital Sdn. Bhd., a wholly owned subsidiary of the Bintulu Development Authority ("BDA"). During the year, we also expanded into another solar project with our 40%-owned joint venture company securing a PPA to develop a 100 MWac solar photovoltaic ("PV") facility in Mukah, Sarawak.

This balanced dual focus on supply chain security and semi-finished cast products enhances our competitive positioning as we seek to expand our footprint.

Digital & Cyber Resilience

In an increasingly digital operating environment, cyber resilience has become integral to safeguarding business continuity and protecting enterprise value. During the year, the Group further strengthened its cybersecurity architecture, governance frameworks, and incident response capabilities.

Advancing Our Sustainability Agenda

Sustainability remains deeply embedded in the Group's strategy and operating model. We are steadfast in our commitment to low-carbon aluminium production, with our output meeting increasingly stringent emissions standards required by global customers and regulators. This positions the Group well as carbon pricing mechanisms, border adjustment frameworks, and sustainability-linked procurement practices continue to evolve globally.

During the year under review, we were honoured with several accolades that reaffirm our ESG leadership. These include the "Best of the Best" award at The Edge ESG Awards 2025, the National Corporate Governance & Sustainability Awards ("NACGSA") Overall Excellence Award (Top 50), and recognition as a 5-Star Lister in the ESG Select List 2025 by the UNGCMYB. Press Metal is also ranked within the top tier in the FTSE4Good industry ESG benchmark alongside global peers.

More detailed information on our sustainability progress is presented in the SS 2025 on pages 110-304 of this IAR 2025.

The EDGE Malaysia ESG Awards 2025
Best of the Best Category

NACGSA
Overall Excellence Award (Top 50)

UNGCMYB ESG Select List 2025
5-Star Lister

Chairman's Statement

Social & Governance Stewardship

We recognise that our long-term success is inseparable from the wellbeing of our employees and the community. Continued investments in quality worker accommodation and township infrastructure are intended to enhance safety, stability, and productivity, while reinforcing employee retention and community trust. So far, we have invested a total of RM143 million in our township development in Samalaju out of the total sum of RM225 million allocated for this project, to provide safe and comfortable housing for employees.

The Board remains firmly focused on strengthening governance, risk oversight, and organisational resilience across economic, operational, technological, and environmental dimensions. The Group's strong balance sheet, prudent financial policies, and integrated risk management framework provide the flexibility to navigate volatility while pursuing opportunities to create value and expand our global market share.

Appreciation

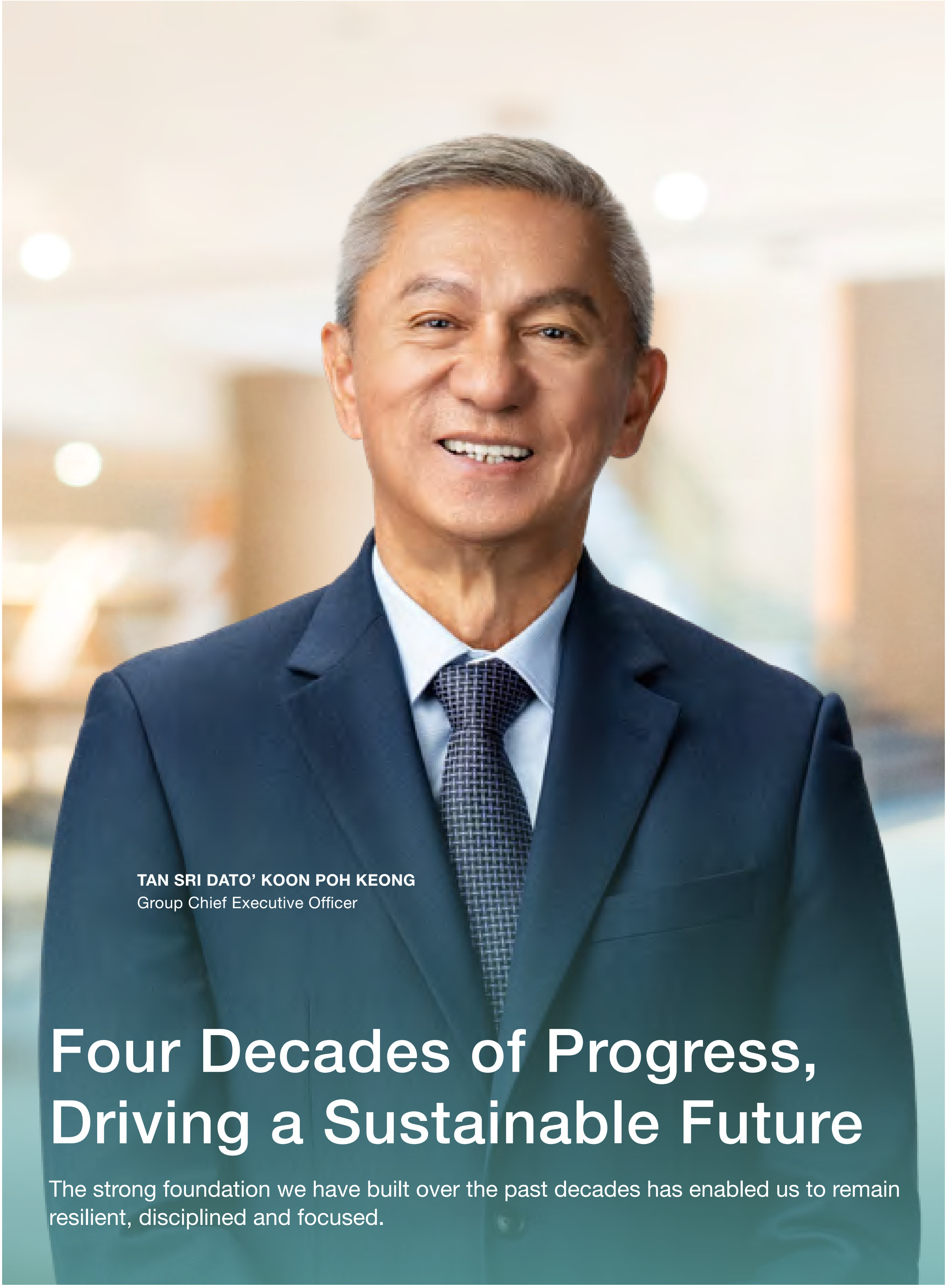
Amid an increasingly volatile geopolitical landscape, the Group enters its next phase of growth with a resilient operating platform, strong financial foundations, and a clear strategic position in low-carbon aluminium. With these strengths and a clear vision, we look ahead with confidence — agile in seizing opportunities while remaining steadfast in our commitment to building sustainable value in the years ahead.

On behalf of the Board, I extend my sincere appreciation to our management team and employees for their dedication and execution excellence. I also thank our customers, business and banking partners for their continued trust and support. To our shareholders, I am deeply grateful for your confidence in the Group and your continued support. Finally, I wish to thank my fellow Board members for their stewardship and guidance throughout the year.

Thank you.

DATUK (DR) YVONNE CHIA
Independent Non-Executive Chairman

Management Discussion and Analysis by Group CEO



TAN SRI DATO' KOON POH KEONG
Group Chief Executive Officer

Four Decades of Progress, Driving a Sustainable Future

The strong foundation we have built over the past decades has enabled us to remain resilient, disciplined and focused.

Management Discussion and Analysis by Group CEO

Foreword by Group CEO

This year marks a historic milestone for Press Metal as we celebrate our 40th anniversary under the theme "40 Years of Journey – Growth and Sustainability". Over the past four (4) decades, we have evolved alongside an increasingly dynamic global landscape, and FYE2025 presented another chapter shaped by evolving trade policies and shifting regional dynamics. Yet, the strong foundation we have built over the past decades has enabled us to remain resilient, disciplined, and focused. Our clear direction and consistent execution delivered another record performance in FYE2025, with PATAMI reaching RM2.1 billion, an achievement matched by significant accolades for our sustainability performance.

It is deeply gratifying to see how far the Group has come. What we have achieved today is a direct testament of the unwavering commitment, capability, and perseverance of our people, who have consistently risen to challenges and delivered their very best in pursuit of excellence. Looking ahead, we will continue to raise the bar. Guided by a clear and resolute strategic focus, we remain committed to driving sustainable business growth while upholding our environmental and social responsibilities, ensuring that our actions today create lasting value for the future.

Key Highlights of 2025

Achieved record PATAMI of RM2.1 billion

Achieved a 18.9% year-on-year growth, driven by strong smelting and extrusion segment performance.

Strategic expansion in upstream alumina refineries

Continuously strengthening long-term alumina supply security to mitigate exposure to volatility from third-party sources, with construction progressing at PT KAN.

Increasing capacity in downstream extrusion segment

Expanding extrusion capacity to serve high-growth segments, such as solar, to capture clean energy-related opportunities and support growing demand across key end-markets.

Continued ESG progress and recognition

Improved operational control through greater awareness, stronger personnel discipline, and higher operational compliance, enabling faster response and decision-making.

Industry Trends & Market Dynamics

The global macro environment remained fluid throughout the year, with evolving trade policies and geopolitical developments continuously reshaping the economic landscape. These factors kept the overall market sentiments cautious. Notwithstanding lingering uncertainties, the aluminium market stayed broadly balanced, underpinned by limited supply growth and structural demand drivers from clean energy, automotive, packaging, and infrastructure development.

Aluminium prices remained well supported in 2025. The year began with prices in the mid-USD2,500s per tonne, rising to approximately USD2,685 per tonne by March amid largely stable demand while inventories remained tight. Prices moderated during April and May, trading within the USD2,300 - USD2,400 per tonne range as overall industrial demand softened due to concerns over inflationary pressures and markets recalibrated to tariff-related trade flow shifts. Toward year-end, pricing momentum improved, with aluminium approaching USD3,000 per tonne. Inventory levels remained at multi-year lows for most of the year, with tight physical availability lending support to prices, alongside a favourable copper-to-aluminium ratio.

Demand conditions were broadly stable, supported by long-term structural growth drivers. Asia continued to anchor global consumption growth, while demand across the US, Europe, and North Asia remained largely firm. The accelerating global transition towards sustainability continues to reinforce aluminium's strategic relevance, with demand increasingly facilitated by global megatrends such as decarbonisation and the modernisation of energy infrastructure through the expansion of power grids, solar PVs, electric vehicles ("EV"), and battery storage. Aluminium's lightweight, high-heat dissipation, and recyclability properties make it a critical material for renewable energy infrastructure and energy-efficient applications. Growing preference for low-carbon aluminium presents clear opportunities for producers with cleaner production footprints. In this regard, Press Metal is well-positioned, supported by our predominantly hydropower-based operations and low-carbon aluminium production.

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On the supply side, global aluminium production growth is expected to decelerate, despite some capacity expansions in Asia excluding China. Furthermore, higher electricity and fuel costs are putting smelter operations at risk in certain regions, particularly those with expiring power contracts or producers exposed to market-based electricity tariffs. In China, where production capacity caps continue to be strictly enforced and national aluminium output is approaching its production ceiling, new supply growth remains structurally constrained. As a result, new capacities are increasingly limited to replacement or efficiency-driven upgrades rather than new expansions. In addition, rising competition for electricity from energy-intensive sectors, including advanced computing and technology infrastructure, has further tightened power availability in several markets, further reinforcing supply-side constraints. Environmental regulations and carbon emissions-related compliance requirements have also contributed to a more measured pace of global capacity additions, collectively supporting a more balanced aluminium market environment.

Strategic Focus Areas

Enhancing Upstream Capacity

We continued to reinforce our upstream integration, recognising alumina as a critical input to our operations. Our focus is to enhance self-reliance and to mitigate exposure to external supply fluctuations by minimising dependence on third-party suppliers.

As of April 2026, we hold investments in two (2) alumina assets in Indonesia: a 20.62% stake in NAIHL and an 80% stake in PT KAN. In addition to that, we have a 5% effective stake in the Worsley UJV in Australia.

NAIHL was listed on the Hong Kong Stock Exchange in 2025, and its refinery located in Pulau Bintan, Indonesia commissioned its expansion during the year, raising total capacity to four (4) million tonnes by the end of 2025. Meanwhile, PT KAN's refinery construction is progressing on schedule, with commissioning of the first one (1) million-tonne capacity phase expected in 2027.

Expanding our upstream capabilities will significantly bolster our alumina supply chain resilience and strengthen our competitiveness across the aluminium value chain. By reducing dependence on external suppliers and traders, we can improve operational resilience and efficiency. The close proximity of our Indonesian refineries to our Sarawak smelters is expected to generate cost efficiencies, further optimising our overall operations. Beyond securing raw material supply, mitigating price volatility, and achieving cost efficiencies, these investments are expected to safeguard overall operating margins while delivering sustainable returns on capital.

Sustainable Aluminium Solutions

Global demand for sustainable aluminium continues to rise as manufacturers and consumers increasingly prioritise low-carbon and responsibly sourced materials in their supply chains. Leading international brands are actively seeking aluminium solutions that meet strict environmental standards, including certified production processes, to support their sustainability commitments. This shift is being driven by regulatory pressures, growing consumer awareness, and corporate pledges to achieve net-zero emissions, making low-carbon aluminium a rapidly expanding market segment.

Press Metal remains committed to the production of sustainable aluminium solutions and in 2024, the GEM™ brand was launched, an aluminium product series with verified carbon footprint of less than 4.0 tonnes of CO_2e per tonne of aluminium (covering both Scope 1 and Scope 2 emissions). Demand for the GEM™ series continued to grow in 2025, supporting the increasing global demand for certified sustainable materials.

In addition, we have also introduced CYCAL™ billet series, which integrates GEM™ with high recycled aluminium content and is offered in 50% (CYCAL™ 50) and 80% (CYCAL™ 80) recycled aluminium content, respectively. The CYCAL™ series offers an optimal balance of quality and reduced carbon emissions, further enhancing our commitment to sustainable aluminium production.

Harnessing Opportunities in Renewables

As part of our broader sustainability journey, we are actively expanding our participation in the renewable energy value chain. In October 2025, our 40%-owned company, Mukah Solar Powerplant Sdn. Bhd. ("MSPSB"), has entered into a PPA with Syarikat Sesco Berhad for the development of a 100 MWac solar PV facility in Mukah, Sarawak. This landmark entry into large-scale solar power generation represents a decisive step in facilitating Malaysia's energy transition agenda. The project is strategically aligned with the National Energy Transition Roadmap ("NETR"), which positions renewable energy as a primary driver in the shift towards a high-value green economy. Beyond contributing to Malaysia's aspiration of achieving 70% renewable energy capacity, the project is also expected to abate around 46,000 tonnes of CO_2 annually once operational, fortifying the nation's commitment to reaching net-zero emissions by 2050.

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Beyond energy generation, aluminium itself remains a critical enabler of renewable technologies. Its lightweight, durable, and corrosion-resistant properties make it well-suited for solar, wind and other clean energy applications, underpinning strong structural demand in this sector. Our downstream extrusion segment is strategically positioned to capture these growth opportunities by delivering specialised, product-based solutions. We are constructing our solar frame extrusion facility in Samalaju, with an annual production capacity of approximately 80,000 tonnes, in collaboration with Bintulu Capital Sdn. Bhd., a wholly owned subsidiary of the BDA. This expansion broadens our portfolio of low-carbon aluminium applications and further reinforces our contribution to the global energy transition.

Advancement in Sustainability

- **Achieved our 2025 GHG reduction goal**
- **Advanced digital transformation and automation**
- **Achieved 34.7% female representation in managerial roles**
- **Launched Bintulu Township for employee accommodation**

Press Metal continued to make significant progress in 2025, strengthening our commitment towards sustainable practices across all aspects of our operations. Our key milestones and initiatives are detailed in our SS 2025, reflecting a year of meaningful action in ESG areas.

Our efforts have gained recognition from both local and international ESG organisations, with Press Metal receiving multiple awards that highlight our progress, innovation, and tangible impact in sustainability.

Updates on Operational Activities

Throughout 2025, we remained firmly focused on operational excellence, prioritising capacity optimisation, cost discipline, and efficiency improvements across our operations. Our structured pot relining programme continued to enhance output performance, forming a core part of our maintenance strategy. Following the full restoration of all pots affected by the fire incident in 2024 at our Phase 3 Samalaju smelter by the first quarter of 2025, we were able to progressively ramp up production and optimise capacity utilisation in the second half of 2025. As a result, molten aluminium production reached 98% of nameplate capacity and was sustained at this level till the end of the year.

On the cost front, raw material dynamics evolved during the year. Alumina, a key input in aluminium production, saw prices easing by approximately 55% from the beginning to the end of the year, as additional global refinery capacity came onstream, outpacing demand from aluminium producers. During the year, a portion of our alumina was procured under contractual arrangements, and we also utilised some higher-priced inventory during the period, which limited the immediate benefit from lower spot prices. Nevertheless, the overall downward trend is supportive of improved operating margins going forward.

Alongside production and cost management, digitalisation remained a key enabler of efficiency and resilience. The continued rollout of our Manufacturing Execution System ("MES") has strengthened operational visibility and day-to-day production management through real-time monitoring, and faster response to operational deviations. During the year, we also enhanced our molten transfer management system to improve planning, coordination, and traceability of molten metal movements, supporting smoother execution, and stronger inter-department collaboration across our smelting operations.

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Review on Financial Performance

		Financial Year Ended 31 December (RM'million)				
		2025	2024	2023	2022	2021
Revenue		**16,211**	14,910	13,805	15,683	10,995
EBITDA		**3,765**	3,223	2,551	2,768	2,045
Profit before tax		**2,858**	2,303	1,646	1,952	1,443
Profit after tax		**2,508**	2,125	1,518	1,767	1,295
Profit attributable to shareholders		**2,099**	1,766	1,215	1,407	1,002
Total assets		**19,185**	16,634	15,366	15,316	14,211
Shareholders' funds		**9,369**	8,476	6,933	6,637	3,873
Total equity		**11,511**	10,305	8,396	8,005	4,920
Borrowings		**4,311**	4,084	4,628	5,093	6,370
Net debt/ Equity	Times	**0.15**	0.25	0.40	0.56	1.20
Net earnings per share	Sen	**25.48**	21.43	14.75	17.16	12.41
Dividend per share*	Sen	**7.75**	7.00	7.00	6.00	3.37

Note: ** Adjusted retrospectively to reflect the 1 for 1 bonus issue exercise completed in April 2021.*

Revenue

The Group recorded revenue of RM16.2 billion in FYE2025, representing an 8.7% increase compared to FYE2024. The improved performance was driven by higher sales volumes and the strengthening of aluminium prices, which led to stronger contributions from the smelting segment despite the weaker USD during the year. The smelting segment remained the primary contributor to both revenue and profitability. Amid the sustained upward trend in aluminium prices, the Group continued to adopt prudent forward hedging strategies to enhance earnings visibility and minimise revenue volatility, thereby supporting greater stability in overall financial performance. The extrusion segment also contributed positively to top-line growth, driven by stronger demand from emerging renewable industries such as the solar sector. This led to an improved product mix and enhanced realised pricing, further reinforcing the strength and resilience of the Group's integrated business model.

Costs

Alumina, pre-baked carbon anodes and electricity constitute the primary manufacturing cost components of our smelting operations.

During the year, alumina prices eased, positively contributing to the profitability of our smelting segment. The average market price of alumina was USD386 per tonne, which declined by over 20% compared to the average in FYE2024. Notwithstanding the moderating alumina price environment, Press Metal remained steadfast in enhancing the security of its alumina supply through strategic investments in upstream alumina assets. This strengthens our vertical integration capabilities, reduces exposure to raw material price volatility, and enhances resilience against market uncertainties, which will support the preservation of operating margins.

Conversely, prices for pre-baked carbon anodes rose compared to the previous year, with the average price rising by over 20% in FYE2025 versus FYE2024. This upward trend was primarily driven by higher raw material costs in carbon anode manufacturing.

In terms of electricity, our smelting plants benefit from their strategic location within the Sarawak Corridor of Renewable Energy, which provides access to a stable and cost-effective power supply predominantly generated from hydropower. Our long-term PPAs anchor cost stability, shielding us from the price volatility of coal and gas that impacts many smelters globally. In addition, we partially supplement electricity consumption at selected downstream facilities with solar power, thereby reducing reliance on non-renewable energy sources. This sustainable energy framework enhances operational efficiency while reinforcing our commitment to low-carbon aluminium production.

Through continued optimisation of our cost structure and strategic adoption of renewable energy, we are strengthening our competitive position in the global aluminium industry while advancing our sustainability aspirations.

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Profitability

In FYE2025, we recorded a profit before tax of RM2.9 billion, representing a 24.1% increase compared to FYE2024. This performance was driven by higher revenue, improved Earnings Before Interest, Taxes, Depreciation, and Amortisation ("EBITDA") margins supported by favourable operating costs, and lower finance costs during the year.

Despite lower contributions from associates and higher taxation incurred, we achieved an 18.9% increase in PATAMI, which rose to RM2.1 billion for the year. This outcome reflects the underlying strength and resilience of the Group's core operations, underscoring its ability to deliver sustainable earnings growth amid evolving market conditions.

Dividends

A total dividend of RM638.6 million, equivalent to approximately 30.4% of PATAMI, was paid in FYE2025. Looking ahead, we remain committed to delivering consistent and sustainable returns to our shareholders, underpinned by disciplined capital management to safeguard profitability and financial strength. This balanced approach enables us to pursue strategic growth opportunities while preserving healthy liquidity levels. By aligning shareholder rewards with prudent financial stewardship, we aim to reinforce stability and drive long-term value creation.

Borrowings & Gearing

Our total borrowings increased modestly by 4.9%, from RM4.1 billion in FYE2024 to RM4.3 billion in FYE2025, primarily to fund our expansion initiatives. Nevertheless, net borrowings declined by 34.4%, supported by a stronger cash position driven by robust operating cash flow generation, alongside the strengthening of our total equity base. As a result, our net gearing ratio improved significantly, declining from 0.25 times in FYE2024 to 0.15 times in FYE2025, reflecting the Group's solid financial standing and disciplined balance sheet management.

Market Outlook

Moving into 2026, the ongoing geopolitical developments and evolving trade policies are expected to continue shaping market conditions. Deglobalisation trends, sanctions regimes and trade realignments will influence trade flows, regional premiums and overall market dynamics. In this environment, agility and disciplined execution remain critical. The Group has demonstrated resilience in navigating a dynamic external landscape and will continue to monitor developments closely while maintaining operational efficiency and commercial flexibility.

Global aluminium consumption is projected to grow in 2026, supported by new applications and structural demand from renewable energy infrastructure, grid expansion and electrification initiatives. Trade diversification strategies, including the continued adoption of the China Plus One approach, are contributing to supply chain reconfiguration across Southeast Asia and strengthening the region's role in global manufacturing and supply chain networks. These shifts are expected to support demand for regionally produced aluminium, particularly within Asia ex-China.

Over the near term, aluminium prices are anticipated to remain underpinned by structural demand fundamentals and aluminium's strategic importance in the global energy transition. While price volatility may persist amid geopolitical and macroeconomic uncertainties, global supply discipline and capacity constraints are expected to provide underlying support to market stability.

On the whole and despite near-term uncertainties, the long-term outlook for the aluminium industry remains constructive. Rising demand from green industries and regionalised supply chains present substantial opportunities. The Group remains well-positioned to capitalise on these trends, supported by its low-carbon aluminium solutions, operational resilience, and strategic investments to drive sustainable growth in the years ahead.

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Appreciation

As we mark our 40th anniversary in 2026, it is especially meaningful to reflect on the people and partnerships that have shaped Press Metal's journey over the past four (4) decades. From our early beginnings to becoming a leading integrated aluminium producer, our progress has always been built on collective effort and shared commitment.

I would like to extend my sincere appreciation to our employees across all operations. Your professionalism, discipline, and continuous pursuit of excellence have enabled us to strengthen our capabilities, overcome challenges, and achieve new milestones. The dedication demonstrated each day on the ground is the true foundation of our success.

To our shareholders, thank you for your continued confidence and long-term support. Your trust has allowed us to invest with conviction, expand responsibly, and strengthen our position within the global aluminium industry. We remain committed to delivering sustainable growth and creating enduring value.

We are equally grateful to our customers, partners, and suppliers for their collaboration and steadfast support. The strong relationships we have built over the years have reinforced the resilience of our value chain and positioned us to capture emerging opportunities together.

I would also like to thank our Board of Directors for their guidance, and strategic counsel. Their experience and stewardship have been instrumental in ensuring that we remain focused, disciplined, and forward-looking amid an evolving global landscape.

As we celebrate 40 years of progress, we do so with humility and appreciation for everyone who has been part of this journey. Together, we look ahead with confidence to the next chapter of sustainable growth.

TAN SRI DATO' KOON POH KEONG
Group CEO

The Market We Operate In

Global economic conditions in 2025 were shaped by geopolitical tensions, evolving trade policies and ongoing supply chain realignments, creating a gradually stabilising yet still evolving operating environment. According to the International Monetary Fund, global real Gross Domestic Product ("GDP") growth was projected to stay broadly stable, supported by moderating inflation and a gradual easing of monetary conditions, although recovery across key regions remained uneven. Raw material markets reflected mixed developments, with alumina prices softening from the beginning of 2025 while carbon anode prices increased. National policies and tariffs also continued to influence trade patterns and industry dynamics.[1, 2, 3]

Structural shifts linked to the global energy transition continued to support aluminium demand. Rising investment in renewable energy infrastructure, electrification, EVs and grid expansion reinforced aluminium's role as a critical material within decarbonisation efforts. These trends support medium- to long-term demand growth despite short-term fluctuations in market conditions.

Supply chain structures also continued to evolve. The ongoing adoption of the "China Plus One" strategy together with broader trade diversification initiatives influenced manufacturing and sourcing decisions across selected Southeast Asian countries, strengthening the region's role within global manufacturing and materials supply networks.[4]

Within this environment, industry participants placed greater emphasis on strengthening supply chain resilience. Strategic partnerships, upstream integration, and regional diversification gained importance as companies sought stable access to raw materials, greater cost visibility, and protection against geopolitical and operational disruptions. Such developments position businesses to capture opportunities linked to structural demand trends in the evolving global aluminium market.

Aluminium Demand and Price Fluctuations

During 2025, the global aluminium market experienced notable price volatility across several phases of the year, influenced by macroeconomic developments, supply constraints and evolving demand conditions. At the start of the year, London Metal Exchange ("LME") aluminium prices generally traded in the mid USD2,500 per tonne range, rising gradually to around USD2,685 per tonne in March as demand showed signs of improvement alongside relatively tight inventory levels.[5]

Prices softened between April and May 2025, with LME aluminium price eased to around USD2,395 per tonne in May as industrial demand moderated and markets adjusted to tariff developments affected by global trade flows. By July, LME aluminium traded within a range of approximately USD2,562 to USD2,660 per tonne, reflecting a period of balance between supply conditions and cautious demand sentiment.

Price momentum strengthened during the second half of the year. By October, LME aluminium prices ranged between approximately USD2,686 and USD2,891 per tonne, with a median price of about USD2,793. This upward movement was supported by tightening physical inventories and steady demand across transportation, construction and energy-related applications. Momentum continued towards year-end. December's average LME aluminium price was approximately USD2,876 per tonne, with prices closing the year at around USD2,968 on 31 December 2025.[6]

Demand conditions varied across regions during the year. China and India recorded relatively healthy consumption levels, while Japan and Korea experienced softer demand, reflected in weaker regional premiums such as the Main Japanese Port premium. Demand across Europe and other Western markets remained broadly stable compared with the previous year.[7, 8] On the supply side, market expectations were influenced by China's 45 million tonne production cap on primary aluminium, which continued to limit additional capacity expansion.[9] During 2025, alumina prices retreated from the elevated levels recorded in late 2024, moderating the cost pressure for aluminium smelters. However, alumina supply continued to exhibit volatility, with periodic upstream supply disruptions and tighter inventory positions underscoring the need for agility across the value chain.

Overall, despite short-term price volatility during 2025, underlying demand and the wide range of aluminium applications supported a higher aluminium price baseline compared with 2024. This trend reflected both cyclical market developments and longer-term structural drivers that shaped the global aluminium market.[10, 11]

Impact on Business Operations

- Press Metal's profitability is closely linked to aluminium prices, which are influenced by global macroeconomic conditions, geopolitical developments, energy and raw material prices, inflationary pressures and the pace of investments in green infrastructure and energy transition initiatives. Movements in alumina prices also represent a key cost factor, as changes in input costs directly influence production expenses and overall profitability.
- Economic conditions and demand trends across the aluminium market affect the Group's financial performance. Exposure to fluctuations in market conditions and price volatility is managed through strengthening midstream and downstream portfolios, particularly via VAPs and the extrusion segment. Upstream raw material supply arrangements and ongoing improvements in production efficiency also support margin resilience.
- For FYE2025, the Group recorded revenue of RM16.2 billion and PATAMI of RM2.1 billion, reflecting prevailing aluminium price movements and demand conditions.

The Market We Operate In

Outlook for 2026

Moving into 2026, global economic conditions remain complex. While prior interest-rate easing has improved financing conditions, recent geopolitical developments in the Middle East have introduced additional uncertainties, particularly concerning global energy markets and maritime logistics.[12] These factors may contribute to inflationary pressures and could influence future central bank policy decisions, resulting in a more cautious macroeconomic outlook that may affect business confidence and industrial activity.[13]

Despite these macroeconomic headwinds, global aluminium demand is expected to remain on a positive growth trajectory, supported by structural investments in the energy transition, including grid expansion,[14] renewable energy infrastructure, EVs[15] and data centres. Regional growth profiles are likely to vary, with Asia ex-China remaining a relatively resilient demand driver amid ongoing supply chain regionalisation. However, elevated energy costs and weaker cyclical conditions in certain economies may moderate demand growth in segments such as construction-related products, consumer durables, and general manufacturing.

Aluminium prices in 2026 are therefore expected to remain supported, although subject to continued volatility. Elevated and unpredictable energy costs directly influence the marginal cost of aluminium production,[16] while logistical constraints and evolving trade compliance requirements may affect physical availability and regional premiums. In addition, global supply responsiveness remains constrained by power availability, gradual smelter restarts in higher-cost regions and existing production capacity limits in China.[17] While the long-term structural fundamentals for aluminium remain positive, near-term pricing dynamics will likely be shaped by geopolitical developments and regional supply chain adjustments rather than a uniform global economic recovery.

Supply Chain

Global supply chains faced continued pressure in 2025, shaped by persistent geopolitical tensions, climate-related disruptions, and structural shifts in global trade routes. Although post-pandemic logistics bottlenecks largely normalised, new sources of instability affected shipping reliability, transit times, and freight costs across key maritime corridors.[18]

Disruptions in the Red Sea extended into 2025 amid ongoing security concerns linked to regional geopolitical tensions. Attacks on commercial vessels and heightened security risks prompted many shipping lines to divert vessels away from the Suez Canal, rerouting them via the Cape of Good Hope. This rerouting placed additional pressure on port infrastructure across East and Southern Africa, extending transit times between Asia and Europe by approximately 7 to 14 days while increasing freight, insurance, and fuel costs.[19, 20]

Climate-related constraints also affected operations at major maritime chokepoints. Water levels at the Panama Canal improved compared with the severe drought conditions experienced in 2024, although operational restrictions and vessel draft limitations occurred during parts of 2025. Transit capacity gradually recovered, yet periodic delays and congestion affected certain trade routes.[21]

Global alumina refining capacity also experienced several operational disruptions during 2025. Developments included the permanent closure of Alcoa's Kwinana refinery in Australia together with production curtailments at other facilities such as Rio Tinto's Yarwun refinery. These developments impacted alumina supply conditions following the volatility observed in 2024.

Bauxite supply also faced exposure to regulatory and operational risks across several producing regions. Guinea, which accounts for a significant share of global bauxite exports, experienced policy interventions, infrastructure constraints, and seasonal weather disruptions that periodically affected export flows. The country also represents a critical supplier to China, the world's largest aluminium producer, making developments in Guinea particularly influential for global bauxite and alumina supply dynamics. However, given the global supply–demand balance for bauxite, the role of Guinea's actions in driving sustained price increases remains uncertain, as reductions in African supply may be offset by increased production from other producers such as Australia and Brazil.[22, 23]

Geopolitical developments further influenced global supply chain structures. The Russia-Ukraine conflict, evolving sanctions regimes and shifting trade policies affected the availability and routing of energy, raw materials and industrial inputs. In response, many companies pursued supply diversification and regionalisation strategies to enhance resilience, reduce dependency risks and improve supply security.

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Impact on Business Operations

- Supply disruptions or constraints affecting key upstream inputs, particularly bauxite and alumina, may disrupt raw material availability and increase cost volatility. Such developments could increase procurement costs, affect production planning, and place pressure on operating margins.
- Disruptions across major global shipping routes, including Red Sea rerouting and extended transit times between Asia and Europe, may delay the delivery of raw materials and finished products while placing upward pressure on freight, insurance, and logistics costs. Longer lead times and potential port congestion may also increase inventory holding periods and working capital requirements.
- Evolving geopolitical developments and trade policy changes may influence the availability, pricing, and sourcing patterns of key raw materials and industrial inputs. This may require ongoing supply chain diversification and refined procurement strategies to maintain operational stability and supply security.

Outlook for 2026

Global supply chains are expected to face persistent exposure to geopolitical and structural risks in 2026. Ongoing geopolitical tensions, evolving sanctions regimes and shifting trade policies are likely to influence the flow of raw materials, energy, and industrial inputs. Policy interventions and resource nationalism measures in key producing countries may further contribute to supply uncertainty and cost volatility across the aluminium value chain.

Disruptions affecting critical maritime routes also present a potential risk factor. Conditions across major shipping corridors may stabilise intermittently, although periodic operational constraints affecting key waterways may still influence shipping reliability. Extended transit times, route diversions, and elevated freight costs may therefore persist, reinforcing the importance of flexibility and resilience in logistics planning.

Alumina supply is expected to gradually improve as operational recoveries and capacity additions progress. The market may nevertheless stay sensitive to disruptions linked to regulatory interventions, infrastructure constraints, and extreme weather events in major producing regions.

Within this environment, aluminium producers are expected to place greater emphasis on upstream integration, supply diversification and long-term sourcing arrangements to strengthen supply security and manage volatility. For Press Metal, strengthening supply chain resilience represents a strategic priority that supports disruption risk management, cost stability, and operational continuity within an increasingly complex global operating landscape.

Transition to a Low-Carbon Economy

The global shift towards a low-carbon economy intensified in 2025, reinforced by mounting climate indicators and stronger international policy actions. According to the World Meteorological Organization ("WMO"), the past three (3) years (2023 to 2025) ranked as the three (3) warmest years on record, with global average temperatures reached approximately 1.48°C above pre-industrial levels.[24] This trend highlighted the growing urgency of climate change and underscored the need for accelerated GHG emissions reductions, particularly across energy-intensive sectors. Policy momentum also strengthened following the conclusion of COP30, which placed greater emphasis on translating climate commitments into implementation. Discussions at COP30 highlighted the importance of stronger Nationally Determined Contributions, continued dialogue on pathways for transitioning away from fossil fuels and further progress towards operationalising international carbon markets under Article 6 of the Paris Agreement. Greater attention was also directed towards industrial decarbonisation and supply chain transparency. Such developments are raising regulatory, financial, and market expectations for GHG emissions-intensive industries, including aluminium producers.[25, 26] Policy signals also drove capital allocation towards the energy transition. The International Energy Agency ("IEA") projected global energy investment to reach approximately USD3.3 trillion in 2025, with about USD2.2 trillion directed towards clean energy technologies, electrification, and enabling infrastructure.[27] This sustained investment reflects a structural transformation in global energy systems and supports the long-term demand outlook for materials that facilitate decarbonisation. Within this landscape, the aluminium industry faces both opportunities and challenges.[28]

Aluminium plays an important role in renewable energy systems, EVs, energy storage and grid infrastructure due to its lightweight properties, strength and conductivity. Aluminium production, however, requires significant energy input. According to the International Aluminium Institute ("IAI"), the global aluminium sector generated more than 1.1 billion tonnes of CO_2e emissions in 2024, reflecting GHG emissions across the value chain from alumina refining to primary aluminium production and about 57% of global primary aluminium smelting capacity relies on fossil fuel-based electricity, highlighting the scale of decarbonisation required.[29] Alignment with Paris Agreement-aligned pathways will require substantial GHG emissions reductions by 2030 and progress towards near-zero emissions by 2050. Aluminium demand is expected to rise as the energy transition accelerates, although global solar installation growth rates may moderate in 2026. Aluminium accounts for more than 85% of material inputs

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in typical solar PV installations, while increasing EV adoption raises both total aluminium demand and aluminium intensity per vehicle.[30] At national and regional levels, climate policy developments shape the transition landscape for the aluminium industry. China, which produces more than half of the world's aluminium, has tightened GHG emissions controls and enhanced efficiency and environmental performance requirements across its aluminium sector, reinforcing expectations for lower carbon production pathways. In Malaysia, the Government's target to reduce economy-wide carbon intensity against GDP by 45% by 2030 relative to 2005 levels, is supported by evolving climate and energy-related regulatory measures together with emerging state-level initiatives in Sabah and Sarawak. Malaysia's carbon tax, scheduled to take effect in 2026, does not directly apply to aluminium production. However, policy signals at national and regional levels indicate that carbon cost considerations may gain greater relevance for domestic aluminium producers over time.[31] This development reinforces the strategic value of Press Metal's low-carbon, hydropower-based production model.

The aluminium industry is also placing greater emphasis on secondary aluminium and circular material flows, supported by aluminium's high recyclability. Recycled aluminium can require up to 95% less energy than primary production, making it an increasingly important lever in reducing lifecycle emissions and improving resource efficiency across the value chain.

These developments are raising expectations for GHG emissions performance, disclosure and transparency across the aluminium value chain. Global carbon pricing mechanisms, including carbon taxes, emissions trading schemes and carbon border adjustment measures, are also expanding and increasing the cost exposure linked to carbon-intensive aluminium production. For exporters, the rise of embedded carbon penalties and border carbon policies heightens the competitive importance of low-carbon smelting pathways.[32]

Impact on Business Operations

- The accelerated deployment of renewable energy infrastructure and the continued expansion of EV adoption are expected to drive sustained growth in aluminium demand over the medium to long term. These structural demand trends support utilisation of the Group's production capacity and reinforce the strategic relevance of aluminium within the global energy transition.
- As a leading integrated aluminium producer in Southeast Asia, Press Metal is well-positioned to benefit from the regionalisation of manufacturing and the relocation or expansion of EV and clean-energy supply chains within the region. These developments are supported by diversified production and sourcing beyond China, creating opportunities for alternative manufacturing hubs and suppliers across Asia.
- Through the focus on low-carbon aluminium solutions, operational efficiency, and disciplined cost management, the Group aims to strengthen its market positioning, expand its geographical reach and optimise large-scale production capabilities, while meeting evolving expectations related to climate performance and supply chain transparency.

Outlook for 2026

According to the IEA, global renewable energy capacity is expected to expand rapidly through 2030, with total additions projected to exceed 5,500 GW over the period. Solar energy is expected to serve as the primary driver of this growth, accounting for approximately 80% of new renewable capacity additions.[33] This trend supports sustained demand for aluminium, given that aluminium comprises more than 85% of material inputs in solar PV installations. In parallel, EV adoption is projected to advance at a robust pace over the coming years, further increasing aluminium demand across the automotive value chain.

While these demand trends present significant growth opportunities, the aluminium industry's ability to capture this potential will depend on progress in decarbonising production processes. Following the outcomes of COP30, greater emphasis has been placed on implementation, GHG emissions accountability and supply chain transparency, particularly for energy-intensive industries. As a result, aluminium producers with high carbon footprint may face rising regulatory, investor and customer expectations relating to GHG emissions performance and energy sourcing.

Within this context, the Group is well-positioned to support the transition towards greener industries through ongoing efforts to decarbonise production and respond proactively to evolving climate-related expectations. To support its aspiration of achieving net-zero by 2050, Press Metal focuses on advancing cleaner production technologies, increasing the use of renewable energy, expanding aluminium recycling, and strengthening circular material flows. As regulatory frameworks in Malaysia, China, and other key markets evolve, the Group will align with emerging climate-related requirements while positioning itself to capture growing demand for low-carbon aluminium solutions.

The Market We Operate In

Geopolitical Tension

Aluminium serves as a strategically important input across energy, infrastructure, transportation, and defence-related industries, particularly as global decarbonisation accelerates. However, the operating landscape in 2025 was reshaped by geopolitical tensions and trade policy interventions. The protectionist measures — ranging from sanctions and tariffs to stringent export restrictions and the recalibration of long-standing trade incentives — have disrupted trade flows, injecting unprecedented supply uncertainty, and fundamentally altering regional supply-demand equilibriums.[34]

Sanctions affecting Russian aluminium acted as a major catalyst for trade realignment. Following the joint ban introduced by the US and the UK in April 2024, Russian aluminium faced restricted access to Western markets throughout 2025.[35, 36] The European Union ("EU") also expanded sanctions covering key aluminium product categories, including ingots, billets, and slabs.[37] China's domestic trade policy adjustments also influenced global aluminium markets. After the removal of export tax rebates on aluminium products in late 2024, China's aluminium exports were moderated during 2025, potentially reducing outward supply and supporting tighter regional market conditions. Industry analysts noted that this policy shift contributed to firmer aluminium prices on the LME together with higher aluminium premiums across Asia, reflecting export-driven supply and stronger domestic demand absorption.[38]

Broader geopolitical developments also influenced global trade dynamics. The Russia-Ukraine conflict, tensions in the Middle East and increasing strategic competition among major economies heightened trade uncertainty during 2025. These developments accelerated the regionalisation of aluminium markets, with supply chains influenced more strongly by sanctions regimes, trade barriers, and shifting geopolitical alignments. Aluminium pricing and availability therefore showed greater sensitivity to regional market conditions rather than being driven solely by a fully integrated global market.

Impact on Business Operations

- Geopolitical tensions, sanctions and trade policy interventions continue to influence global aluminium trade flows, contributing to price volatility, shifts in regional supply–demand balances and changes in aluminium premiums across key markets. While these dynamics can increase input cost uncertainty, they may also create opportunities for market access and regional supply positioning as trade patterns realign.
- Heightened geopolitical risk has increased the importance of supply security and market diversification. Disruptions arising from sanctions, trade policy changes, and regional conflicts may affect the availability, pricing, and logistics of raw materials and finished products, requiring greater flexibility in sourcing, sales, and operational planning to safeguard business continuity and profitability.

Outlook for 2026

The global aluminium market is expected to remain closely linked to geopolitical developments in 2026, against a backdrop of ongoing fragmentation arising from the Russia-Ukraine conflict, evolving sanctions regimes, heightened tensions in the Middle East and trade frictions among major economies. Collectively, these factors are likely to exacerbate uncertainty across global trade flows, contributing to periodic supply-demand dislocations, regional price divergence and continued volatility across aluminium markets.[35, 39]

In particular, escalating tensions involving Iran, together with broader security risks affecting key maritime corridors such as the Strait of Hormuz, could inject further instability into energy markets and shipping conditions.[40] Any such disruption may transmit through the aluminium value chain via higher freight and energy costs, elongated transit times and tighter availability of critical inputs.[41] Market conditions are therefore expected to remain fluid, warranting close monitoring of geopolitical developments, sanctions measures and shifts in trade policy.

The Market We Operate In

Digital Transformation and Industry 4.0

Advancements in digital technologies reshaped the aluminium industry in 2025, with producers increasingly adopting Industry 4.0 solutions to enhance operational visibility, efficiency, and decision-making. Deployment of industrial Internet of Things ("IoT") sensors, advanced analytics and automated control systems enabled more granular and real-time monitoring of aluminium production processes. Large volumes of operational data can therefore be captured and analysed, supporting tighter process control, predictive maintenance, and improved asset utilisation.[42]

Within aluminium smelting operations, digitalisation, and automation play an important role in improving process stability and safety. Advanced data analytics and machine learning models support anomaly detection in electrolytic cells, allowing earlier identification of anode effects, temperature deviations, and current inefficiencies.[43] Such capabilities help reduce unplanned downtime, improve energy efficiency, and mitigate operational risks, while also contributing to lower perfluorocarbons ("PFCs") emissions, an important consideration given the high global warming potential of these gases.

Digital technologies also support broader operational management beyond process optimisation. Applications now extend to GHG emissions monitoring, energy management and quality control. The adoption of Digital Command Centre ("DCC"), integrated MES, and automated process optimisation tools allows producers to simulate operating scenarios, optimise inputs, and improve consistency across production lines. These developments gain importance as producers face rising cost pressures, tighter environmental expectations, and increasingly complex operating environments.

As digitalisation broadens, cybersecurity has become an important operational consideration for the aluminium industry. Greater system connectivity and the convergence of information technology ("IT") and operational technology increase exposure to cyber threats, making strong cybersecurity governance, system resilience, and data protection essential for safeguarding operational continuity and critical infrastructure.

Impact on Business Operations

- The adoption of new digital technologies and Industry 4.0 solutions continues to enhance resource utilisation efficiency, strengthen operational oversight, and optimise production performance across Press Metal's operations, contributing to improved operational efficiency, process stability, and cost management.
- Increased data interconnectivity and the deployment of integrated smart automation systems enable the Group to implement targeted solutions to refine operations, improve anomaly detection, reduce unplanned downtime, and enhance energy efficiency, supporting efforts to lower operational GHG emissions. Investments in digital transformation and automation continued in FYE2025, reflecting Press Metal's ongoing focus on leveraging technology to drive operational excellence.
- As digitalisation deepens and system connectivity increases, cybersecurity has become increasingly critical to safeguarding operational technology and production systems. Enhanced cybersecurity measures support operational continuity, protect data integrity, and mitigate the risk of disruption arising from cyber threats.

Outlook for 2026

Digital transformation and Industry 4.0 adoption are expected to accelerate further across the aluminium industry, driven by the need to enhance productivity, manage cost pressures, improve process stability, and meet rising environmental and regulatory expectations. Advances in automation, data analytics and artificial intelligence are increasingly applied to optimise operations, reduce downtime, enhance quality control, and improve energy efficiency, supporting more resilient and competitive production systems. Integration of digital technologies is also expected to play a growing role in enabling GHG emissions monitoring, environmental compliance and operational transparency as regulatory scrutiny and stakeholder expectations rise.

Integration of digital technologies is also expected to play a growing role in enabling GHG emissions monitoring, environmental compliance, and operational transparency as regulatory scrutiny and stakeholder expectations rise. These developments may support improvements in cost efficiency, product consistency, and sustainability performance across the industry, while also increasing reliance on secure and resilient digital infrastructure.

Within this context, Press Metal will leverage digital and automation solutions to support continuous operational improvement and long-term growth. As the global operating environment becomes more complex and technology-driven, effective adoption of advanced digital capabilities acts as an important differentiator in enhancing operational performance, environmental outcomes, and competitiveness in the aluminium industry.

The Market We Operate In

Energy Security and Power Market Dynamics

Energy security and power market dynamics played a significant role in shaping the operating environment for energy-intensive industries in 2025. Global electricity demand has risen steadily, driven by electrification, renewable energy deployment, data centre expansion, and industrial decarbonisation, placing greater pressure on generation capacity and grid infrastructure. According to the IEA, global electricity demand growth has accelerated in recent years and is projected to stay strong across the decade, increasing the strategic importance of reliable, affordable, and low-carbon power supply.[14]

Renewable energy capacity has expanded across many markets, even as power systems have become increasingly exposed to climate variability, grid congestion and regulatory intervention. Hydropower generation, has shown sensitivity to hydrological conditions, with extreme weather events such as prolonged droughts and intense rainfall affecting water availability and generation reliability across several regions.[44] These developments highlighted the importance of resilient power systems, long-term planning, and diversified energy portfolios.

Governments and regulators have also refined energy policies to balance energy security, affordability, and decarbonisation priorities.[45] Power tariff structures, grid access arrangements, and energy efficiency regulations have evolved in response to rising demand and the need to support energy transition objectives. In Malaysia, policy developments including the implementation of the Energy Efficiency and Conservation Act ("EECA") 2024 highlight the growing emphasis on energy management, efficiency, and system-wide optimisation across electricity-intensive sectors.[46]

For aluminium producers, such developments emphasise the strategic importance of stable power supply arrangements. This consideration matters given the electricity-intensive nature of aluminium smelting operations and growing competition for access to reliable low-carbon energy resources.

Impact on Business Operations

- Energy availability, reliability, and cost stability remain critical determinants of operating performance and competitiveness for Press Metal, given the energy-intensive nature of aluminium smelting activities.
- Greater variability in hydrological conditions, grid constraints and evolving power market regulations may influence electricity supply reliability and operating costs, potentially affecting production planning, cost structures, and margin stability.
- Rising demand for low-carbon electricity from multiple sectors may increase competition for clean power resources, reinforcing the importance of long-term power supply arrangements and effective energy management to support operational continuity and sustainability objectives.

Outlook for 2026

Energy security and cost stability will play a vital role in enabling sustainable growth for Press Metal, given the energy-intensive nature of aluminium production. As global power markets evolve amid rising demand for low-carbon electricity, improvements in energy efficiency and a gradual increase in renewable and low-carbon energy across operations will support scalable growth and margin resilience.

The Group's hydropower-based energy profile provides a strong foundation to manage exposure to energy price volatility and transition-related risks. Ongoing initiatives to improve energy efficiency and assess additional renewable energy solutions, including off-site arrangements such as PPAs, subject to technical and commercial feasibility, are expected to strengthen long-term operating cost stability and energy resilience.

Alignment of growth plans with disciplined energy management and long-term power security considerations positions Press Metal to support reliable production, sustain competitiveness and capture structural demand linked to low-carbon and energy transition-driven markets as the energy and regulatory landscape evolves.

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Engaging with Our Stakeholders

Press Metal views stakeholder engagement as fundamental to sustaining long-term value creation. The Group cultivates strong, transparent, and constructive relationships through a range of engagement platforms that support open dialogue and provide insight into evolving stakeholder priorities.

Insights from these engagements inform strategic decision-making and help align business objectives with stakeholder expectations, supporting shared value creation and inclusive growth. This strengthens the delivery of sustainability agenda while reinforcing trust and confidence among those who contribute to the Group's continued progress.

Frequency of Engagement: Ongoing Basis · Monthly · Quarterly · Annually · As Required

Board of Directors

Why They Matter

Our Board of Directors provides strategic leadership and oversight, holding ultimate accountability for the Group's long-term value creation

Engagement Channels

- Quarterly Board meetings (Quarterly)
- Periodic management updates and reports (As Required)

Expectations and Areas of Interest

- Ethical and responsible business conduct
- Compliance with applicable laws, regulations, and listing requirements
- Financial performance and capital allocation
- Group strategy and long-term value creation
- Robust corporate governance practices
- Effective risk management and internal controls
- Climate change and environmental management
- Human capital management and succession planning

Our Responses

- Provided the Board with timely, accurate, and relevant information to support informed decision-making and effective oversight
- Established and maintained a robust corporate governance framework aligned with applicable regulations and best practices
- Integrated sustainability and climate-related considerations into strategic planning and risk discussions
- Endorsed policies and frameworks to uphold ethical conduct, compliance and accountability across the Group
- Endorsed the Directors & Key Senior Management Remuneration Policy to guide the compensation of Directors
- Endorsed Directors' Fit and Proper Policy that outlined the character, experience, integrity, competence, and commitment of time to discharge their roles and responsibilities effectively

Key Management

Why They Matter

Our Key Management is pivotal in translating the Group's strategies into effective execution across the Group

Engagement Channels

- Management meetings and operational briefings (Monthly)
- Quarterly Board meetings (Quarterly)
- Executive Committee meetings (Quarterly)

Expectations and Areas of Interest

- Group strategies and long-term value creation
- Partnerships and collaborations
- Robust corporate governance practices
- Efficient aluminium manufacturing performance
- Contributions to local communities and society
- Human capital management and succession planning
- Climate change and environmental management
- Product quality and customer satisfaction

Our Responses

- Provided Key Management with the necessary resources, authority, and support to effectively execute strategic and operational responsibilities
- Implemented the ESG Remuneration Framework to incentivise selected Key Management personnel to drive improvements in sustainability performance
- Implemented the Directors & Senior Management Remuneration Policy to guide the compensation of Key Management
- Ensured our manufacturing entities are certified with relevant ISO management systems
- Aligned our Enterprise Risk Management ("ERM") Framework with the ISO 31000:2018 Risk Management Guidelines
- Undertook succession planning and talent development initiatives

Engaging with Our Stakeholders

Employees

Why They Matter

Our employees are a key component of our operations, their skills, engagement, and wellbeing directly influence operational performance, innovation, safety, and customer satisfaction to support sustainable long-term value

Engagement Channels

- Company intranet, mobile platform, emails, and internal memoranda
- Learning and development programmes
- Grievance channels
- Whistle-blowing Channel
- Town halls
- Employee engagement surveys
- Annual performance evaluations
- Social Impact Assessment
- Human Rights Due Diligence

Expectations and Areas of Interest

- Ethical and responsible business conduct
- Workplace health and safety
- Fair and equitable employment practices
- Product quality and customer satisfaction
- Career progression and professional growth opportunities
- Competitive employee benefits and remuneration
- Efficient aluminium manufacturing performance

Our Responses

- Established policies and procedures to uphold good governance practices
- Established a robust employee management system, grievance mechanism, and whistle-blowing channel for employees to raise concerns confidentially
- Managed Occupational Health and Safety (“OHS”) risks responsibly and obtained ISO 45001:2018 certification
- Provided upskilling and reskilling training to support workforce capability and productivity
- Undertook succession planning and talent development initiatives
- Supported product quality and operational efficiency through competency development and obtained ISO 9001:2015 certification

Business Partners

Why They Matter

Our business partners provide essential resources and market access that support operational resilience and growth, strengthen competitive differentiation, and underpin sustainable commercial growth

Engagement Channel

- Meetings

Expectations and Areas of Interest

- Ethical and responsible business conduct
- Compliance with applicable laws, regulations, and contractual requirements
- Continuous business opportunities
- Protection of confidential data and information
- Efficient aluminium manufacturing performance
- Climate change and environmental management

Our Responses

- Established policies and procedures to uphold good governance practices
- Managed operational, social, and environmental risks through established management systems including ISO 45001:2018, ISO 14001:2015, ISO 50001:2018, and ISO 9001:2015
- Promoted responsible practices through policy enforcement, monitoring mechanisms, and continuous engagement
- Safeguarded confidential information through established data management and security practices
- Incorporated process improvement initiatives within our operations

Engaging with Our Stakeholders

Capital Providers (Financiers, Shareholders, Investors)

Why They Matter

The trust and confidence of our capital providers underpin our continued access to funding on competitive terms, while also contributing to the identification of opportunities, risks, and emerging market trends that inform long-term strategic planning and sustained value creation

Engagement Channels

- Corporate website
- Quarterly reports
- Results Briefings
- Annual General Meeting
- Annual reports
- Media releases and announcements

Expectations and Areas of Interest

- Ethical and responsible business conduct
- Compliance with applicable laws and regulations
- Financial performance and capital allocation
- Sustainable financial performance and return on investment
- Environmental and social responsibilities
- Effective risk management and internal controls
- Climate change and environmental management
- Transparent communication and disclosures

Our Responses

- Established policies and procedures to uphold good governance practices
- Optimised financial and operational performance to support long-term value creation and maintain investor confidence
- Regularly monitor compliance with financing/ investment terms, conditions, and covenants
- Aligned our ERM Framework with the ISO 31000:2018 Risk Management Guidelines
- Ensured transparent and timely disclosures through structured reporting and market communications

Customers/ Distributors

Why They Matter

Our customers and distributors support our market reach and provide essential feedback that promotes operational performance, product quality, and long-term business growth

Engagement Channels

- Annual customer satisfaction survey
- Customer audits
- Meetings and site visits

Expectations and Areas of Interest

- Ethical and responsible business conduct
- Product quality and customer satisfaction
- Workplace health and safety
- Prevention of anti-competitive practices
- Climate change and environmental management
- Continuous improvement and innovation

Our Responses

- Established policies and procedures to uphold good governance practices
- Managed operational, social, and environmental risks through established management systems such as ISO 45001:2018, ISO 14001:2015, and ISO 50001:2018
- Established plant-specific policies on product quality and obtained ISO 9001:2015 certification
- Promoted responsible practices through policy enforcement, monitoring mechanisms and continuous engagement
- Strengthened environmental sustainability through improved practices and enforcement of policies
- Established dual-way customer communication to support product enhancement, and operational efficiency

Engaging with Our Stakeholders

Government/ Regulatory Authorities

Why They Matter

Government and regulatory authorities set the policies, standards and requirements that regulate our compliance obligations, operational practices, and underpin our long-term licence to operate

Engagement Channels

- Dialogues and meetings
- Government/ regulatory events/ visits

Expectations and Areas of Interest

- Ethical and responsible business conduct
- Compliance with applicable laws, regulations, and permitting requirements
- Upholding of human rights
- Protection of confidential data and information
- Workplace health and safety
- Climate change and environmental management
- Transparent communication and disclosures

Our Responses

- Established policies and procedures to uphold good governance practices
- Managed operational, social, and environmental risks through established management systems such as ISO 45001:2018, ISO 14001:2015, and ISO 50001:2018
- Implemented structured approaches to employee and community management
- Established grievance mechanisms to raise concerns confidentially

Industry Association

Why They Matter

Industry associations and related organisations provide valuable platforms for collaboration, knowledge-sharing, and advocacy on sector-specific issues

Engagement Channels

- Dialogues, forums, workshops, and conferences
- Industry briefings and consultations

Expectations and Areas of Interest

- Ethical and responsible business conduct
- Compliance with applicable laws and regulations
- Effective risk management and internal controls
- Workplace health and safety
- Climate change and environmental management

Our Responses

- Established policies and procedures to uphold good governance practices
- Aligned practices with sector-specific sustainability standards and expectations
- Leveraged industry platforms to obtain insights on emerging trends, risks, and opportunities within the aluminium sector
- Promoted responsible practices across the supply chain through policy enforcement, capability development, and continuous monitoring

Engaging with Our Stakeholders

Local Communities

Why They Matter

Local communities are important stakeholders whose wellbeing, environment, and socio-economic conditions are influenced by our presence and operations

Engagement Channels

- Corporate social responsibility events
- Grievance channels
- Dialogues and meetings
- Social Impact Assessment
- Human Rights Due Diligence

Expectations and Areas of Interest

- Conservation and protection of natural ecosystems
- Environmental and social responsibilities
- Local employment opportunities
- Workplace health and safety
- Transparent communication and effective community relations

Our Responses

- Managed operational, social, and environmental risks through established management systems such as ISO 45001:2018, ISO 14001:2015, and ISO 50001:2018
- Established local hiring programmes to support local employment, and economic contribution
- Implemented community programmes focused on education, health and social development
- Promoted responsible practices through policy enforcement, monitoring mechanisms, and continuous engagement
- Established grievance mechanisms to raise concerns confidentially

Media/ Analysts

Why They Matter

Media and analysts shape public perception and provide insights that support transparency, informed decision-making, and broader stakeholder understanding of our performance

Engagement Channels

- Corporate website
- Quarterly reports
- Results briefings
- Annual reports
- Media releases and announcements

Expectations and Areas of Interest

- Ethical and responsible business conduct
- Compliance with applicable laws and regulations
- Financial performance and capital allocation
- Mitigation of business and financial risks
- Sustainable financial and operational performance
- Climate change and environmental management
- Transparent communication and disclosures

Our Responses

- Established policies and procedures to uphold good governance practices
- Managed operational, social, and environmental risks through established management systems such as ISO 45001:2018, ISO 14001:2015, and ISO 50001:2018
- Aligned our ERM Framework with the ISO 31000:2018 Risk Management Guidelines
- Strategically managed our assets to optimise financial returns
- Implemented process improvement initiatives
- Communicated performance and key developments through structured reporting, media releases, and analyst engagements

Engaging with Our Stakeholders

Suppliers/ Contractors/ Service Providers

Why They Matter

Our suppliers, contractors and service providers supply essential materials, expertise, and support that enable safe, efficient, and continuous operations across the Group's value chain

Engagement Channels

- Whistle-blowing channel
- Annual performance evaluations
- Supplier audits and assessments
- Periodic meetings

Expectations and Areas of Interest

- Ethical and responsible business conduct
- Compliance with applicable laws, regulations, and contractual requirements
- Product quality and customer satisfaction
- Workplace health and safety
- Efficient aluminium manufacturing performance
- Continuous improvement and innovation

Our Responses

- Established policies and procedures to uphold good governance practices
- Managed operational, social, and environmental risks through established management systems such as ISO 45001:2018, ISO 14001:2015, and ISO 50001:2018
- Promoted responsible practices through policy enforcement, capability development, and continuous monitoring
- Established grievance mechanisms and whistle-blowing channel to raise concerns confidentially

PRESS METAL®

Material Matters at Our Core

Press Metal acknowledges the need for a multi-dimensional view of value creation, both holistic and forward-looking, to better understand the issues influencing our long-term value creation.

In FYE2025, we enhanced our materiality approach through the adoption of Double Materiality Assessment, enabling us to evaluate not only how material matters impact our financial performance and business resilience (outside-in), but also how our business activities affect the wider economy, environment, and society (inside-out). This dual-lens approach strengthens our ability to prioritise material issues and enhance our responsiveness to regulatory developments, stakeholder expectations, and the increasingly complex operating environment. Within this Double Materiality Assessment, Press Metal has performed financial materiality assessment guided by the IFRS Sustainability Disclosure Standards. While the Group has adopted the climate-first transition relief, the financial materiality assessment extended beyond climate-related matters to evaluate the identified SROs and Climate-related Risks and Opportunities ("CROs"), as well as to identify their associated material information.

Step

1 Reviewing Material Matters and Identifying SROs

Review of Material Matters

In IAR 2024, Press Metal disclosed 18 material matters spanning economic, environmental, social, and governance ("EESG") dimensions. In transitioning to double materiality approach in FYE2025, Press Metal undertook a comprehensive review to refine the material matters, to enable greater focus, clarity, and alignment with both impact and financial materiality considerations.

Through this strategic recalibration and review, Press Metal streamlined the list by integrating matters that function as cross-cutting enablers rather than standalone impact areas. These include Risk Management, which is embedded across strategic and operational decision-making processes, and Compliance Reporting and Disclosure, which are inherently integrated across functions as a baseline for governance and business requirement. As a result, Press Metal's material matters were refined from 18 in FYE2024 to 16 in FYE2025, allowing for a more focused set of material matters.

Sustainability-related Risks and Opportunities

Press Metal carried out a comprehensive identification of SROs by drawing on both external sustainability developments and the Group's internal risk and operational insights. The process considered:

- Guidance from leading sustainability frameworks such as GRI Standards, SASB, International Sustainability Standards Board ("ISSB"), ASI Standards, and FTSE4Good Bursa Malaysia Index.
- Global and local sustainability trends relevant to the aluminium sector, spanning EESG considerations.
- Internal inputs, including Group-wide risk registers, regulatory and compliance requirements, business strategy, strategic priorities, and operational insights, and taking into account the business activities, value chain, and geographical areas of the operations.

Through this exercise, Press Metal established a list of distinct SROs, establishing a comprehensive foundation for assessing both financial materiality and impact materiality under the double materiality framework.

Material Matters at Our Core

Step

2

Integrating Stakeholder Perspectives

Stakeholder Engagement

A structured stakeholder engagement exercise was carried out through surveys involving both internal and external stakeholders. For each material matter, stakeholders rated the level of importance and provided their perspectives on the actual and potential positive and negative impacts of Press Metal's operations, products, and value chain activities on stakeholders, the environment, and broader society.

These engagements provided validation to the relevance of our material matters and enhance the understanding of impact pathways across our value chain.

Stakeholder Prioritisation

In line with enhancements to our assessment approach and the inclusion of a broader range of stakeholder groups, Press Metal revisited the stakeholder prioritisation in FYE2025. To allow for a more focused and representative engagement, the following updates were made to the stakeholder list:

- **Board of Directors** – added to reflect their ultimate accountability for the Group's strategic direction, governance, and regulatory compliance.
- **Key Management** – expanded the scope to include both Key Senior Management and Key Operating Management, recognising their combined influence on strategic and operational decisions.
- **Suppliers/ Contractors/ Service Providers** – streamlined by removing "Consultants", which were appropriately grouped under service providers.
- **Industry Associations** – added to incorporate perspectives from relevant industry and sustainability-focused organisations, supporting alignment with sector-specific standards, regulatory expectations, and responsible business practices.

The prioritisation was reassessed to reflect evolving stakeholder expectations, shifts in their influence or dependency, and the broader scope of stakeholder groups. This ensured that the Double Materiality Assessment appropriately weighed the perspectives of stakeholders who were impacted by, or critical to, Press Metal's long-term sustainability and value creation.

Read more about Press Metal's stakeholder engagement approach under the Engaging with Our Stakeholders section on pages 33-38 of this IAR 2025.

Material Matters at Our Core

Step

3

Assessing Impact and Financial Materiality

Press Metal evaluated each material matter and the associated SROs through a structured assessment which covered both impact materiality and financial materiality.

Impact Materiality

Each material matter was assessed for its potential and actual impacts on the EESG. The evaluation was based on:

- Scale of impact
- Scope of affected stakeholders or environmental boundaries
- Remediability of negative impact
- Likelihood of occurrence

This assessment incorporated both historical and existing impact considerations, and current developments to consider continuity, relevance, and depth of understanding.

Financial Materiality

SROs associated with each material matter were mapped and assessed using Press Metal's risk parameters to determine their potential to reasonably affect the Group's financial performance, strategic objectives, and operational continuity. Each SRO was evaluated based on the severity of potential financial, operational and strategic impacts, as well as regulatory and legal implications, reputational consequences, and likelihood of occurrence.

This assessment enabled the identification of SROs that could reasonably be expected to affect the Group's prospects and were considered alongside impact materiality results as part of the Group's Double Materiality Assessment approach.

Step

4

Development of Double Materiality Matrix

Based on the outcomes of the Impact and Financial Materiality Assessments, material matters were prioritised according to their significance across both impact and financial dimensions. This prioritisation guided the allocation of resources, informed strategic planning, and strengthened the Group's ability to manage key SROs.

The outcomes were consolidated into the FYE2025 Double Materiality Matrix, which positioned each matter according to:

- **Impact Materiality**: The significance of its actual and potential impacts on the environment and society; and
- **Financial Materiality**: Its financial relevance to Press Metal's long-term performance and business resilience

This structured and transparent approach has supported alignment between our sustainability strategy, stakeholder expectations, and evolving regulatory and reporting requirements.

Step

5

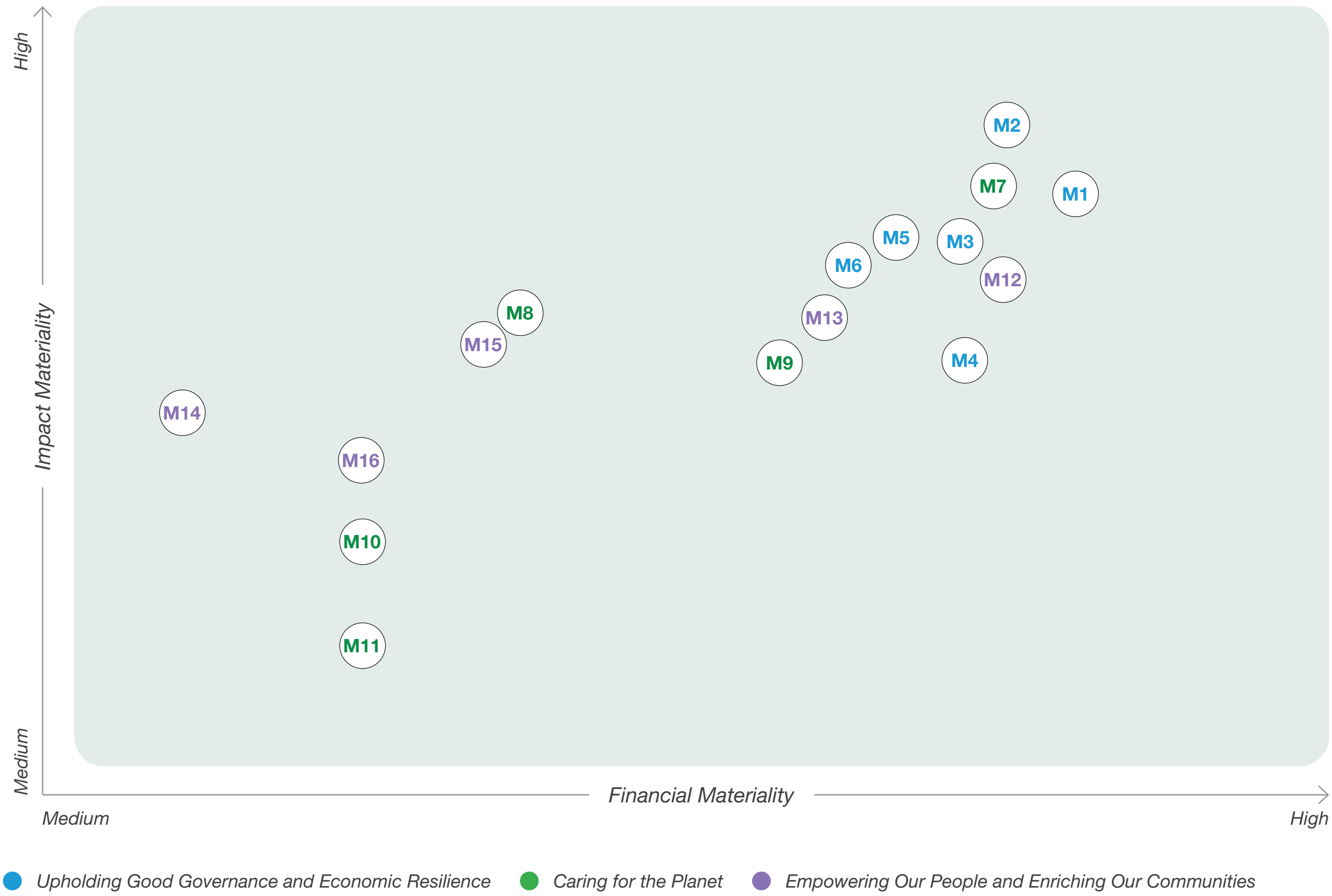
Validation by the Board of Directors and Key Management

The Double Materiality Assessment, including the methodology, key assumptions, insights, and outcomes, was reviewed by Press Metal's Key Management to ensure robustness and relevance. Subsequently, the outcome of the Double Materiality Assessment was presented to the Board for review and approval.

Material Matters at Our Core

Outcome of Double Materiality Assessment

Double Materiality Matrix



High Priority			
M1	Economic and Financial Resilience	M6	Customer Data Privacy and Information Technology
M2	Business Ethics and Corporate Governance	M5	Product Quality and Customer Satisfaction
M7	Climate Change		
M3	Responsible Sourcing		
M12	Occupational Health and Safety		

Medium Priority			
M4	Sustainable Manufacturing	M16	Community Management
M14	Diversity and Inclusion	M10	Water and Effluents
M8	Material Stewardship	M15	Talent and Labour Management
M9	Waste Management	M11	Biodiversity
M13	Human Rights		

Material Matters at Our Core

Based on the outcomes of the Double Materiality Assessment, five (5) material matters remain high priority for Press Metal, with two (2) additional matters included.

In FYE2025, Responsible Sourcing has been elevated to High Priority, reflecting evolving stakeholder expectations surrounding supplier practices, increasing regulatory and market scrutiny over supply chain integrity and market access. Strengthening responsible sourcing practices present opportunities to enhance supplier's business practices, transparency, and trust. Conversely, shortcomings in this area could result in supply disruptions, regulatory exposure, and reputational harm, with potential material operational and financial implications.

Customer Data Privacy and Information Technology have also been reclassified as High Priority, driven by the Group's growing reliance on digital systems, data-driven processes, and engagement of third-party IT service providers. Cyber threats, data breaches, and system disruptions could materially impact business continuity, financial performance, and reputation if not effectively managed, underscoring the importance of robust controls and governance in this area.

Material Information for Disclosure

In FYE2025, Press Metal complemented Double Materiality Assessment with an ISSB-aligned process to identify material sustainability-related information for disclosure in accordance with IFRS Sustainability Disclosure Standards. Building on a comprehensive list of SROs, the sustainability-related disclosures in IAR 2025 comprise information that could reasonably be expected to influence the decisions of investors.

The process involved:

- Identifying information associated with relevant SROs across governance, strategy, risk management, and metrics and targets
- Considering both quantitative and qualitative factors, such as the nature and scale of the impacts, strategic relevance, operating context, regulatory environment, and future business plans
- Exercising judgement, guided by IFRS Sustainability Disclosure Standards, to determine the information that is decision-useful and faithfully represents the circumstances of the SROs

Where appropriate, material information was considered both on an individual basis and in aggregate, recognising that certain sustainability-related disclosures may become material when viewed collectively across the Group's operations or value chain.

Within IAR 2025, material information was identified and mapped to the relevant material matters, to reflect the SROs and their associated financial and non-financial implications. Through this approach, Press Metal's ISSB disclosures are aligned with the Group's strategy, risk management, and long-term value creation objectives.

Read more about the detailed disclosures on each material information under Section 5 on pages 110-304 of this IAR 2025.

Managing Our Risks and Opportunities Effectively

Maintaining a robust ERM framework is an important component of effective governance across the Group. Continuous monitoring of key risks and opportunities allows the Group to evaluate potential threats and capture emerging opportunities in an evolving operating environment.

This disciplined risk management framework supports business resilience, facilitates sustainable growth, and safeguards long-term value for stakeholders. In alignment with the IFRS Sustainability Disclosure Standards, we have prioritised the identification of CROs within our ERM framework, enhancing transparency and supporting decision-useful disclosures.

Environment

Climate Change Risks

Changing climate conditions present a range of environmental and operational challenges, including shifting weather patterns, increased flood risk, biodiversity loss, and disruptions to operations and supply chains. These exposures arise from both physical risks, such as extreme weather events, and transition risks, driven by evolving market expectations, technological developments, and regulatory change.

Regulatory developments and rising compliance expectations are also reshaping the sustainability risk environment. The introduction of Malaysia's NSRF and the EECA 2024 may increase administrative complexity and compliance costs. An anticipated carbon tax in 2026 could have indirect cost implications, including higher electricity tariffs and supply chain cost pass-through. The EU Carbon Border Adjustment Mechanism ("CBAM") may influence the competitiveness of export products, as embedded GHG emissions could affect buyers' purchasing decisions. Regulatory expectations also extend to areas such as waste and water management, while broader ecosystem considerations remain relevant amid wider environmental pressures linked to climate change.

Impact

- Operational disruptions emerging from extreme weather events and climate-related disturbances across supply chains.
- Market and investment uncertainty resulting from uneven regional demand and acceptance for low-carbon aluminium premiums, which may influence revenue outlook and investment returns.
- Greater compliance complexity and costs arising from evolving regulatory and disclosure requirements.

Mitigation Actions

- Integrate and continuously assess climate-related risks within strategic planning and risk monitoring processes, including climate strategy and scenario analysis, to manage exposure, maintain business continuity, and protect ecosystems and communities.
- Prepare for evolving regulatory requirements, including carbon tax and CBAM, by strengthening internal accountability, improving data governance, and enhancing compliance controls across environmental management areas such as emissions, waste, and water.
- Reduce transition and carbon pricing risks through the development of low-carbon aluminium products, supported by decarbonisation initiatives including energy efficiency improvements, renewable energy adoption, and internal carbon pricing ("ICP").

Opportunities

- Advance climate adaptation and operational efficiency through innovation, including the adoption of new products, services and business models, renewable energy integration, and improvements in process and energy efficiency to reduce operational emissions.
- Enhance climate resilience through collaboration with regulators, industry peers, and non-governmental organisations ("NGOs") to support effective climate adaptation efforts and informed responses to evolving expectations.

Link to Capitals	Link to Material Matter	Key Stakeholder Groups
F M H I SR N	M4 M7 M8 M9 M10 M11	

Managing Our Risks and Opportunities Effectively

Governance/ Reputational

Corporate Governance and Ethical Practices Risks

Governance and ethical risks could potentially arise from bribery, corruption, fraud, misconduct, data privacy breaches, and broader legal or regulatory non-compliance. Exposure to these risks may be heightened where governance practices, oversight mechanisms, monitoring systems or third-party risk management are insufficient. Such shortfalls may weaken accountability, undermine ethical standards, and increase the likelihood of regulatory breaches, financial penalties, and reputational damage.

Failure to comply with key regulatory frameworks, including Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act 2009, the MCCG 2021, the MMLR of Bursa Securities and the Companies Act 2016, could lead to enforcement action, financial penalties, litigation exposure, and possible restrictions on business licences.

Impact

- Adverse effects on rights, fairness, and wellbeing where unethical conduct undermines fair treatment and trust among employees, contractors, and affected stakeholders.
- Erosion of stakeholder confidence where expectations relating to integrity, accountability, and transparency are not met, affecting how stakeholders engage with and rely on the organisation.
- Regulatory non-compliance resulting in enforcement actions, and reputational damage.

Mitigation Actions

- Maintain and strengthen governance oversight through clear accountability, regular monitoring, and effective management systems that support ethical conduct and compliance discipline.
- Improve contract governance and monitoring to mitigate compliance deficiencies and disputes arising from unclear terms, weak oversight or insufficient performance monitoring.

Opportunities

- Strengthen integrity, accountability, and transparency by embedding corporate governance practices consistently across the organisation.
- Safeguard credibility and reputation by implementing sound and effective management systems that support robust oversight and compliance.

Link to Capitals	Link to Material Matter	Key Stakeholder Groups
F H SR	M2 M3	

Managing Our Risks and Opportunities Effectively

Human Capital

Talent Management and Retention Capability Risks

Effective human capital management is essential to business continuity, operational reliability, and long-term competitiveness. Shortcomings in talent acquisition, retention, succession planning, or workforce development may result in skills gaps, erosion of institutional knowledge, and diminished organisational capability, which may lead to increased workforce instability, lower productivity, and potentially disrupt operations, and decision-making.

Human rights and inclusivity considerations, including access to grievance mechanisms, fair treatment, diversity, and equitable employment practices, may also influence employee engagement, retention, and organisational resilience. Inadequacies in these areas may undermine workforce confidence, impair morale, and adversely affect overall performance.

Impact

- Declining morale, trust, and retention due to workplace conflict, perceived unfair treatment, welfare issues, or persistent turnover, affecting workforce stability and career confidence.
- Increased incidence of workforce disputes or grievances where labour practice deficiencies or ineffective grievance channels are not addressed in a timely and credible manner.

Mitigation Actions

- Strengthen competency framework and role-based training programmes to address skills gaps, poor work quality, and operational breakdowns.
- Implement a succession planning strategy to develop internal talent pipelines to mitigate dependency on key individuals and safeguard continuity in critical and leadership roles.
- Promote fair and consistent employment relations and uphold ethical recruitment practices to address the root causes of attrition and safeguard aggregate workforce wellbeing.
- Maintain human rights and inclusive governance to reduce the risk of unfair treatment and exclusion.

Opportunities

- Strengthen workforce stability and business continuity by retaining high-performing employees and reinforcing institutional knowledge, thereby supporting consistent performance and long-term value creation.

Link to Capitals	Link to Material Matter	Key Stakeholder Groups
H I SR	M13 M14 M15	

Managing Our Risks and Opportunities Effectively

Occupational Health and Safety

Workplace Health and Safety Risks

OHS risks remain material due to the nature of aluminium operations involving high temperatures, heavy machinery, and complex process handling. These operating conditions present hazards, including burn injuries, explosions resulting from molten metal-water contact, structural deterioration within production areas, equipment malfunction, as well as risks arising from improper use of machinery or human error. Failure to maintain effective controls and comply with the Occupational Safety and Health (Amendment) Act 2022 ("OSHA 2022") and other relevant requirements may increase the likelihood of workplace incidents, which potentially result in legal liabilities, rising insurance costs, operational disruption and reputational impact.

Impact

- High-risk operations may lead to injuries or fatalities involving employees and contractors, which may lead to operational downtime, production losses, and reputational impairment.
- Reduced employee wellbeing and safety where fatigue, poor coordination or capability gaps affect safe execution of work, including during disruptions or emergency responses.
- Operational and supply chain disruption arising from legal liabilities or severe accidents.
- Increased regulatory scrutiny, fines, or legal liabilities arising from non-compliance with regulatory and other applicable health and safety standards.

Mitigation Actions

- Conduct regular inspections and preventive maintenance to reduce equipment and structural failures and maintain safe operating conditions.
- Implement and enforce strict Standard Operating Procedures ("SOPs") and controls for potential high-risk operations to manage risks effectively and prevent workplace incidents.
- Provide safety training, awareness, and competency programmes for all employees and contractors to support safe operations.
- Investigate all work-related injuries and incidents and implement corrective actions to prevent recurrence.

Opportunities

- Strengthen workplace safety performance through continuous improvement and the deployment of real-time monitoring technologies, supporting the commitment to maintaining zero (0) fatalities and lowering the Lost Time Injury Frequency Rate ("LTIFR").
- Strengthen trust and operational excellence through a robust safety management system that enforces strict adherence to safety standards, complemented by comprehensive training programmes and periodic refresher courses, particularly for high-risk areas.
- Cultivate a proactive and accountable safety culture by deepening workforce awareness and fostering a mature, disciplined mindset towards OHS practices.

Link to Capitals	Link to Material Matter	Key Stakeholder Groups
H SR	M12	

Managing Our Risks and Opportunities Effectively

Regulatory/ Social

Modern Slavery Risks

Complex supply chains and contracted work arrangements may be exposed to modern slavery risks, including forced labour, child labour, and other human rights violations, particularly where supplier oversight and labour standards enforcement are limited. These risks may be compounded by broader human rights non-compliance across operations, including inappropriate conduct or abuse of authority, which can erode trust and trigger complaints or legal actions. Operational practices such as wage and statutory payment errors, inadequate employee welfare or facilities, and excessive working hours can further increase exposure to labour-related grievances and scrutiny. Where such issues arise or persist, they may adversely affect reputation, compliance, and operational continuity.

Impact

- Harm to workers' rights arising from unfair labour practices, coercion, or inadequate grievance access.
- Supply chain instability and operational disruption arising from investigations, remediation actions, supplier disengagement, or labour disputes.
- Heightened legal, regulatory and stakeholder concerns, affecting trust with the workforce, investors, customers, and broader stakeholders.

Mitigation Actions

- Conduct human rights due diligence, monitor compliance, and implement preventive measures across operations and the supply chain.
- Implement accessible grievance and whistle-blowing mechanisms for all employees, contractors, and suppliers.
- Promote fair labour practices and supportive work environments by strengthening labour standards, non-discrimination practices, and working condition oversight.

Opportunities

- Strengthen market access and customer confidence by demonstrating responsible sourcing practices aligned with evolving stakeholder expectations.
- Facilitate strategic partnerships through strong governance practices and alignment with internationally recognised labour standards.

Link to Capitals	Link to Material Matter	Key Stakeholder Groups
H SR	M3 M13 M15	

Managing Our Risks and Opportunities Effectively

Technology

Information Security Risks

Greater reliance on digital technologies and information systems across business and production activities may heighten exposure to information security risks. Such risks include cybersecurity threats such as malware, phishing, ransomware, and unauthorised access, together with vulnerabilities linked to system downtime, unstable software performance, data integrity failures, and weaknesses in IT governance and compliance practices.

The evolving regulatory landscape, including enhanced data protection requirements under the amended Personal Data Protection Act ("PDPA") 2024, increases the potential consequences of information security lapses involving customer, employee, and commercial data. Limited cybersecurity awareness, reliance on third-party service providers, ageing or inadequately maintained infrastructure, and insufficient system controls may increase vulnerability to data breaches, operational disruption, and loss of critical information. Such risks may affect business continuity, regulatory compliance, and stakeholder confidence if not managed effectively.

Impact

- Operational disruptions arising from IT system failures, cyberattacks or prolonged downtime affecting production, logistics, and business functions.
- Compromised data integrity and privacy, resulting in harm to individuals' rights and diminished trust among customers, employees, and business partners.
- Legal, regulatory, and reputational consequences from non-compliance with data protection and information security regulatory requirements, undermining confidence in digital accountability and oversight.

Mitigation Actions

- Implement access controls, system monitoring, and data validation across core platforms.
- Strengthen IT governance, oversight, and internal controls to support cybersecurity and data protection compliance.
- Enhance cybersecurity awareness, and role-based training to reduce human-related vulnerabilities.

Opportunities

- Strengthen network security to improve detection and response to cyber threats, thereby protecting business operations and reducing the risk of unauthorised access and data breaches.
- Build strong cyber resilience through the deployment and upgrading of robust cybersecurity measures to safeguard production data and reduce the likelihood of cyber-related disruption.

Link to Capitals	Link to Material Matter	Key Stakeholder Groups
F H I	M6	

Managing Our Risks and Opportunities Effectively

Market

Supply Chain Security Risks

The aluminium industry operates within a complex and interconnected value chain. Delays in supplier deliveries, transportation challenges, and inadequate inventory management may interrupt material supplies. In addition, extreme weather events, geopolitical uncertainty or regulatory constraints may disrupt upstream production and logistics. Such disruptions may constrain the availability of input materials, leading to production stoppages, operational inefficiencies, higher costs, and challenges in meeting customer delivery commitments, ultimately affecting revenue, margins, and business continuity.

Rising expectations relating to responsible sourcing, environmental performance, and human rights standards further heighten the importance of supplier governance and ESG alignment. Limited oversight and engagement across the value chain may impair operational continuity, cost efficiency, customer satisfaction, and the organisation's ability to sustain competitive performance.

Impact

- Erosion of trust among customers, investors, and relevant stakeholders where expectations relating to ethical sourcing, customer rights, and responsible engagement are not consistently met.
- Increased environmental and operational risks arising from sourcing practices that lack ESG alignment, transparency or traceability across supplier and customer activities within the value chain.

Mitigation Actions

- Strengthen supplier oversight and monitoring processes to identify and address ESG matters including human rights issues and performance-related inadequacies across the value chain.
- Enhance operational resilience planning to manage disruptions, minimise downtime and capacity constraints.
- Maintain accessible grievance mechanisms and monitoring processes to support early identification and resolution of labour and human rights issues.

Opportunities

- Strengthen supply chain resilience by conducting regular risk assessments, identifying vulnerabilities, and implementing proactive measures such as supplier diversification and alternative sourcing strategies to minimise operational disruptions and cost volatility.
- Secure long-term raw material availability through strategic partnerships to enhance upstream control and improve cost efficiency.
- Sustain customer satisfaction through consistent product quality, timely delivery, and strict adherence to industry standards, thereby reinforcing trust and long-term business relationships.
- Advance sustainable supply chain practices by collaborating closely with suppliers to build capability, promote responsible sourcing, and strengthen alignment with global sustainability expectations.

Link to Capitals	Link to Material Matter	Key Stakeholder Groups
M H I SR	M3 M7 M13	

Managing Our Risks and Opportunities Effectively

Financial

Economic and Financial Risks

Economic and financial pressures may create uncertainty over profitability, cash flow, and an organisation's long-term financial stability. Exposure to interest rate movements, currency fluctuations, and market volatility could affect financing and operating costs. Shifts in investor expectations and capital allocation linked to ESG performance may also influence access to funding and the cost of capital. Without effective financial planning, capital structure management, and alignment with evolving sustainability expectations, such pressures may reduce cash flow resilience, investment capacity, and the ability to sustain competitive financial performance across short-, medium- and long-term horizons.

Impact

- Reduced ability to support long-term employment, supplier stability, and community economic contributions.
- Increased pressure from capital providers and financial markets where sustainability performance and transparency fall short of investor and stakeholder expectations.
- Diminished confidence among customers and investors where financial strategies are not aligned with responsible and sustainable business practices.

Mitigation Actions

- Maintain prudent financial management and liquidity planning to mitigate exposure to market volatility, interest rate movements, and funding constraints.
- Apply disciplined capital allocation and cost management practices to protect cash flow stability and financial performance.
- Monitor financing structures and risk exposures to support compliance with financial covenants and maintain access to funding.

Opportunities

- Maintain a robust financial position and positive credit rating through strategic cost management, prudent financial planning, and continued optimisation of operational efficiencies.
- Effectively manage financial risks by utilising commodity and forex hedging strategies to mitigate exposure to price and currency fluctuations, reinforcing earnings stability.
- Strengthen revenue quality and competitive positioning by delivering sustainable aluminium products that meet rising customer expectations in relation to ESG performance.
- Expand market reach through sustainable product offerings by leveraging low-carbon aluminium solutions (i.e., GEM™ and CYCAL™) and strong ESG performance to attract ESG-conscious customers and investors.

Link to Capitals	Link to Material Matter	Key Stakeholder Groups
F M	M1	

Managing Our Risks and Opportunities Effectively

Investment

Investment Performance and Financial Returns Risks

Investment-related risks may arise from acquisitions, expansion or new ventures where changes in market conditions, regulatory requirements, sustainability expectations or execution challenges affect anticipated returns. Uncertainty surrounding demand for sustainable products, shifts in investor preferences, and evolving ESG expectations may influence project viability, valuation assumptions, and access to capital. Where investment decisions lack alignment with evolving market expectations, sustainability trends, and disciplined capital deployment, such risks may weaken return assumptions, limit reinvestment capacity, and affect the ability to generate long-term value from invested capital.

Impact

- Reduced long-term value creation where investments underperform or fail to deliver expected financial returns.
- Constrained reinvestment capacity and capital flexibility, where fund is tied up in underperforming or delayed projects.
- Increased earnings volatility where investment outcomes are misaligned with long-term strategic and sustainability considerations.

Mitigation Actions

- Apply disciplined investment evaluation and approval processes to mitigate the severity of value erosion and protect capital efficiency.
- Strengthen post-investment monitoring and governance to identify deviations at an early stage and facilitate timely corrective actions.
- Maintain robust internal reporting and review mechanisms to support informed decision-making and ongoing optimisation of investment portfolio.

Opportunities

- Invest across key segments of the value chain to strengthen supply chain resilience and improve overall efficiency, thereby ensuring greater stability, continuity, and responsiveness throughout the value chain.

Link to Capitals	Link to Material Matter	Key Stakeholder Groups
F M	M1	

Managing Our Risks and Opportunities Effectively

Operational

Product Quality and Manufacturing Efficiency Risks

Operational risks may arise from deficiencies in product quality control, manufacturing planning, and process efficiency, where defects, system breakdowns or production inefficiencies disrupt operations and affect output consistency. The complexity of smelting, casting, and extrusion processes, coupled with rising demand for sustainable and low-carbon products, underscore the need for sound production systems, strong quality assurance, and continuous process optimisation. Where there is shortcoming in process execution, digital systems or workforce capabilities, they may affect production efficiency, increased cost, and the Group's ability to consistently meet customer specifications and delivery expectations.

Impact

- Increased material wastage and emissions, where production inefficiencies, defects or reworks undermine resource efficiency.
- Reduced reliability of deliverables where manufacturing disruptions affect the ability to consistently meet customer quality and delivery requirements.
- Weakened operational performance and long-term efficiency, where process instability limits continuous improvement and cost competitiveness.

Mitigation Actions

- Maintain robust quality control, inspection, and assurance processes to reduce defects, reworks, and associated material and energy wastage.
- Strengthen maintenance, process discipline, and workforce capability to mitigate production disruption and improve consistency across smelting, casting, and extrusion operations.
- Monitor operational performance and efficiency metrics closely to identify deviations early and support timely corrective actions.

Opportunities

- Strengthen supply chain resilience, operational efficiency and continuity through targeted investments, digitalisation, and automation across the value chain.
- Enhance operational excellence and cost competitiveness through robust SOPs, enhanced process optimisation, and data-driven performance management.
- Develop sustainable, customer-centric aluminium products by integrating sustainable features and leveraging customer feedback to respond more effectively to evolving ESG expectations.

Link to Capitals

M H I SR

Link to Material Matter

M4 M5

Key Stakeholder Groups

Fuelling Growth through Our Strategic Priority Areas

Press Metal's strategic priority areas form the foundation of the long-term sustainability agenda, strengthening business resilience, encouraging disciplined growth, and integrating sustainability into decision-making. These strategic priorities provide a structured framework for navigating the complexities of the current operating environment while supporting effective resource allocation, risk management, and capital deployment.

Embedded across the organisation, these strategic priorities align strategic intent with operational execution, driving continuous improvement and measurable performance. This unified focus enhances operational discipline, strengthens stakeholder confidence, and positions the Group to deliver sustained value within a dynamic and evolving global landscape.

F M I N H

GHG Emissions Reduction

Advocate structural climate adaptation and mitigation measures in areas that are technically and commercially feasible to enhance climate resilience and reduce the Group's operational GHG emissions, while supporting Scope 3 emissions reduction through supplier engagement, collaboration, and responsible sourcing practices.

Aim

- Reducing GHG emissions intensity from our 2020 baseline (for Scope 1, Scope 2, and Scope 3*) to achieve the following target reductions:
  - **Short-term (by FYE2025):** Reduce GHG emissions intensity (Scope 1, 2, and 3*) by 15%.
  - **Medium-term (by FYE2030):** Reduce GHG emissions intensity (Scope 1, 2, and 3*) by 30%.
  - **Long-term (by FYE2050):** Achieve net-zero emissions.

Note:
* *Scope 3 GHG emissions reduction covers Categories 1, 3, and 4 only.*

Going Forward

- Advancing strategic investments in energy-efficient technologies and renewable energy solutions to improve energy performance and GHG emissions management.
- Implementing process optimisation, technology enhancements, and research-driven improvement initiatives to enhance operational efficiency, system reliability, and GHG emissions performance, while identifying further reduction opportunities aligned with operational and financial considerations.
- Advancing circular economy and resource efficiency initiatives across operations to support GHG emissions intensity reduction and longer-term decarbonisation objectives.
- Assessing and refining potential decarbonisation pathways, including the technical and commercial viability of emerging abatement solutions, as part of the Group's longer-term climate transition strategy.
- Promoting low-carbon aluminium brands, GEM™ and CYCAL™, in response to growing customer demand for lower-carbon products, while maintaining product quality and performance.
- Enhancing the monitoring and management of Scope 3 GHG emissions by improving data visibility, tracking key value chain activities, and integrating findings into broader climate risk assessment and strategic planning processes.

Fuelling Growth through Our Strategic Priority Areas

F N SR

Supply Chain Continuity

Strengthen supply chain resilience by fostering robust supplier relationships and enhancing ESG awareness and practices across the supplier base.

Aim

- Securing access to key raw materials through investment in upstream assets and contractual supply agreements.
- Fostering relationships with suppliers that consistently demonstrate promising ESG performance through the Supplier Management Programme, supported by a structured supplier assessment and scoring framework.
- Maintaining a diversified pool of suppliers that uphold sound business and ESG practices to strengthen supply chain resilience and operational stability.
- Enhancing supply chain traceability to mitigate potential risks within the supply chain.

Going Forward

- Strengthening supply chain resilience through periodic assessment of supplier capabilities and targeted engagement initiatives.
- Enhancing supply chain risk assessments to identify potential vulnerabilities related to supply continuity, quality and compliance, and integrating mitigation measures into procurement and operational planning.
- Leveraging digital tools and systems to enhance supplier oversight, data visibility and consistency across procurement, quality and responsible sourcing processes.
- Integrating ESG considerations into procurement workflows to advance responsible sourcing practices in line with evolving regulatory and stakeholder expectations.
- Pursuing accreditation for responsible production and sourcing standards, such as ASI Chain of Custody ("ChoC") Standard certification, progressively strengthening traceability and responsible supply chain practices.

F M I N

Business Resiliency

Strengthen business resilience by enhancing operational capabilities, improving production efficiency, and ensuring financial flexibility to support sustained financial performance.

Aim

- Increasing the contribution of VAPs by streamlining business integration and enhancing extrusion performance.
- Scaling overall production capabilities through the expansion of aggregated production capacity.
- Improving operational efficiency through process optimisation and the adoption of advanced technologies.
- Supporting long-term growth through strategic investment and enhancing manufacturing efficiency.
- Maintaining sufficient liquidity, including cash balances and available credit facilities, to support core funding requirements and future growth initiatives.

Going Forward

- Strengthening business resilience through continued integration and optimisation of operations across the value chain, supporting operational coordination, cost discipline, and delivery reliability.
- Advancing automation, digitalisation, and data-driven decision-making across manufacturing operations to enhance efficiency, consistency, and responsiveness to operational and market volatility.
- Intensifying the integration of circular economy and resource efficiency considerations into operational and investment decisions to improve material security, cost competitiveness, and long-term value creation.
- Reinforcing financial and operational resilience through prudent capital allocation, proactive asset management, and disciplined cost optimisation, enabling the Group to maintain liquidity, manage economic uncertainty, and preserve capacity for strategic growth.

Fuelling Growth through Our Strategic Priority Areas

M SR

Strategic Partnership

Build strategic partnerships to leverage shared resources, expertise and market insights, supporting business continuity while enabling growth and innovation.

Aim

- Strengthening raw material supply by expanding the network of strategic upstream business partners.
- Enhancing business continuity and financial resilience through new strategic partnerships.
- Pursuing collaborative opportunities across the value chain to enhance operational flexibility, long-term margin resilience, and broader market reach.

Going Forward

- Leveraging synergies with global strategic partners to explore opportunities for market access, value chain integration and supply security, supporting cost efficiency, operational resilience, and broader market reach.
- Expanding our presence in global markets through collaboration, including the development of product offerings and solutions aligned with customer needs, evolving specifications, and market demand.
- Fostering long-term value creation by prioritising strategic partnerships that are aligned with the Group's broader focus on financial resilience, product reliability, and sustainable growth.

F H M I

Human Capital Enhancement

Support operational continuity by strengthening workforce capabilities through continuous capacity-building initiatives and enhancing employee wellbeing.

Aim

- Maintaining zero (0) workplace fatalities and reducing LTIFR through the continued implementation of robust safety management systems, protocols, and training programmes.
- Safeguarding employees by strengthening OHS practices and preventive measures across operations.
- Advancing talent management and succession planning to maintain a sustainable pipeline of future leaders and critical skills.
- Enriching training and development programmes to elevate employee skills, competencies, and performance.
- Enhancing employee health and wellbeing benefits through structured employee engagement initiatives.

Going Forward

- Strengthening workforce and operational resilience through continued implementation of OHS practices, preventive controls, and safety culture across the Group.
- Leveraging digital tools and data-driven insights to support proactive risk identification, strengthen workforce safety oversight, and drive continuous improvement in health and safety performance.
- Advancing employee wellbeing through the progressive expansion of wellness initiatives that address physical, mental, and social dimensions of workforce health.
- Supporting workforce wellbeing through enhancing employee living conditions and access to essential infrastructure and services.
- Strengthening organisational capability through improved training needs analysis and the implementation of a Group-wide human capital development and training framework, supporting consistent capacity building across management and operational teams.
- Fostering a more inclusive workforce practices within talent development, performance management, and leadership progression processes.
- Reinforcing talent management and succession planning through structured leadership development, technical upskilling, and capability-building initiatives.

Fuelling Growth through Our Strategic Priority Areas

F SR H

Positive Societal Impact

Advance positive societal outcomes through initiatives aligned with the Group's commitments and sustainable business practices.

Aim

- Improving the livelihood of local communities through targeted initiatives that address identified needs and support improvements in livelihoods.
- Prioritising local suppliers, subject to the availability, quality, and competitiveness of their products and services.

Going Forward

- Supporting community investment by prioritising social and environmental themes aligned with the Group's commitments and long-term sustainability objectives.
- Strengthening governance, monitoring, and reporting mechanisms for community initiatives to drive consistency and accountability.
- Collaborating with government bodies, NGOs and relevant institutions to support education and skills development initiatives that contribute to workforce readiness and community resilience.
- Supporting inclusive economic development in host communities by encouraging local participation in the Group's value chain, including engagement with local suppliers where feasible and aligned with operational requirements.

Our Value Creation Model

OUR INPUTS

F

- Total asset value: RM19.2 billion
- RM9.4 billion in shareholders' funds

M

- Nine (9) manufacturing plants

Production Capacity:

- Smelting capacity – 1.08 million tonnes per annum
- Extrusion capacity – 230,000 tonnes per annum

I

- Approximately RM188.5 million invested in sustainability efforts
- 29 Strategic Improvement Projects ("SiPros") and 105 Improvement Projects ("iPros") implemented under our Sarawak Operations' Improvement Programme ("SOIP")*

Note:

* *SOIP is a platform for our employees to contribute solutions, categorised into SiPro (long-term initiatives) and iPro (smaller, standalone solutions), aimed at improving our manufacturing processes*

H

- 8,142-strong workforce
- Over RM14.6 million investments in training and development
- 6,745 employees trained on health and safety standards

N

- 55.3 million GJ of energy consumed
- 2.5 million m³ of water consumed
- 25,852.1 GJ of solar energy generated
- Approximately 25,400 tonnes of aluminium scrap purchased

SR

- RM4.6 million invested in community activities
- 201 community activities organised
- 883 volunteers and 3,898 hours contributed to community programmes
- RM143.0 million invested in PMBTU township development

OUR MANAGEMENT APPROACH

MATERIAL MATTERS

Upholding Good Governance and Economic Resilience	M1 M2 M3 M4 M5 M6
Caring for the Planet	M7 M8 M9 M10 M11
Empowering Our People and Enriching Our Communities	M12 M13 M14 M15 M16

Read more of our approach to Material Matters on pages 39 to 43.

Our Value Creation Model

OUR OUTPUTS

F

- RM16.2 billion in revenue
- RM3.8 billion in EBITDA

M

- High-grade primary aluminium ingots (P1020)
- VAPs (i.e., billets, alloy billets, alloy ingots and EC-grade aluminium wire rods)
- Extrusion products
- Low-carbon aluminium solutions: GEM™ and CYCAL™

I

- Three (3) extrusion products obtained SCS Recycled Content Standard V8-0 certification, demonstrating a minimum of 80% and 100% pre-consumer and post-consumer recycled aluminium alloy content
- 20 patents
- Zero (0) data breaches

H

- 44.7 training hours per employee on average
- 87.7% local senior management hired
- 34.7% female managerial representation Group-wide
- 18.8% reduction in LTIFR
- Two (2) career/ executive programme graduates
- Zero (0) human rights violations
- Zero (0) workplace fatalities

N

- 8.6 tCO_2e per tonne of aluminium produced recorded for GHG emissions intensity
- 2.3 m^3 per tonne of aluminium produced recorded for water withdrawal intensity, 8.0% less than FYE2024
- Approximately 7,304 tCO_2e in Scope 2 GHG emissions avoided due to solar energy usage
- Over 182,000 tonnes of waste diverted from landfills
- 9.7% recycled aluminium intensity

SR

- Community activities benefiting 2,206 beneficiaries
- 88.6% and 86.7% customer service scores received at our midstream and downstream operations respectively
- 120 volunteer activities participated by our employees
- 41.0% of total suppliers' expenditure spent on local suppliers
- 32 suppliers benefited from ESG capacity building training

VALUE CREATED

F

- Generated Profit after Tax: RM2.5 billion
- Total Dividend Payout: RM638.6 million
- 21.8% return on equity

M

- Produced high-quality aluminium ingots conforming to the High-Grade Primary Aluminium Contract by LME
- Produced aluminium wire rods conforming to the specifications for Aluminium Electrical Conductor Grade Rods
- Production of low-carbon products through the utilisation of renewable power sources
- Integrated Management System Certifications (ISO 9001, ISO 45001 and ISO 14001) for our operational sites

I

- Introduced DCC and implemented MES as digital transformation projects focusing on increasing data interconnectivity and real-time production tracking
- Pursued collaborations and strategic partnerships to improve Research and Development ("R&D") efforts
- Advanced GHG reduction and sustainability innovation
- Introduced low carbon aluminium brand, GEM™ and CYCAL™ supporting customers' decarbonisation goals

H

- Enhancement of workforce skills through training and development programmes
- Provision of a conducive working environment
- Continued to promote an inclusive employee culture that values diversity and equal opportunities

N

- Efficient resource use across operational activities, leveraging strategic partnerships to reduce environmental impact
- Promotion of circular economy initiatives through the Aluminium Scrap Buyback Programme and Aluminium Recycling Project, supporting increased recycling and resource efficiency
- Carbon footprint reduction through the adoption of digitalisation and automation technologies to improve operational efficiency and energy performance

SR

- Creation of job opportunities for local communities through youth development programmes and collaboration with local universities
- Continued efforts on Supplier Management Programme to fortify supply chain resilience
- Organised community-oriented programmes aimed at creating positive and sustained impacts on the wellbeing of surrounding communities

TRADE-OFFS AND INTERDEPENDENCIES

Financial capital underpins our value creation ecosystem by enabling strategic investments that drive long-term value for stakeholders. We deploy financial resources to strengthen Manufactured, Intellectual and Human Capital, recognising the short-term allocation trade-offs required to enhance operational performance, resilience and sustainable value creation over time.

Our **Manufactured Capital** supports the Group's core production activities. We deploy Financial and Human Capital to develop, maintain and upgrade these assets, recognising the trade-offs between capital expenditure, operational viability, and long-term gains in efficiency, capacity, product quality and cost optimisation.

Investment in **Intellectual Capital** supports innovation and the Group's ability to adapt to evolving market and regulatory conditions. While these initiatives require the allocation of Financial and Human Capital for R&D, systems development and process improvement, the Group balances these commitments against long-term gains in production efficiency, strengthened Manufactured Capital and the deployment of cleaner technologies that support the preservation of Natural Capital.

Human Capital is critical to the Group's operational effectiveness and long-term sustainability. We invest in learning, development, safety and employee wellbeing to build a capable and engaged workforce, recognising the trade-offs between training time, people-related costs and short-term productivity against long-term gains in operational efficiency, asset reliability and performance consistency.

Natural Capital is integral to our long-term operational viability and decarbonisation pathway. We invest in energy-efficient technologies, lower-carbon energy sources and more sustainable materials, recognising the trade-offs between higher upfront costs, operational complexity and the long-term benefits of emissions reduction, regulatory resilience and resource efficiency.

Social & Relationship Capital supports our licence to operate and long-term sustainability across the communities and markets in which we operate. Through targeted community engagement and stakeholder programmes, we deploy Financial and Human Capital, recognising the trade-offs between resource commitments and the long-term benefits of trust, social acceptance, workforce stability and sustained economic value creation.

Corporate Information

Board of Directors

- **Datuk (Dr) Yvonne Chia (Yau Ah Lan @ Fara Yvonne)**
  Independent Non-Executive Chairman
- **Datuk Koon Poh Ming**
  Executive Vice Chairman
- **Tan Sri Dato' Koon Poh Keong**
  Group Chief Executive Officer
- **Dato' Koon Poh Tat**
  Executive Director
- **Koon Poh Weng**
  Executive Director
- **Datuk Koon Poh Kong**
  Executive Director
- **Lim Hun Soon @ David Lim**
  Independent Non-Executive Director
- **Susan Yuen Su Min**
  Independent Non-Executive Director
- **Chong Kin Leong**
  Independent Non-Executive Director
- **Amnah Apasra Emir Binti Moehamad Izat Emir**
  Independent Non-Executive Director
- **John Koon Tzer Lim**
  Alternate Director to Datuk Koon Poh Ming

Audit Committee

Chairman
Lim Hun Soon @ David Lim

Members
Susan Yuen Su Min
Chong Kin Leong

Nomination and Corporate Governance Committee

Chairman
Susan Yuen Su Min

Members
Lim Hun Soon @ David Lim
Chong Kin Leong
Amnah Apasra Emir Binti Moehamad Izat Emir

Remuneration Committee

Chairman
Amnah Apasra Emir Binti Moehamad Izat Emir

Members
Lim Hun Soon @ David Lim
Susan Yuen Su Min

Risk Management Committee

Chairman
Chong Kin Leong

Members
Datuk Koon Poh Ming
Lim Hun Soon @ David Lim
Susan Yuen Su Min
Amnah Apasra Emir Binti Moehamad Izat Emir

Corporate Information

Corporate Office

Suite 61 & 62, Setia Avenue
No. 2, Jalan Setia Prima S U13/S
Setia Alam Seksyen U13
40170 Shah Alam
Selangor Darul Ehsan, Malaysia
Tel : +603 - 3362 2188
Fax : +603 - 3362 2000
Website : www.pressmetal.com

Registered Office

12th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : +603 - 7890 4800
Fax : +603 - 7890 4650
Email : boardroom-kl@boardroomlimited.com

Company Registration No.

201601027232 (1198171-H)

Share Registrar

Tricor Investor & Issuing House Services Sdn. Bhd.
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan, Malaysia
Tel : +603 - 2783 9299
Fax : +603 - 2783 9222
Email : is.enquiry@vistra.com

Stock Exchange Listing

Main Market of Bursa Malaysia Securities Berhad

Auditors

KPMG PLT
Firm No. LLP0010081-LCA & AF 0758
(Chartered Accountants)
Level 10, KPMG Tower
8 First Avenue, Bandar Utama
47800 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : +603 - 7721 3388
Fax : +603 - 7721 3399

Company Secretaries

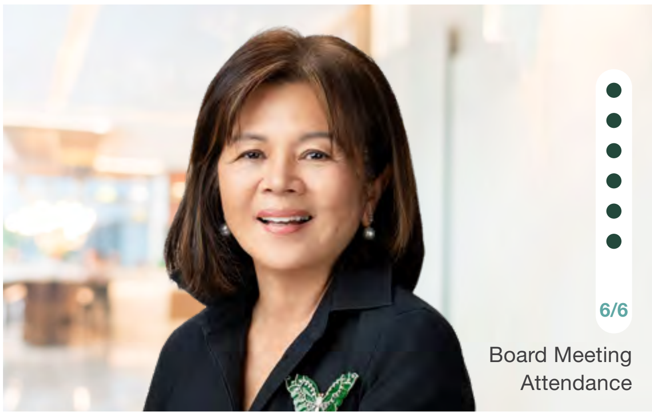
Tai Yit Chan *(MAICSA 7009143)*
(SSM PC No. 202008001023)

Tan Ai Ning *(MAICSA 7015852)*
(SSM PC No. 202008000067)

Principal Bankers

- Alliance Bank Malaysia Berhad
- AmBank (M) Berhad/ AmIslamic Bank Berhad
- Hong Leong Bank Berhad/ Hong Leong Islamic Bank Berhad
- HSBC Amanah Malaysia Berhad
- Malayan Banking Berhad/ Maybank Islamic Bank Berhad
- OCBC Al-Amin Berhad
- Sumitomo Mitsui Banking Corporation Malaysia Berhad
- United Overseas Bank (Malaysia) Berhad

Profile of Our Board of Directors



Datuk (Dr) Yvonne Chia P.M.W. (Yau Ah Lan @ Fara Yvonne)

Independent Non-Executive Chairman

Age: **73** | Nationality: **Malaysian** | Gender: **Female**

Datuk (Dr) Yvonne Chia is the Independent Non-Executive Chairman of the Company. She was appointed to the Board on 27 May 2021 as an Independent Non-Executive Director and re-designated as Chairman on 2 August 2021.

She brings over 40 years of experience in the financial services industry, having held senior leadership roles in both international and domestic institutions. A Fellow Chartered Banker, she holds a Bachelor of Economics (Hons) from the University of Malaya. She began her career with Bank of America, serving in Malaysia and across the Asia region, and subsequently held the positions of Group Managing Director and Chief Executive Officer of RHB Banking Group from 1996 to 2002 and Hong Leong Banking Group from 2003 to 2013, former Independent Non-Executive Chairman of Standard Chartered Bank Malaysia Berhad (2016-2025).

Her board experience spans the public, private, and non-profit sectors, where she has contributed to governance, strategic oversight, institutional development, and long-term value creation.

Currently she also serves as Senior Advisor to the Asian Infrastructure Investment Bank and is a frequent speaker in the region on strategic stewardship and leadership. In 2025, she earned the Sustainability and Climate Risk (SCR®) Certificate from the Global Association of Risk Professionals.

A strong advocate of lifelong learning and talent development, she serves as a Council Member of the Asian Institute of Chartered Bankers, a member of the MyMahir National Talent Council, and a Project Mentor for the Future Skills Framework for the Financial Services Sector. She is also a Trustee of Teach for Malaysia Foundation, an Honorary Professor at the University of Nottingham School of Economics, and a member of the Chartered Institute of Islamic Finance Professionals. In recognition of her contributions to women's leadership and broader societal impact, she was conferred an Honorary Doctorate by Heriot-Watt University.

She has no conflict of interest or potential conflict of interest, including any interest in competing businesses with the Group, and has no family relationship with any Director and/ or major shareholder of the Company. She has not been convicted of any offence (other than traffic offences, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.

Datuk Koon Poh Ming

Executive Vice Chairman

Age: **69** | Nationality: **Malaysian** | Gender: **Male**

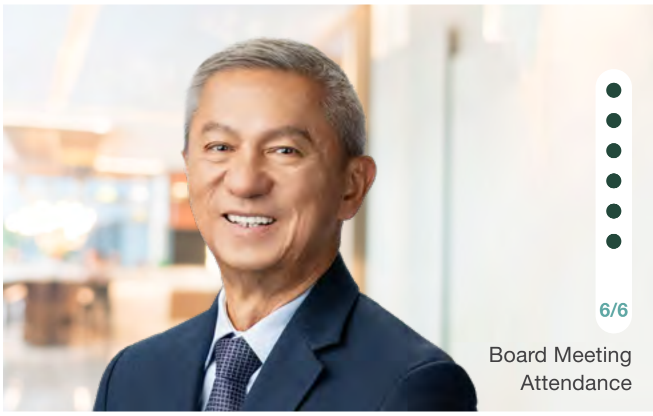
Datuk Koon Poh Ming is a founding Board member of Press Metal Berhad ("PMB") since its inception on 13 May 1986. He was appointed to the Board on 4 July 2017 as an Executive Vice Chairman; ahead of the Company's assumption of the listing status of PMB pursuant to the internal reorganisation on 10 July 2017. Presently, he is a member of the Risk Management Committee of the Company.

After graduating with a Degree in Civil Engineering from the University of Wales in United Kingdom, he started his career with an international consulting engineering firm based in Kuala Lumpur. He is currently a professional engineer registered with the Board of Engineers and The Institution of Engineers, Malaysia.

Datuk Koon Poh Ming has been actively involved in the management and business development of the Group. Currently, he also holds the position of Chief Executive Officer of PMB Technology Berhad.

He is the brother to Tan Sri Dato' Koon Poh Keong, Datuk Koon Poh Kong, Koon Poh Weng and Dato' Koon Poh Tat. He is also father to John Koon Tzer Lim. Save as disclosed, he has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.

Profile of Our Board of Directors



Tan Sri Dato' Koon Poh Keong

Group Chief Executive Officer

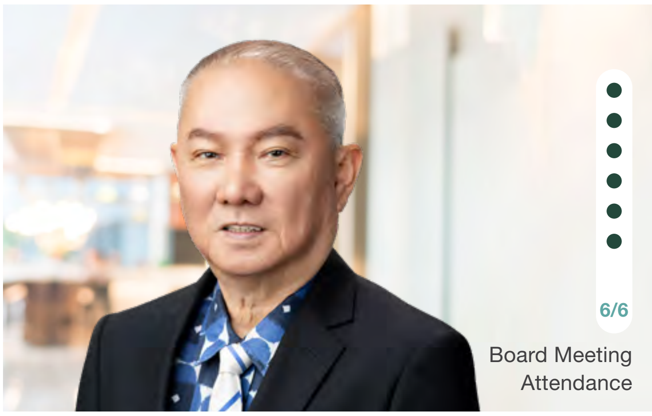
Age: **65** | Nationality: **Malaysian** | Gender: **Male**

Tan Sri Dato' Koon Poh Keong is one of the founding members of PMB since its inception on 13 May 1986. He has been the Group Chief Executive Officer since 1993. He has been instrumental in growing the Group into the largest integrated aluminium producer in Southeast Asia.

Tan Sri Dato' Koon Poh Keong was appointed as the Group Chief Executive Officer of the Company on 4 July 2017; ahead of the Company's assumption of the listing status of PMB pursuant to the internal reorganisation on 10 July 2017.

Tan Sri Dato' Koon Poh Keong graduated with a Bachelor of Science degree in Electrical Engineering from The University of Oklahoma, United States of America, in 1986. He has more than 40 years of experience in the aluminium industry. Currently, he also acts as the Executive Chairman of PMB Technology Berhad.

He is the brother to Datuk Koon Poh Ming, Datuk Koon Poh Kong, Koon Poh Weng and Dato' Koon Poh Tat. He is also the uncle to John Koon Tzer Lim. Save as disclosed, he has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.



Dato' Koon Poh Tat

Executive Director

Age: **66** | Nationality: **Malaysian** | Gender: **Male**

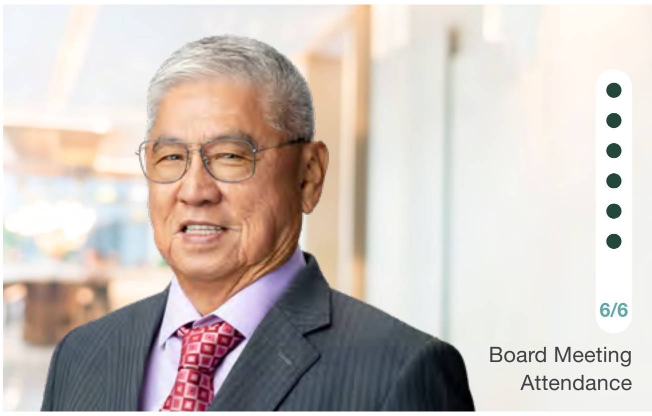
Dato' Koon Poh Tat was first appointed to the Board of PMB on 7 June 1999. He is a co-founder of PMB and has been actively involved in PMB's operations including forming up new business outlets both domestic and overseas to enlarge PMB's network and market share. His hard work and dedication have led the Group to be the pioneer in the aluminium industry.

Dato' Koon Poh Tat was appointed as the Executive Director of the Company on 4 July 2017; ahead of the Company's assumption of the listing status of PMB pursuant to the internal reorganisation on 10 July 2017.

He is currently the Executive Director of PMB Technology Berhad.

He is the brother to Datuk Koon Poh Ming, Tan Sri Dato' Koon Poh Keong, Datuk Koon Poh Kong and Koon Poh Weng. He is also the uncle to John Koon Tzer Lim. Save as disclosed, he has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.

Profile of Our Board of Directors



Koon Poh Weng

Executive Director

Age: **70** | Nationality: **Malaysian** | Gender: **Male**

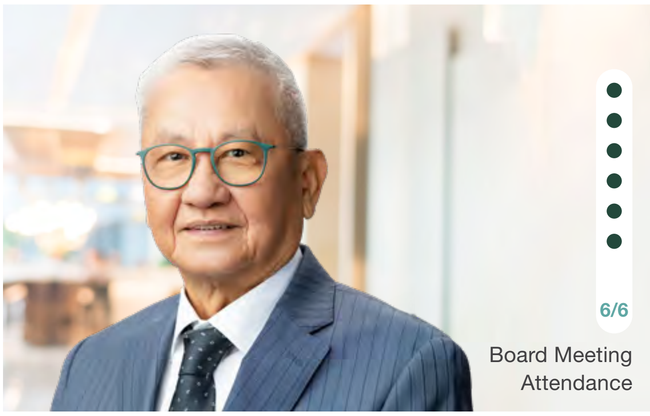
Mr. Koon Poh Weng was a Board member of PMB since 13 May 1986. Being a key founder of PMB, Mr. Koon Poh Weng was pivotal to the Group's aluminium façade and curtain wall business.

Mr. Koon Poh Weng was appointed as the Executive Director of the Company on 4 July 2017; ahead of the Company's assumption of the listing status of PMB pursuant to the internal reorganisation on 10 July 2017.

Mr. Koon Poh Weng has been widely involved in the design, engineering and development of cost-effective, innovative and versatile system solutions for both local and international projects. He continually strives on the changing and creative ideas to meet the complex and advanced technical skills to all aspects of aluminium and glazing industry.

Currently, Mr. Koon Poh Weng is also an Executive Director of PMB Technology Berhad.

He is the brother to Datuk Koon Poh Ming, Tan Sri Dato' Koon Poh Keong, Datuk Koon Poh Kong and Dato' Koon Poh Tat. He is also the uncle to John Koon Tzer Lim. Save as disclosed, he has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.



Datuk Koon Poh Kong

Executive Director

Age: **73** | Nationality: **Malaysian** | Gender: **Male**

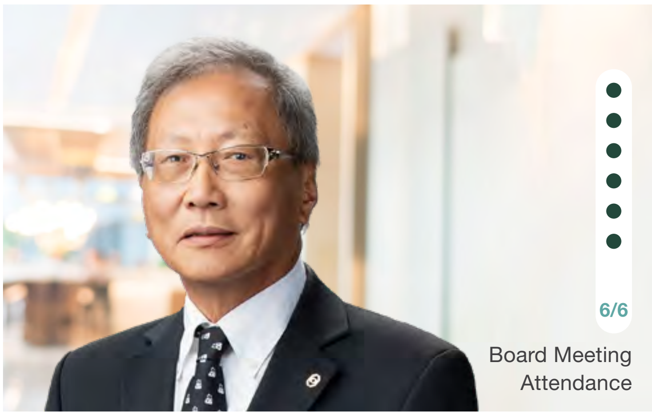
Datuk Koon Poh Kong was a Board member of PMB since 13 May 1986. As a key founder of PMB, Datuk Koon Poh Kong has been responsible for managing various prominent projects involving aluminium applications. His expertise and knowledge in business development and aluminium applications are instrumental to the growth and development of the Group.

Datuk Koon Poh Kong was appointed as the Executive Director of the Company on 4 July 2017; ahead of the Company's assumption of the listing status of PMB pursuant to the internal reorganisation on 10 July 2017.

Other than the Company, Datuk Koon Poh Kong does not hold directorship in any other public companies and listed issuers.

He is the brother to Datuk Koon Poh Ming, Tan Sri Dato' Koon Poh Keong, Koon Poh Weng and Dato' Koon Poh Tat. He is also the uncle to John Koon Tzer Lim. Save as disclosed, he has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.

Profile of Our Board of Directors



Lim Hun Soon @ David Lim

Independent Non-Executive Director

Age: **70** | Nationality: **Malaysian** | Gender: **Male**

Mr. Lim Hun Soon @ David Lim ("Mr. David Lim") was appointed to the Board on 15 August 2018. He is the Chairman of the Audit Committee and a member of the Nomination and Corporate Governance Committee, Remuneration Committee and Risk Management Committee of the Company.

Mr. David Lim had a distinguished thirty-three (33) year career with Peat Marwick Mitchell (now known as KPMG). He was admitted as a Partner in 1990 and served on the firm's Management Committee from 1997 to 2001 and Partnership Supervisory Council from 2002 to 2010 prior to his retirement in 2011. In 2006, he also played a key role in establishing the Audit Committee Institute Malaysia.

In 2013, he was appointed as a Council Member of The Institute of Chartered Accountants in England and Wales ("ICAEW"), marking the first time Malaysia was represented on its Council, and served for the maximum permitted tenure until March 2019.

He currently serves as Chairman and Non-Independent Non-Executive Director of Kawan Food Berhad, Independent Non-Executive Chairman of TSA Group Berhad and Rockwills Trustee Berhad, Audit Committee Chairman of Public Investment Bank Berhad and Malaysian Rating Corporation Berhad, and a Director of MARC Berhad. He is also an Independent Non-Executive Director of Kossan Rubber Industries Berhad and Fairview International PLC.

He has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has no family relationship with any Director and/ or major shareholder of the Group. He has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.

Susan Yuen Su Min

Independent Non-Executive Director

Age: **66** | Nationality: **Malaysian** | Gender: **Female**

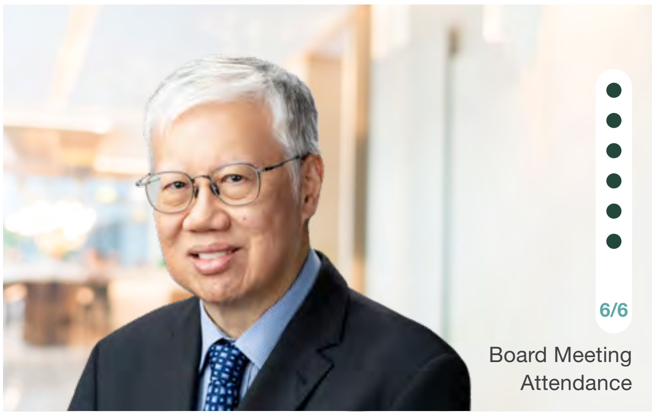
Ms. Susan Yuen Su Min was appointed to the Board on 1 July 2020. She is the Chairman of the Nomination and Corporate Governance Committee, and also serves as a member of the Audit Committee, Risk Management Committee and Remuneration Committee of the Company.

Ms. Susan graduated with a Bachelor Hons (Upper Second) Computer Science from University of London. She has over 30 years of working experience in the banking industry and has served several banking establishments including Maybank and HSBC Malaysia. She was also previously attached to the National Bank of Abu Dhabi Malaysia Berhad ("NBAD") where she was the Regional CEO Asia and Country CEO Malaysia from 2014-2018. Prior to joining NBAD, she served as CEO of ANZ Banking Group in Hong Kong from 2009-2014.

She sits on the Board of several public listed companies, namely Alliance Bank Malaysia Berhad and Batu Kawan Bhd as an Independent Non-Executive Director. She also holds directorship in Chubb Insurance Malaysia Berhad.

She has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has no family relationship with any Director and/ or major shareholder of the Group. She has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.

Profile of Our Board of Directors



Chong Kin Leong

Independent Non-Executive Director

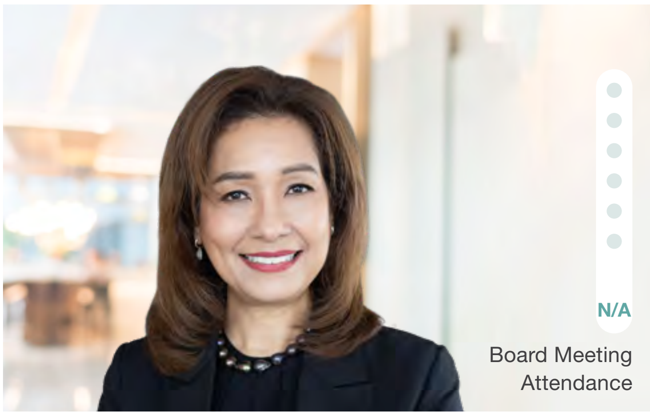
Age: **67** | Nationality: **Malaysian** | Gender: **Male**

Mr. Chong Kin Leong was appointed to the Board on 1 October 2021. He is the Chairman of the Risk Management Committee and also serves as a member of the Audit Committee and Nomination and Corporate Governance Committee of the Company.

Mr. Chong graduated with a Bachelor of Accounting (Hons) from the University of Malaya. He is a member of the Malaysian Institute of Accountants and a member of the Malaysian Institute of Certified Public Accountants. He has more than 40 years of experience in all aspects of financial and business management in the corporate sector, financial institutions and auditing. He started his career with Peat Marwick Mitchell & Co. (now known as KPMG) in 1981. Mr. Chong joined Sime Darby Berhad in 1985 where he held various roles in the corporate head office and subsidiaries involved in manufacturing and marketing and plantations. Thereafter, he joined Rashid Hussain Berhad in 1993 and was promoted to Finance Director in 1995. In May 2003, he joined Genting Berhad as Executive Vice President - Finance/ Chief Financial Officer until his retirement in December 2018.

Mr. Chong also holds directorships in AIA PUBLIC Takaful Bhd (where he is also Chairman), AIA General Berhad, Cagamas Holdings Berhad, Deutsche Bank (Malaysia) Berhad, The Community Chest and Genting Singapore Limited.

He has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has no family relationship with any Director and/ or major shareholder of the Group. He has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.



Amnah Apasra Emir Binti Moehamad Izat Emir

Independent Non-Executive Director

Age: **60** | Nationality: **Malaysian** | Gender: **Female**

Puan Amnah Apasra Emir Binti Moehamad Izat Emir was appointed to the Board on 2 January 2026. She is the Chairman of the Remuneration Committee and also serves as a member of the Risk Management Committee and Nomination and Corporate Governance Committee of the Company.

Puan Amnah graduated from the Architectural Association School of Architecture in London and is a qualified architect with 33 years of experience in the architectural and real estate industry. She is the founder of an architectural company specialising in Urban Regeneration, Heritage, Transport Architecture and Data Centres.

Puan Amnah is a placemaking advocate and has provided strategic advice to government-linked companies in the area of urban regeneration of brownfield sites such as the conservation, restoration and space reuse of Bangunan Sultan Abdul Samad and Bangunan Pejabat Pos at Dataran Merdeka Heritage Area, Kuala Lumpur. She is currently Technical Advisor to Think City Grants Programme.

Puan Amnah is an honorary advisor to the Malaysian Structural Steel Association after retiring as its honorary secretary general having served as a council member for 23 years promoting the use of constructional steel. She is a council member of Professional Alliance for Circular Economy spearheaded by Universiti Teknologi PETRONAS, which aims to accelerate innovations in the Circular Economy agenda in Malaysia. She is also an External Advisor to Nottingham University's Science and Engineering Faculty.

Puan Amnah currently sits on the Board of SKB Shutters Corporation Berhad as an Independent Non-Executive Director.

She has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has no family relationship with any Director and/ or major shareholder of the Group. She has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.

Profile of Our Board of Directors

6/6
Board Meeting Attendance

John Koon Tzer Lim

Alternate Director to Datuk Koon Poh Ming

Age: **29** | Nationality: **Malaysian** | Gender: **Male**

Mr. John Koon Tzer Lim is the Head of Risk Management of the Company. He leads the Risk Management function and oversees the implementation of the Group's risk management framework in alignment with ISO 31000:2018. He also provides leadership and guidance to the Risk Management Team ("RMT"), ensuring that the Group's risk management practices remain aligned with its operational requirements and corporate culture. He was appointed as Alternate Director to Datuk Koon Poh Ming on 15 June 2023.

Mr. John Koon holds a Bachelor of Actuarial Mathematics (Honours) from the University of Leeds, United Kingdom, and is qualified as an Enterprise Risk Manager by the Institute of Enterprise Risk Practitioners.

Mr. John Koon has been with the Risk Management Department since 2019. Prior to assuming his current role, he served as the Group's Insurance Liaison Executive. He continues to review the Group's insurance programmes.

Other than the Company, Mr. John Koon does not hold directorship in any other public companies and listed issuers.

Mr. John Koon is the son of Datuk Koon Poh Ming, nephew to Tan Sri Dato' Koon Poh Keong, Dato' Koon Poh Tat, Datuk Koon Poh Kong and Mr. Koon Poh Weng. Save as disclosed, he has no conflict of interest, or potential conflict of interest, including any interest in competing business with the Group, and has not been convicted of any offence (other than traffic offence, if any) within the past five (5) years and has not been subject to any public sanction or penalty imposed by regulatory bodies during the financial year.

Profile of Our Key Senior Management, Key Operating Management and Country Heads

(Profiles of Key Senior Management i.e., the Executive Vice Chairman, Group Chief Executive Officer and Executive Directors are listed under Profile of Our Board of Directors on pages 62 to 67).

Choa Wei Keong

Deputy Chief Executive Officer

Age: **54** | Nationality: **Singaporean** | Gender: **Male**

Mr. Choa Wei Keong joined Press Metal in 2009 and served as Group General Manager of Smelting Division between 2018 and 2023. Mr. Choa was appointed as Deputy CEO in January 2024, overseeing the Group's upstream business units and strategic investment portfolios.

Mr. Choa holds a Master's degree in Business Administration from the University of Nottingham and a Bachelor of Science Degree (Hons.) in Business Administration (Marketing) from the University of Wales. He started his career with the banking industry, specialising in trade financing and credit management. Prior to joining Press Metal, he was the Vice President of Group Special Asset Management of a Singapore bank.

Ooi Beng Guan

Deputy Chief Executive Officer

Age: **59** | Nationality: **Malaysian** | Gender: **Male**

Mr. Ooi Beng Guan joined Press Metal as Deputy CEO in January 2024, overseeing the strategic development and operations of the Group's midstream business units and corporate functions.

Mr. Ooi holds a Bachelor of Science Degree in Chemistry (Hons.) from the Universiti Pertanian Malaysia. He brings with him 27 years of industry experience, with 18 years in senior management positions based in Hong Kong and Japan. Prior to joining Press Metal, Mr. Ooi served as Vice President for a leading global chemical company. Apart from being responsible for the financial performance of the business unit in Asia Pacific, his previous roles included business development, operation and investment, and serving as President of the affiliate company in Japan. Additionally, he has served as Chairman of the Board and as a Board member for the joint-venture companies in the region.

Profile of Our Key Senior Management, Key Operating Management and Country Heads

David Tan Hung Hoe

Senior Advisor

Age: **61** | Nationality: **Malaysian** | Gender: **Male**

Mr. David Tan Hung Hoe joined Press Metal as Head of Corporate Affairs in 2007 and was appointed Chief Corporate Officer in January 2024. He assumed the role of Senior Advisor to the Group from May 2025.

Mr. David Tan holds a Master's degree in Business Administration from the University of Georgia and a Bachelor of Science Degree (Banking & Finance) from the University of Arkansas. He started his career as corporate finance analyst and advisor both locally and overseas. Prior to joining Press Metal, he was the Corporate Affairs General Manager of a public listed company, overseeing various corporate developments and expansions.

Loo Tai Choong

Chief Financial Officer

Age: **58** | Nationality: **Malaysian** | Gender: **Male**

Mr. Loo Tai Choong joined Press Metal in 2001 and was promoted to the position of Group Financial Controller in 2002. Mr. Loo was appointed Chief Financial Officer in January 2024.

Mr. Loo is a qualified Chartered Accountant and a member of the Malaysian Institute of Certified Public Accountants. He started his career as an auditor, involved in a wide range of audit and tax consultation, as well as corporate investigation works, specialising particularly in manufacturing, banking and insurance industries. Prior to joining Press Metal, he was the Finance Manager of a local banking group.

Lim Heng Kam

Chief Operating Officer (Extrusion Business Unit)

Age: **56** | Nationality: **Malaysian** | Gender: **Male**

Mr. Lim Heng Kam joined Press Metal in 2003 and was promoted to Manufacturing Director of PMI in 2006. He was later appointed as a Director of PMI in 2011. In 2020, Mr. Lim was appointed Chief Operating Officer of the Extrusion Business Unit (PMI Group) where he leads the Group's downstream aluminium operations, both locally and internationally.

Mr. Lim holds a Master of Science Degree in Manufacturing System Engineering from the University of Warwick. He has extensive industry experience, with a focus on process optimisation, productivity improvement and lean implementation. Prior to joining Press Metal, Mr. Lim served as a Production Engineer at a local aluminium manufacturing company.

Note:
Save as disclosed, all Key Senior Management and Key Operating Management members have no family relationship with any director and/ or major shareholder of the Company, have no conflict of interest or potential conflict of interest, including any interest in any competing business with Press Metal, have not been convicted of any offences (other than traffic offence, if any) within the past five (5) years and have not been imposed any penalty by the relevant regulatory bodies during the FYE2025.

Profile of Our Key Senior Management, Key Operating Management and Country Heads

AUSTRALIA

Paul Ingram

Managing Director
Press Metal Aluminium (Australia) Pty. Ltd.

Age: **58** | Nationality: **Australian** | Gender: **Male**

Mr. Paul Ingram joined Press Metal Aluminium (Australia) Pty. Ltd. as Managing Director in 2014. He holds a High School Certificate from Saint Ignatius College Riverview.

Mr. Ingram has over 30 years of experience in the aluminium industry. Prior to joining Press Metal, he was the owner and director of a long-established aluminium fabrication company in Australia.

UNITED KINGDOM

Andrew Clarke

Operations Director
Press Metal UK Limited

Age: **56** | Nationality: **British** | Gender: **Male**

Mr. Andrew Clarke joined Press Metal UK Limited as General Manager in 2006 and was promoted to Operations Director in 2022. He was trained at Birmingham University, School of Architecture, and is a fully trained registered Architect.

Prior to joining Press Metal, Mr. Clarke held various positions within blue chip logistics companies including freight forwarding.

NORTH AMERICA

Keith Burlingame

Director
Press Metal North America Inc.

Age: **68** | Nationality: **American** | Gender: **Male**

Mr. Keith Burlingame joined Press Metal North America Inc. as a director in 2009. He holds a Bachelor of Science degree in Economics from the University of Illinois.

Mr. Burlingame has over 40 years of experience in the aluminium industry during which he has led large sales and marketing organisations. His experience spans key account and sales team management, manufacturing operations and business planning and development. He has worked with various industry groups including The Aluminium Association, The Aluminium Extruders Council and The Truck Trailer Manufacturers Association.

Corporate Governance Overview Statement

The Board of Press Metal recognises the importance of conducting good corporate governance and constantly strives to ensure that good corporate governance practices are carried out throughout the Group as it is fundamental in fulfilling its responsibilities, which include protecting and enhancing shareholders' value as well as the financial performance of the Group.

This Corporate Governance Overview Statement ("CGOS") provides a summary of the Company's corporate governance practices during FYE2025 with reference to the following three (3) principles set out in the MCCG 2021:

Principle A
Board leadership and effectiveness

Principle B
Effective audit and risk management

Principle C
Integrity in corporate reporting and meaningful relationship with stakeholders

This CGOS is prepared pursuant to Paragraph 15.25 (1) of MMLR of Bursa Securities, with guidance being drawn from Practice Note 9 of the MMLR and the Corporate Governance Guide (4th Edition) issued by Bursa Securities.

This CGOS is to be read together with the Corporate Governance Report 2025 ("CG Report 2025") of the Company which is available on the Bursa Securities website and the Company's website at *www.pressmetal.com* under "Shareholders Meeting" section. The CG Report 2025 provides detailed explanations of the Company's application of the practices as set out in the MCCG 2021 during the financial year under review.

The Company is a Large Company (defined as listed on FTSE Bursa Malaysia Top 100 Index or with a market capitalisation of RM2 billion and above) for FYE2025. The Board is committed to ensuring high standards of governance are practised wherein the Company has adopted and complied substantially with the practices of MCCG 2021.

Corporate Governance Approach

The Board is committed to upholding sound corporate governance and promoting ethical standards within the Group. Over the course of four (4) decades since the Group's inception, good corporate governance practices have been steadily embedded in its lexicon with the understanding that a sound corporate governance framework is essential to form the bedrock of responsible and responsive decision-making. In carrying out its duties, the Board adheres to the Board Charter and the Discretionary Authority Limits, which collectively outline the roles and responsibilities of the Board as well as the matters delegated to the Board Committees, the Group Chief Executive Officer ("Group CEO") and Management. This framework underpins the Board's commitment to integrity in corporate reporting and to fostering meaningful relationships with stakeholders.

The Group's overall approach to corporate governance is to:

- Promote sustainability as ESG issues are material to the ability of the Group to create sustainable value and uphold the confidence of stakeholders;
- Promote individual accountability, particularly at the leadership level (i.e., Board and Senior Management) as they represent the core and conscience of the Group;
- Drive the application of good governance practices in tandem with the value creation process of the Group;
- Demonstrate openness and accountability in the way the Group conducts its business and engages with and reports to stakeholders;
- Enhance oversight on risk management of the Group;
- Embed organisation-wide anti-bribery culture and awareness amongst staff and relevant stakeholders such as business partners; and
- Interweave governance, economic, environmental and social considerations into its business operations in line with the objectives of becoming economic resilient, sustainable and responsible corporate citizen.

The Board regularly reviews the Group's corporate governance practices and procedures to ensure they reflect market dynamics, the evolving expectations of stakeholders and best practices whilst simultaneously addressing the needs of the Group. In its effort to achieve its corporate governance aspirations, the Group has benchmarked its practices against the relevant promulgations and best practices.

Corporate Governance Overview Statement

A summary of the Group's corporate governance practices with reference to the MCCG 2021 is described below.

Principle A: Board Leadership and Effectiveness

I. Board Responsibilities

Board Roles and Responsibilities

The Board is primarily responsible for reviewing the Group's strategic plan, adequacy of internal control, and risk management systems in place, promoting good corporate governance culture and the governance of sustainability within the Group, whilst overseeing the conduct and performance of the Group's business and management team in the pursuit of the long-term success of the Group and the delivery of sustainable value to its stakeholders.

The Directors are aware of their responsibility to make decisions objectively to achieve the success of the Group, with the best interests of the stakeholders in mind. In discharging its responsibilities, the Board is guided by the Board Charter that sets out, amongst others, its composition, roles and responsibilities, powers, Board Committees and Board meeting procedures. The Board Charter was last reviewed and adopted by the Board in August 2023 and is available on the Company's website at *www.pressmetal.com*.

The roles and responsibilities the Board, which are delineated in the Board Charter include, but are not limited to the following:

(a) Reviewing and approving corporate strategies and plans of the Group and monitoring the implementation of strategies by Management;
(b) Overseeing and monitoring the conduct and performance management of the Group's business operations;
(c) Identifying principal risks faced by the Group and ensuring the implementation of appropriate internal controls and systems to monitor and manage these risks;
(d) Ensuring the integrity of the financial and non-financial reporting of the Group;
(e) Maintaining an effective stakeholder communication strategy;
(f) Implementing succession planning for business and functional continuity;
(g) Reviewing the adequacy and integrity of internal control systems and management information systems, including systems for ensuring compliance with applicable laws, regulations, rules, directives and guidelines; and
(h) Establishing a corporate culture which engenders ethical conduct and behaviour.

The formal schedule of matters which specifically require the Board's approval or guidance are those involving:

(a) Conflict of interest issues relating to a substantial shareholder or a Director including approving related party transactions ("RPTs");
(b) Corporate strategy and yearly budget;
(c) Limits of authority, treasury policies, risk management policies and key human resource issues;
(d) Material acquisitions and disposals of assets/ investments not in the ordinary course of business, including material financial/ funding arrangements and significant capital expenditure; and
(e) Strategic investments, mergers and acquisitions and corporate exercises.

The Board delegates the day-to-day management of the Group to the Group CEO, Executive Directors and Management but reserves for its consideration pertinent significant matters. In discharging its stewardship role effectively, the Board delegates certain responsibilities to the following Board Committees and Management Committees:

Board Committees

(a) Audit Committee ("AC")
(b) Nomination and Corporate Governance Committee ("NCGC")
(c) Remuneration Committee ("RC")
(d) Risk Management Committee ("RMC")

Corporate Governance Overview Statement

I. Board Responsibilities *(cont'd)*

Board Roles and Responsibilities (cont'd)

Management Committees

(a) Sustainability Committee ("SC")
(b) Investment Committee ("IC")

The Chairpersons of the relevant Board Committees report to the Board on key issues deliberated at their respective committee meetings. The Board acknowledges that while these Board Committees have the authority to examine issues and make recommendations to the Board, the ultimate responsibility for all matters lies with the Board.

All Board Committees are actively engaged and act as oversight committees. They contemplate and recommend matters under their purview for the Board's deliberation and approval. The Board Committees are governed by their respective Terms of Reference ("TOR"), which were approved by the Board, and discharge their respective functions as stipulated therein, whilst the Group CEO, Executive Directors and Management are responsible for the day-to-day management of the Group pursuant to the powers delegated by the Board, subject to compliance with the applicable laws and regulations. The TOR of the respective Board Committees are published on the Company's website at *www.pressmetal.com*.

During FYE2025, the Board reviewed the following documents:
- Investment Policy;
- TOR of IC; and
- TOR of RMC.

These documents define the Group's commitments towards issues relevant to good corporate governance and are periodically reviewed to ensure relevance and applicability.

The Board is supported by four (4) Board Committees, each operating under clearly defined TOR to ensure structured, transparent and effective oversight. These Committees enable the Board to discharge its responsibilities efficiently, objectively and in a well-considered manner by providing detailed review, evaluation and recommendations on specific areas delegated to them.

On integrity consideration for Board Committees' deliberations, Board Committee meetings did not combine with Board meetings. This separation ensures that Committee members are able to engage in focused, independent and objective discussions without the influence of the wider Board. Following each meeting, the respective Committee Chair reports to the Board on key matters deliberated and recommendations made.

While the Committees provide support and specialist oversight, the ultimate responsibility and decision-making authority rest with the Board, which retains full accountability for all matters affecting the Group.

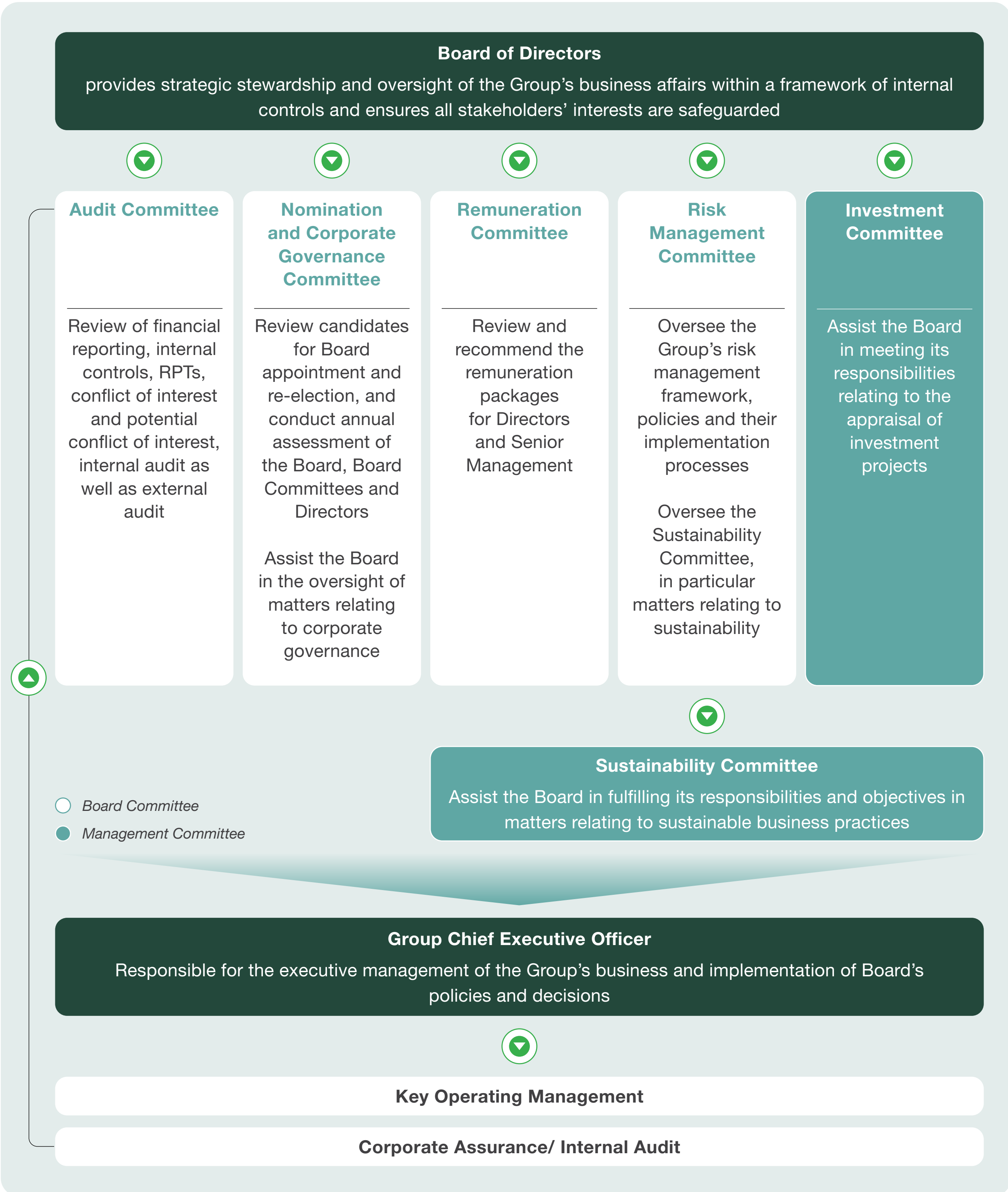
Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

I. Board Responsibilities *(cont'd)*

Board Roles and Responsibilities (cont'd)

The following diagram provides a brief overview of the governance framework of the Company:



Corporate Governance Overview Statement

I. Board Responsibilities *(cont'd)*

Separation of positions of the Chairman, Executive Vice Chairman and Group Chief Executive Officer

The positions of the Chairman, Executive Vice Chairman and the Group CEO are separated and held by different individuals, with a clear distinction of responsibilities between them to ensure that there is a balance of power and authority, such that no one individual has unfettered decision-making powers.

Datuk (Dr) Yvonne Chia is the Chairman of the Board, Datuk Koon Poh Ming is the Executive Vice Chairman and Tan Sri Dato' Koon Poh Keong is the Group CEO. The Independent Non-Executive Chairman is responsible for the leadership, effectiveness, conduct and governance of the Board. To preserve impartiality and avoid any impairment of objectivity, the Chairman does not serve as a member of any Board Committees, nor does she attend committee meetings by invitation. The Chairman encourages active and effective engagement, participation and contribution from all Directors and facilitates constructive relations between the Board and Management. The Executive Vice Chairman assists the Chairman in performing the latter's duties and responsibilities. He is also responsible to the Board for the formulation of high-level strategies of the Group and overseeing the Group's business development and operations together with the Group CEO.

The Group CEO is responsible for the executive management of the business and activities of the Group and implements the strategies, policies and decisions approved by the Board. Independent Non-Executive Directors are responsible for providing insights, unbiased and independent views, advice and judgement to the Board and bring impartiality to the Board deliberations and decision-making.

Company Secretary

The Board is supported by two (2) suitably qualified Company Secretaries who play a vital role in advising the Board in relation to the Company's Constitution, Board policies and procedures and compliance with the relevant regulatory requirements, codes or guidance and legislations, to ensure the Board's application of the corporate governance practices meets stakeholders' expectations. They constantly keep themselves abreast of the evolving capital market environment, regulatory changes and developments in corporate governance by attending the relevant training programmes/ conferences.

In FYE2025, the Company Secretaries carried out the following:

- Documented Minutes and Resolutions of the Company;
- Updated the Board on any periodic Bursa Securities' amendments to the MMLR or any relevant regulations;
- Prepared and presented the CGOS, CG Report and Audit Committee Report;
- Conducted the Board Effectiveness Evaluation for FYE2024;
- Facilitated the Board and Board Committees meetings via virtual, hybrid, and physical modes; and
- Managed the meeting process and circulated the relevant board documents and proposals for consideration of all Board members.

Board and Board Committee Meetings

Board meetings and Board Committees' meetings for the ensuing financial year are scheduled in advance in consultation with the Directors to ensure maximum attendance. The Board meets on a quarterly basis, with additional meetings convened as and when necessary. Where appropriate, the Board may also resolve and approve various matters by way of written resolutions.

During FYE2025, a total of six (6) Board meetings were held. All Directors attended all meetings as scheduled in FYE2025, except for Amnah Apasra Emir Binti Moehamad Izat Emir, who was appointed as Independent Non-Executive Director, member of NCGC and RMC, and Chairman of RC in January 2026.

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

I. Board Responsibilities *(cont'd)*

Board and Board Committee Meetings (cont'd)

The attendance of the Board and Board Committee members at the meetings of the Company during FYE2025 is as follows:

Directors	Board	AC	NCGC	RC	RMC
Executive Directors					
Datuk Koon Poh Ming *(Alternate Director: John Koon Tzer Lim)*	6/6				5/5
Tan Sri Dato' Koon Poh Keong	6/6				
Dato' Koon Poh Tat	6/6				
Koon Poh Weng	6/6				
Datuk Koon Poh Kong	6/6				
Independent Non-Executive Directors					
Datuk (Dr) Yvonne Chia (Yau Ah Lan @ Fara Yvonne)	6/6				
Noor Alina Binti Mohamad Faiz *(Resigned w.e.f 29 August 2025)*	5/5	5/5	3/3	1/1	
Lim Hun Soon @ David Lim	6/6	6/6	5/5	1/1	5/5
Susan Yuen Su Min	6/6	6/6	5/5	1/1	5/5
Chong Kin Leong	6/6	6/6	5/5		5/5

Chairman *Member*

	Board	AC	RMC	NCGC	RC
Total Meeting Hours	15.45 hours	13.56 hours	11.22 hours	5.78 hours	0.55 hours
Average Meeting Attendance	100%	100%	100%	100%	100%

All Directors are expected to devote sufficient time to carry out their responsibilities and are required to notify the Chairman before accepting any new directorships in other listed issuers. Currently, all Directors of the Company hold not more than five (5) directorships in listed issuers, which is in compliance with Paragraph 15.06 of the MMLR of Bursa Securities.

The Board is satisfied with the time commitment given by the Directors as demonstrated by their attendance at the meetings of the Board and Board Committees.

Supply of and Access to Information

All Directors are furnished with an agenda and a set of Board meeting papers in advance of each Board and/ or Board Committees' meeting. This would give sufficient time to the Directors to obtain further explanation or clarification, where necessary, in order to be properly briefed before the meeting to facilitate informed decision-making and meaningful discharge of their duties and responsibilities. The Board papers include, but are not limited to the following:

- Group CEO Report;
- Chief Financial Officer Report comprising quarterly financial report, financial results analysis, treasury report, sensitivity analysis and the Group's cash and borrowings position;
- Minutes of meetings of all Board Committees;
- Updates on corporate and secretarial matters; and
- Minutes of previous Board meetings.

Corporate Governance Overview Statement

I. Board Responsibilities *(cont'd)*

Supply of and Access to Information (cont'd)

Meeting materials are uploaded electronically into a digital platform, which allows Board papers and other information to be securely and remotely accessible by all Directors in a timely manner. The minutes of Board meetings are circulated to all Directors for their perusal prior to confirmation, at the commencement of the next Board meeting. The Board also noted the decisions and salient issues deliberated by Board Committees through the minutes of the respective Board Committees and updates by the chairperson of each Board Committee during the Board meeting.

Key Operating Management is requested to attend Board meetings to present and provide additional information on matters being discussed and to respond to any queries that the Directors may have.

In furtherance of discharging its duties and functions with adequate knowledge in the decision-making process, the Board is also authorised to obtain, at the Company's expense, independent professional advice on specific matters, if necessary.

All Directors have unrestricted access to any information pertaining to the Group's business affairs, whether as a full Board or in their individual capacity. The Directors also have access to the advice of the Company Secretary, who is responsible for ensuring the Board's procedures are adhered to.

Code of Conduct, Code of Ethics, Whistle-Blowing Policy, Anti-Bribery and Anti-Corruption Policy and Conflict of Interest Policy

Conducting our business with the highest standards of ethics is essential to the Group. The Board acknowledges its role in setting the "tone at the top" to embed this as the culture for the Group. To this end, the Board adopted and implemented a Code of Conduct ("CoC") for Directors, Management and employees of the Group as well as Code of Ethics ("CoE") for the Board. The CoC and the CoE were last reviewed and endorsed by the Board in August 2023. The Codes are made available on the Company's website at *www.pressmetal.com*.

The Company has always advocated for openness and transparency in its commitment to the highest standard of integrity and accountability. The Board adopted a Whistle-Blowing Policy which enables stakeholders to report and disclose through established channels any improper or unethical activities relating to the Group. The identity of the whistle-blower is kept confidential and protection is accorded to the whistle-blower against any form of reprisal. Any concerns raised will be investigated and a report and update will be provided to the Board through the AC. The Whistle-Blowing Policy is published on the Company's website at *www.pressmetal.com*.

The Company adopts a "zero tolerance" policy against all forms of bribery and corruption and is committed to conducting business professionally and upholding a high standard of ethics and integrity. In this regard, the Company has adopted the Anti-Bribery and Anti-Corruption ("ABAC") Policy to ensure compliance with and adherence to all applicable laws including, amongst others, the MACC Act 2009 and any of its amendments or re-enactments that may be made by the relevant authority from time to time. The ABAC Policy will be reviewed and updated as and when necessary to ensure its relevance and effectiveness. The ABAC Policy is available on the Company's website at *www.pressmetal.com*.

The Board also acknowledges that managing conflict of interest is crucial to protect the Group from consequent damage to its activities and reputation. The Board has adopted a Conflict of Interest ("COI") Policy which sets out the disclosure obligations to assist the Directors and Key Senior Management of the Group in identifying, disclosing, and managing any potential, actual or perceived conflict of interest situation. This COI Policy aims to ensure that any conflict of interest situation is handled appropriately, promoting transparency, and fostering a culture of honesty, accountability and good governance within the Group.

Corporate Governance Overview Statement

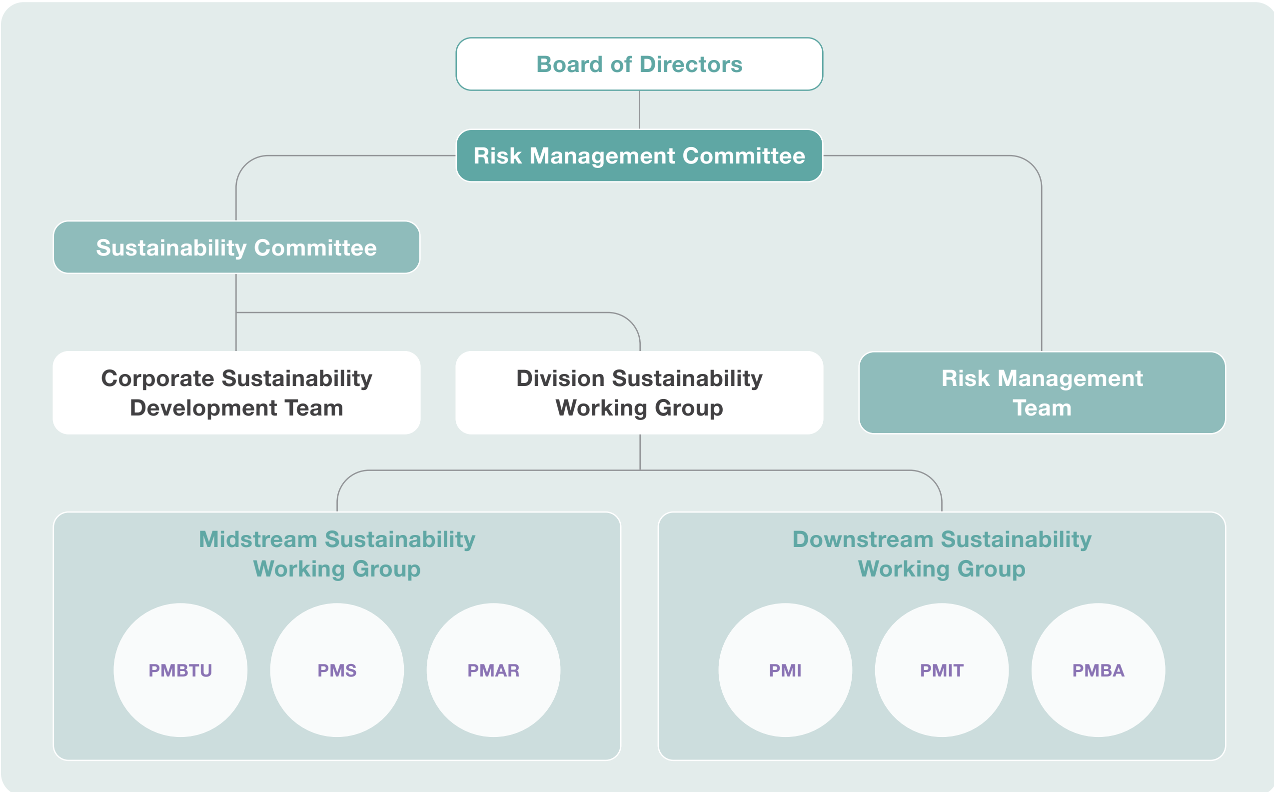
Principle A: Board Leadership and Effectiveness

I. Board Responsibilities *(cont'd)*

Governance of Sustainability

The Board recognises that sustainable development is an important and integral part of the Group's pursuit for long-term business success. The Company is fully committed towards instituting a robust, wide-ranging and germane sustainability framework across all aspects of its operations. The Board assumes ultimate responsibility for the Group's sustainability agenda and oversees the continued enhancement of the Group's Sustainability Roadmap to strengthen the sustainability framework within the organisation to support long-term value creation.

The Sustainability Governance Structure endorsed and adopted by the Board is outlined below:



Pursuant to the Sustainability Governance Structure, the SC, which is a Management Committee, supports the Board in overseeing the sustainability development of the Group, under the oversight of the RMC. The Corporate Sustainability Development ("CSD") Team provides support and input to the SC on the Group's strategies, priorities, and targets on matters related to sustainability, as well as provides advisory support to Division Sustainability Working Group ("SWG") in the areas of sustainability, where necessary. The SWG is responsible for the implementation, monitoring, and reporting of sustainability management actions across respective business activities. The Board is also supported by the RMC for the review and assessment of the Group's risk management and internal controls systems, covering the sustainability risks that the Group is or may be exposed to.

The Board has fiduciary duties and is focused on maintaining good corporate governance practices, including a commitment to ethics, integrity and corporate responsibility, ensuring that our corporate strategy aligns with our values and culture. The Board takes guidance on material sustainability issues from the SC.

The Board sets corporate governance standards and policies for the Company while the Group CEO oversees the execution of approved strategies, governance standards, policies and procedures at the Group-level. By instituting transparent policies and ethical principles, the Group aims to cultivate greater trust, confidence, and loyalty amongst our stakeholders.

Corporate Governance Overview Statement

I. Board Responsibilities *(cont'd)*

Governance of Sustainability (cont'd)

The strategic management of the material sustainability matters and the integration of sustainability considerations in the operations of the Group are driven by the SC, led by the Group CEO, who serves as the Chair of the SC. Progress on the implementation of the Group's sustainability initiatives, ESG targets and other significant ESG matters are brought to the attention of the Board through the SC for deliberation.

The SC provides updates to the Board on the Group's sustainability performance review, including GHG emissions, water withdrawal, waste diversion, OHS, gender diversity, talent and labour management, and social contributions at quarterly Board meetings. The SC also keeps the Board updated on the latest ESG developments and initiatives undertaken by the Group. During the year, the Board undertook relevant training programmes to stay abreast of and understand the latest sustainability issues including a sustainability training entitled "Climate Change Risks & Its Impact", organised by the Company.

The Company engaged an independent third party, KPMG PLT, to provide limited assurance on the following selected sustainability indicators:

1. Percentage of directors by gender and age group (%)
2. Percentage of employees by gender and age group, for each employee category (%)
3. Confirmed incidents of corruption and action taken (No.)
4. Number of work-related fatalities (No.)
5. Lost time incident rate (employee only) (rate)
6. Number of substantiated complaints concerning human rights violations (No.)
7. Percentage of employees that are contractors or temporary staff (%)
8. Total energy consumption (million gigajoules)
9. Scope 1 GHG emissions (kilotonnes of CO_2e)
10. Scope 2 GHG emissions (location-based) (kilotonnes of CO_2e)
11. Scope 2 GHG emissions (market-based) (kilotonnes of CO_2e)

To strengthen its governance and management approach, the Company has taken decisive steps to align management and governance practices with recognised international benchmarks. The Company's ERM framework adheres to ISO 31000:2018 Risk Management Guidelines, enabling the Group to effectively identify ESG risks and opportunities and integrate them into our strategies and processes.

The Group's sustainability performance continues to be validated by reputable local and international ratings and accreditation organisations. The Group maintained its MSCI ESG Rating of "AA", reflecting the Group's continued resilience in managing long-term ESG-related risks. The Group also maintained its 4-star rating under the FTSE4Good Bursa Malaysia Index for the fourth consecutive year.

Full details of the Group's sustainability efforts can be found in the SS on pages 110-304 of this IAR 2025.

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

II. Board Composition

Board Size, Composition and Diversity

The Board comprises ten (10) members, of whom five (5) are Executive Directors and five (5) are Independent Non-Executive Directors, along with one (1) Alternate Director to Executive Director. The composition of the Board complies with Paragraph 15.02 of the MMLR of Bursa Securities, which requires at least two (2) directors or one-third (1/3) of the Board, whichever is higher, to be independent.

The size and composition of the Board are reviewed periodically by the NCGC to ensure that they are appropriate and conducive for effective discussion and decision-making, with a strong element of independence. No individual or small group of individuals dominates the Board's decision-making process. The Independent Non-Executive Directors have conducted themselves professionally, are clear with the objectives and their fiduciary role, have provided independent insights that acted in the best interest of the Company and all stakeholders. The NCGC, with the concurrence of the Board, is of the view that the current Board size is optimal based on the Group's operations and that it reflects a fair mix of financial, technical, and business experiences that are important to the stewardship of the Group.

The Board is satisfied with the current composition as this structure is optimal and enables effective oversight and delegation of responsibilities. During the financial year under review, Noor Alina Binti Mohamad Faiz resigned in August 2025 as her nine (9)-year tenure as Independent Non-Executive Director of the Company was due to conclude in October 2025. On 2 January 2026, Amnah Apasra Emir Binti Moehamad Izat Emir was appointed as the new Independent Non-Executive Director of the Company. The summary of the current Board composition is set out below:

MCCG Practice 5.2 *(At least half of the Board comprises Independent Directors)*

5 Executive Directors (50%)
5 Independent Non-Executive Directors (50%)

MCCG Step-Up 5.4 *(The Board has a policy which limits the tenure of its Independent Directors to 9 years without further extension)*

Less than 3 years (1)
Between 3 years to 6 years (3)
More than 6 years and up to 9 years (1)

MCCG Practice 5.9 *(The Board comprises at least 30% female Director)**

70% Male
30% Female

Age*

60 to 69 years old (6)
70 years old and above (4)

Nationality

Malaysian (10)

The Board recognises that diversity, in its broadest sense, comprising individuals with a broad range of backgrounds, skills, experience, expertise, and perspectives, is a key driver of an effective Board. The Board is composed of members with experience and expertise in strategy, accounting, finance, architecture, regulatory, banking and economics, engineering, and business management, which allows for informed deliberation, and diverse insights for decision-making at the Board level as well as meeting corporate objectives.

The Board supports gender diversity as part of the agenda in achieving boardroom diversity, as the Board acknowledges and embraces that a wide range of perspectives is critical to effective corporate governance and strategic decision-making in the evolving business environment. The Board composition currently comprises three (3) women Directors, representing 30% of the Board. The female representation in the managerial role stands at 34.7% with appointments being subject to formal, rigorous, and transparent procedures and decided on merit against a defined job specification and criteria. The Board is committed to supporting the work of the Group to explore new and innovative ways to promote a diverse and inclusive workforce at every level of the organisation.

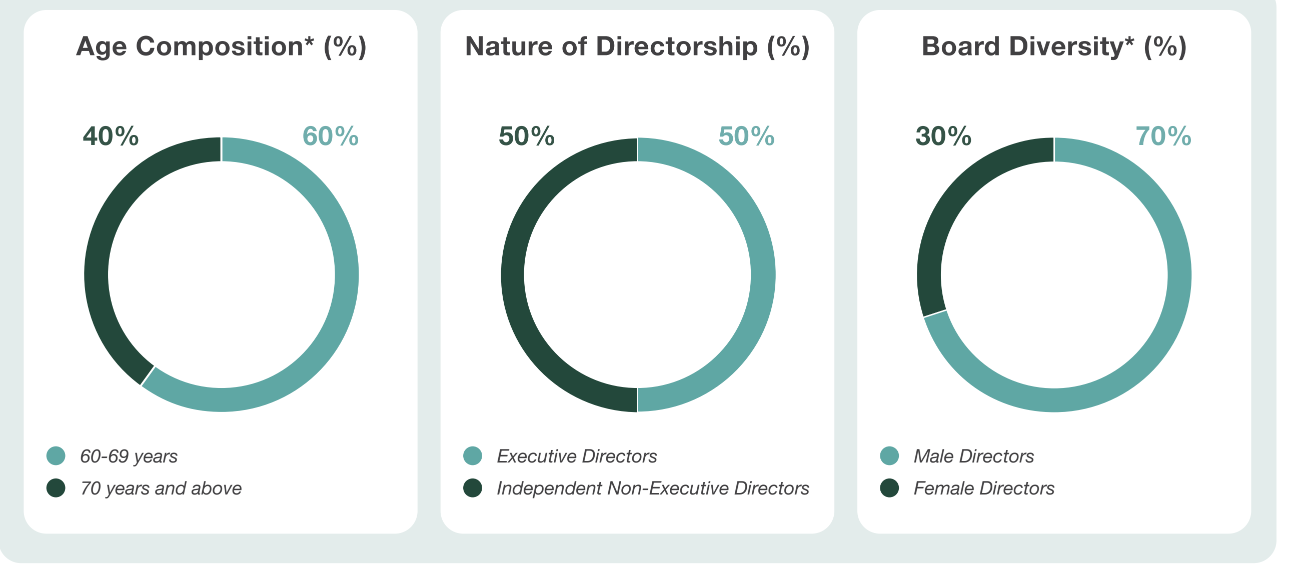
Note:
** The Board of Directors information presented in this section differs from the Independent Limited Assurance Report.*

Corporate Governance Overview Statement

II. Board Composition *(cont'd)*

Board Size, Composition and Diversity (cont'd)

A granular view of the Board composition is illustrated below:



Note:
** The Board of Directors information presented in this section differs from the Independent Limited Assurance Report.*

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

II. Board Composition *(cont'd)*

Independent Non-Executive Directors

The Board recognises the importance of independence and objectivity in the decision-making process. The Independent Non-Executive Directors are independent from management and are free from any business or other relationship with the Company which could interfere with the exercise of their independent judgement. This provides an effective check and balance in the functioning of the Board where all matters are reviewed with balance and fairness, to ensure the needs and interests of the Company are met.

Whilst the Board does not comprise a majority of Independent Non-Executive Directors as espoused by the MCCG 2021, half of its members are independent. The presence of an Independent Non-Executive Chairman on the Board allows for deliberations and discussions to be framed and mediated in an objective manner.

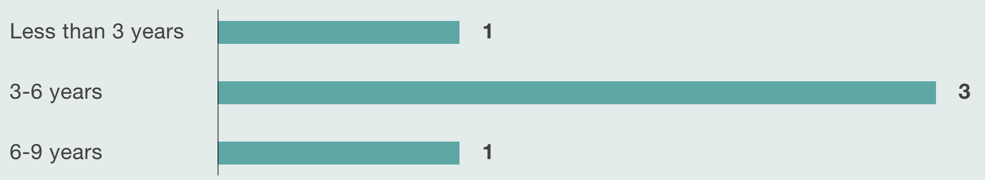
The Independent Non-Executive Directors scrutinise and monitor the performance of Management in meeting agreed goals and objectives. They are required to satisfy themselves on the integrity of the financial information and that financial controls and systems of internal control and risk management are robust and sound.

As stipulated in the Board Charter, the maximum tenure of an Independent Non-Executive Director of the Company is a cumulative term of nine (9) years. Upon reaching such maximum tenure, an Independent Non-Executive Director may continue to serve on the Board but shall be redesignated as Non-Independent Non-Executive Director.

During the financial year under review, Noor Alina Binti Mohamad Faiz tendered her resignation, which took effect on 29 August 2025, prior to attaining her nine (9)-year tenure as an Independent Non-Executive Director, which would have been attained in October 2025.

As at the date of issuance of this Integrated Annual Report, none of the Independent Non-Executive Directors has exceeded the tenure of a cumulative term of nine (9) years on the Board of the Company. The tenure of the existing Independent Non-Executive Directors of the Company is as follows:

Tenure of Independent Non-Executive Directors



Nomination and Corporate Governance Committee

The NCGC is primarily responsible for recommending suitable appointments to the Board, taking into consideration the Board structure, size, composition and the required mix of expertise and experience which the directors should bring to the Board, as well as overseeing all matters relating to corporate governance. The NCGC also assesses the effectiveness of the Board as a whole, the Board Committees and the contribution of each Director. The NCGC has its own TOR which sets out its authority and duties. The TOR of the NCGC is available on the Company's website at *www.pressmetal.com*.

Corporate Governance Overview Statement

II. Board Composition *(cont'd)*

Nomination and Corporate Governance Committee (cont'd)

The NCGC consists exclusively of Independent Non-Executive Directors, details as follows:

Chairman: Susan Yuen Su Min (Independent Non-Executive Director)

Members: Lim Hun Soon @ David Lim (Independent Non-Executive Director)
Chong Kin Leong (Independent Non-Executive Director)
Noor Alina Binti Mohamad Faiz (Independent Non-Executive Director)
(Resigned w.e.f 29 August 2025)
Amnah Apasra Emir Binti Moehamad Izat Emir (Independent Non-Executive Director)
(Appointed w.e.f 21 January 2026)

During FYE2025, five (5) NCGC meetings were held. The NCGC undertook the following key activities in discharging its duties:

Board Composition and Effectiveness Assessment

(i) Reviewed and assessed the performance and effectiveness of the Board as a whole, Board Committees and the performance of each Director.
(ii) Reviewed the composition of the Board and Board Committees.
(iii) Reviewed the terms of office and performance of the AC and each of its members.
(iv) Reviewed the independence of the Independent Non-Executive Directors.
(v) Reviewed the character, experience, integrity, competence and time commitment of each Director, Group CEO, Deputy CEOs, Chief Financial Officer and Chief Corporate Officer.
(vi) Reviewed and recommended the re-election of Directors at the 9th Annual General Meeting ("AGM") of the Company held on 26 June 2025.

Corporate Governance

(i) Reviewed the training programmes attended by the Directors and assessed the training needs of all Directors.
(ii) Reviewed the statements/ reports for incorporation into the Integrated Annual Report 2024 of the Company and the Circular/ Statement to Shareholders and recommended the same to the Board for approval.
(iii) Discussed the proposed changes to the Board assessment and evaluation form.
(iv) Reviewed the proposed amendments to TOR of RMC, TOR of Investment Committee, and Investment Policy.
(v) Reviewed the draft Dawn Raid Policy prior to finalisation and tabling to the Board.

Recruitment and Appointment of Director

(i) Assessed and recommended to the Board the candidacy of the Independent Director.
(ii) Reviewed the required mix of skills, experience, and core competencies which a non-executive director could bring to enhance the Board's effectiveness.

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

II. Board Composition *(cont'd)*

Board Appointment

The NCGC has been entrusted with the responsibility to identify, evaluate, select, and recommend to the Board any suitable candidate with the required credentials to be appointed as a director of the Company, either to fill a casual vacancy or as an addition to meet the changing needs of the Company. The NCGC leverages on the Directors' wide network of professional and business contacts as well as various channels to identify suitably qualified candidates.

In selecting a suitable candidate, the NCGC takes into consideration the candidate's character, experience, integrity, competence, and time commitment, as well as the candidate's directorship in other companies, having regard to the size of the Board, and the required mix of skills and diversity required for an effective Board. The NCGC may request the candidate to disclose any interest that may result in a conflict of interest. For the appointment of an Independent Non-Executive Director, the NCGC would also assess whether the candidate meets the requirements for independence based on the criteria prescribed in the MMLR of Bursa Securities.

The Board's process for appointing a new director is summarised as follows:

(a) Should there be a vacancy on the Board or if an additional Board appointment is required, the Board will consider making an appointment that will attain and maintain the best mix of diversity, consistent with the skills, expertise, experience, and background required to fill such a position. The NCGC shall prepare descriptions of the director characteristics the Board is looking for in a new appointment.
(b) The NCGC may seek professional advice from independent search firms as and when it considers necessary to identify and short-list suitable candidates and a list of nomination for candidates proposed by the Group CEO, and within the bounds of practicability, by any other director for considerations.
(c) NCGC meeting will be held to deliberate on the nomination of Board candidates and review the profiles of Board candidates.
(d) Interview between NCGC members and the shortlisted candidates will be held after the NCGC meeting.
(e) The NCGC will then make a decision in recommending the appointment to the Board.
(f) Based on the recommendation of the NCGC and upon review of the profile of board candidate, the Board will deliberate the appointment of a new director at the Board meeting or to approve the appointment of new Director via Directors' Resolution in Writing.

The Board has adopted Directors' Fit and Proper Policy to assess the fitness and propriety of a candidate before being appointed or seeking re-election as a Director of the Company and its subsidiaries. This serves to ensure that any person to be appointed or re-elected as a Director within the Group ("Responsible Person") possesses the character, experience, integrity, competence and time to effectively discharge his/ her role as a director. The NCGC is responsible for the following:

(a) The assessment on existing Directors for re-election, or candidates for nomination for appointment as Directors of the Company and make recommendations to the Board on these matters.
(b) Ensuring that appropriate fit and proper assessments are carried out for each Responsible Person, including using the services of credible third-party service providers where necessary and appropriate.
(c) Reporting to the Board on matters that are relevant to a particular assessment of a Responsible Person's fitness and propriety.
(d) Providing information to the Board on matters concerning the criteria and procedure for fit and proper assessments including addressing any gaps in the assessment.
(e) Ensuring that the Group takes all reasonable steps to protect the information and documents, which are collected for fit and proper assessments purposes from misuse, unauthorised access, modifications or disclosure.

The Directors' Fit and Proper Policy is available on the Company's website at *www.pressmetal.com*.

Corporate Governance Overview Statement

II. Board Composition *(cont'd)*

Annual Assessment of the Board and Board Committees

An annual assessment mechanism is in place to assess the effectiveness of the Board as a whole, Board Committees and the contribution of each Director. The annual assessment enables the Board to ensure that each of the Board members, Group CEO, Deputy CEOs, Chief Financial Officer, and Chief Corporate Officer have the character, experience, integrity, competency, and time to effectively discharge their respective roles.

The Board, through the NCGC and the external corporate secretarial service provider of the Company, conducted an annual assessment to evaluate the effectiveness of the Board and the Board Committees for FYE2025. The assessment was conducted by way of completion of questionnaires by each of the Directors. The questionnaire comprised sections on the Board and Board Committees Evaluation, Directors' Self and Peer Evaluation, Directors' Skills Set Matrix, Evaluation of the Level of Independence of an Independent Director, Company Secretary Evaluation, Deputy CEO Evaluation, Chief Financial Officer Evaluation, and Chief Corporate Officer Evaluation. The criteria adopted for the Board's performance evaluation includes Board mix and composition, quality of information and decision-making, Board's relationship with the Management, Board activities, Board Chairman's roles and responsibilities, and awareness of ESG issues, whilst the criteria adopted for the Directors' Self and Peer performance evaluation encompasses character, experience, integrity, competency, and time commitment. The NCGC has evaluated the performance of the Group CEO, Deputy CEOs, Chief Financial Officer, and Chief Corporate Officer through evaluation form completed by themselves respectively.

In February 2026, the Company Secretary presented to the NCGC the outcome and the summary of the Board Effectiveness Evaluation for FYE2025 ("BEE 2025"). The Chairman of NCGC briefed the Board on the BEE 2025 and the Board resolved to adopt the BEE 2025 results as recommended by NCGC. The results of the BEE 2025 indicated that the performance of the Board, the Board Committees, the individual Directors and members of the Board Committees collectively during the review period has been highly satisfactory, objective and professional. The results of the BEE 2025 were also used as a basis for recommending the relevant Directors for re-election at the upcoming 10th AGM, which is in line with the Directors' Fit and Proper Policy.

The Board was of the view that its present size and composition are optimal based on the Group's operations and that it reflects a fair mix of financial, technical and business experiences that are important to the stewardship of the Group. The Board was satisfied with the level of performance of each of the Directors and that they had also met the performance criteria in the prescribed area of assessments.

Annual Assessment of Independent Directors

The NCGC is responsible for assessing the independence of each Independent Director annually to ensure that there are independent elements that fit the Company's objectives, strategic goals and comply with MMLR of Bursa Securities. This process is conducted through the assessment of independence of Independent Directors as part of the annual Board evaluation. The Independent Directors of the Company are required to confirm their independence and have undertaken to inform the Company immediately if there is any change which could hinder their independent judgement or ability to act in the best interest of the Company.

The NCGC and the Board have, upon their assessment, concluded that the Independent Directors continue to demonstrate conduct and behaviour that are essential indicators of independence and are satisfied with the level of independence demonstrated by all Independent Directors during the financial year under review, as well as their ability to exercise objective judgement, provide independent views and act in the best interest of the Company.

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

II. Board Composition *(cont'd)*

Re-election of Retiring Directors

In accordance with the Company's Constitution, one-third (1/3) of the Directors must retire at the AGM. All Directors are subject to retire by rotation, at least once every three (3) years but shall be eligible for re-election. New Director appointed by the Board during the year, if any, is required to retire at the next AGM and shall be eligible to stand for re-election. Proposals for the re-election of Directors are recommended by the NCGC to the Board prior to the shareholders' approval at the AGM of the Company, based on the annual assessment conducted.

Based on the recent annual assessment including fit and proper evaluations, the NCGC is satisfied with the performance of the Directors who are standing for re-election and has recommended to the Board their proposed re-election in accordance with the Constitution. The Board supported the NCGC's recommendations to re-elect the eligible Directors standing for re-election at the forthcoming 10th AGM of the Company. The Directors who are retiring shall abstain from deliberations and decisions on their own eligibility to stand for re-election at the meetings of the Board.

Induction, Site Visit and Professional Training

In order for the new Directors to carry out their roles and duties effectively, documents such as disclosure obligations and schedule of meetings were furnished to them. The Directors have participated and will continue to undergo the relevant training programmes to further enhance their skills and knowledge, as well as keep themselves abreast of the latest statutory and/ or regulatory requirements in discharging their fiduciary duties as Directors to the Company.

The Board acknowledges that new directors must attend the Mandatory Accreditation Program as prescribed by Bursa Securities and the training needs of all Directors are identified through the annual Board assessment by the NCGC.

During the FYE2025, the following two (2) in-house Directors' training programmes were organised by the Company:

(i) Dawn Raid and Merger Controls; and
(ii) Climate Change Risks & Its Impacts.

These programmes were designed to keep Directors abreast of evolving regulations and emerging risks pertinent to the Company.

The briefings, seminars, conferences, workshops and training programmes attended by the Directors in FYE2025 are summarised as below:

Directors	Seminars/ Conferences/ Training Programmes Attended
Datuk (Dr) Yvonne Chia (Yau Ah Lan @ Fara Yvonne)	Dawn Raid and Merger Controls
	Asia School of Business – GARP Sustainability Risk Certificate
	SCB – E-invoicing
	SCB – TCFD Climate Financial Disclosure
	CIMA Global Conference – Talent Multi Generational Teams
	PIDM – Resolution Planning
	CASI/ FT/ AICB Climate Biz Forum HK
	Bursa Malaysia – Carbon Market
	Khazanah Megatrend
	SCMP/ Manulife Inclusive Summit
	Climate Change Risks & Its Impacts

Corporate Governance Overview Statement

II. Board Composition *(cont'd)*

Induction, Site Visit and Professional Training (cont'd)

Directors	Seminars/ Conferences/ Training Programmes Attended
Datuk Koon Poh Ming	Dawn Raid and Merger Controls
	Mandatory Accreditation Programme Part II: Leading for Impact
	Climate Change Risks & Its Impacts
	CRU Conference
Tan Sri Dato' Koon Poh Keong	2025 ASEAN Conference
	Dawn Raid and Merger Controls
	UBS Year Ahead 2025
	Mandatory Accreditation Programme Part II: Leading for Impact
	Maybank Invest Malaysia 2025
	Climate Change Risks & Its Impacts
	UBS Disruptive Technology CEO Summit 2025
	Metal Trade Training by Sumitomo
	Antaike Conference
	Material Workshop for BOD
	AI Training for Senior Leadership
Dato' Koon Poh Tat	Dawn Raid and Merger Controls
	Mandatory Accreditation Programme Part II: Leading for Impact
	Climate Change Risks & Its Impacts
Koon Poh Weng	Dawn Raid and Merger Controls
	Mandatory Accreditation Programme Part II: Leading for Impact
	Climate Change Risks & Its Impacts
Datuk Koon Poh Kong	Dawn Raid and Merger Controls
	Mandatory Accreditation Programme Part II: Leading for Impact
	Climate Change Risks & Its Impacts
Lim Hun Soon @ David Lim	Dawn Raid and Merger Controls
	GenAI: What Boards Need to Know (Asia Pacific)
	Anti-Bribery and Anti-Corruption Training
	Enhancing Board Performance – Key Considerations
	Introduction on Cyber Security
	Climate Change Risks & Its Impact
	Cyber Security Awareness & Technology
	Virtual Talk on "Beyond Compliance"
	Awareness Programme on Cyber Security and Anti-Bribery
	Virtual Talk on Nature and Biodiversity for Financial Institution
	IFRS S1 and S2 Awareness

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

II. Board Composition *(cont'd)*

Induction, Site Visit and Professional Training (cont'd)

Directors	Seminars/ Conferences/ Training Programmes Attended
Susan Yuen Su Min	Dawn Raid and Merger Controls
	FIDE Forum: Bank Negara Malaysia Annual Report 2024-Economic and Monetary Review 2024 and Financial Stability Review for the Second Half of 2024
	E-Invoice
	BNM Sasana Symposium 2025
	FIDE Forum: Navigating Digital Disruption: How can Boards in Financial Institutions enhance Strategic Digital Governance
	AMLA 2001 & MACC Act 2009 - AML/ CFT/ CPF & TFS: Adopt, Evolve, Transform Towards an Effective Compliance
	Moody's Briefing on Implications of US policies & tariffs to Malaysia & ABMB
	FIDE Forum: ICAEW ASEAN Sustainability Summit 2025
	Sustainability Training "Navigating the Net-Zero Transition - Board Oversight on Climate Governance"
	Climate Change Risks & Its Impacts
Chong Kin Leong	DBS Bank: Market Outlook 1st Half 2025
	Dawn Raid and Merger Controls
	Cagamas & Cyber Intelligence: Cyber Security Awareness
	FIDE Forum: Global Events and Financial Industry Outlook in 2025
	OCBC Bank: Trump's First 50 Days in Office and Implications for Malaysia
	FIDE Forum: Bank Negara Malaysia Annual Report 2024, Economic and Monetary Review 2024 and Financial Stability Review for 2nd Half 2024
	DBS Bank: Rising Above Uncertainty - Investing in A Shifting Landscape
	AIA: 2025 Climate Risk Stress Testing and Cyber Security Awareness & AI - New Technology Outlook and Insurance Use Cases
	Cagamas & IFC: Malaysia Green Buildings Finance Forum
	Bank Negara Malaysia Sasana Symposium 2025: Structural Reforms - Building A Resilient Malaysia
	Mandatory Accreditation Programme Part II - Leading for Impact
	DBS Bank: Market Outlook 2nd Half 2025
	Climate Change Risks & Its Impact
	AIA & INCEIF University: Navigating the Future of Takaful via Integration with the Securities Commission's Maqasid Guidance
	Malaysia Carbon Market Forum 2025: Empowering Regional Climate Actions through the ASEAN Common Carbon Framework
	AIA Cyberdrill Simulation Exercise

II. Board Composition *(cont'd)*

Induction, Site Visit and Professional Training (cont'd)

Directors	Seminars/ Conferences/ Training Programmes Attended
Amnah Apasra Emir Binti Moehamad Izat Emir	"Sustainable Transportation Hub" Talk given to third year architectural students, University Malaya
	Datum Government and Governance Conference/ KLAF
	Placemaker Week ASEAN Conference
	PAM Architectural Heritage Conservation Course for Architects 5.0
	Humanising Housing Conference
	Khazanah Megatrends Forum 2025-Debugging Uncertainty
	Establishing A Regional Climate Finance Hub Webinar
	Built Environment-Urban Oversupply Webinar
	Power, Solar and Wind Webinar
	Just Transition
	Malaysian Structural Steel Association - Open Ideas Competition as Judge
	Women Way Forward Conference
	International Construction Week Conference & Exhibition
	The new SORMIC 2025 guidelines
	Maximising the Value of Advanced Technology for Governance: AI, Blockchain, Crypto & Quantum Computing
	The Foresight Boardroom: Decoding 2025 & Designing 2026
John Koon Tzer Lim *(Alternate Director to Datuk Koon Poh Ming)*	Dawn Raid and Merger Controls
	Mandatory Accreditation Programme Part II: Leading for Impact
	Climate Change Risks & Its Impacts

III. Remuneration

The Company aims to set remuneration at levels which are sufficient to attract and retain Directors and Senior Management to run the business successfully, taking into consideration all relevant factors including the function, workload and responsibilities involved.

For oversight on remuneration matters, the Board is assisted by the RC which comprises exclusively Independent Non-Executive Directors, details as follows:

Chairman: Noor Alina Binti Mohamad Faiz *(Independent Non-Executive Director)*
(Resigned w.e.f 29 August 2025)
Amnah Apasra Emir Binti Moehamad Izat Emir *(Independent Non-Executive Director)*
(Appointed w.e.f 21 January 2026)

Members: Lim Hun Soon @ David Lim *(Independent Non-Executive Director)*
Susan Yuen Su Min *(Independent Non-Executive Director)*

The RC is responsible for formulating and reviewing the remuneration policies for the Board as well as the Senior Management of the Company to ensure they remain competitive, appropriate, and in alignment with the prevalent market practices. The roles and responsibilities of the RC are set out in the TOR of the RC, which is available on the Company's website at *www.pressmetal.com*.

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

III. Remuneration *(cont'd)*

The RC establishes the framework and policies, as well as reviews the remuneration of Directors and Senior Management that is linked to strategy and/ or performance and long-term objectives of the Company, including the remuneration of the Non-Executive Directors.

The Executive Directors' remuneration packages are structured to link reward to individual and corporate performance and the determination of the same is a matter to be decided and approved by the Board as a whole. The Executive Directors concerned were abstained from deciding their own remuneration. As for Non-Executive Directors, the level of remuneration reflects the experience and level of responsibilities undertaken. The current remuneration payable to Non-Executive Directors comprises of Directors' fees and meeting allowance, based on the number of meetings attended in a year. Non-Executive Directors' remuneration is a matter to be decided by the Board as a whole, with the Directors concerned abstaining from deliberations and voting on decisions in respect of his or her individual remuneration, prior to the tabling of such for shareholders' approval at the Company's AGM. The Directors who are shareholders of the Company will abstain from voting on the resolution relating to the payment of the Directors' fees and benefits at the AGM of the Company.

Meeting of the RC is held as and when necessary, and at least once a year. One (1) RC meeting was held during the FYE2025 and full attendance by the members was recorded. The RC has carried out the following activities during the financial year under review:

(a) Reviewed and recommended the remuneration package of the Company's Executive Directors including the Group CEO and Alternate Director for the Board's approval;
(b) Reviewed and recommended the Directors' fees and other benefits payable to the Non-Executive Directors for the Board's endorsement and the approval of the shareholders at the Company's AGM; and
(c) Reviewed the ESG-Linked Executive Incentive Remuneration Framework ("ESG Remuneration Framework") for relevant ESG-linked personnel of the Group.

In February 2025, the RC undertook a review of the fees for the Non-Executive Directors and their respective Board Committees. Taking into account the increased responsibilities and expanded time commitments required of the Independent Directors, the RC recommended an increase of 10% in Directors' fees of the Non-Executive Directors for the FYE2025, to the Board for recommendation to shareholders' approval at the 9th AGM. The proposed Directors' and Board Committees' fees for FYE2025 were approved by the shareholders at the 9th AGM.

The details of the Directors' Remuneration for the FYE2025 are disclosed in the CG Report 2025 under Practice 8.1.

Corporate Governance Overview Statement

Principle B: Effective Audit and Risk Management

I. Audit Committee

The Board upholds the integrity of financial reporting. The AC is entrusted to provide advice and assistance to the Board in fulfilling its statutory and fiduciary responsibilities relating to the Company's internal and external audit functions, risk management, compliance systems and practices, financial systems, accounting and control systems and matters that may significantly impact the financial condition or affairs of the business. The AC is also responsible for ensuring that the financial statements of the Company comply with the applicable financial reporting standards in Malaysia.

Following the resignation of Noor Alina Binti Mohamad Faiz in August 2025, the AC currently comprises three (3) Independent Non-Executive Directors who play a key role in ensuring the integrity and transparency of corporate reporting. None of the AC members were former audit partners who are required to observe a cooling-off period of at least three (3) years before being appointed in accordance with the TOR of the AC. The AC provides robust and comprehensive oversight on financial reporting, objectivity and effectiveness of internal and external audit processes, reportable RPTs, conflict of interest and potential conflict of interest situations as well as risk management matters.

The AC Chairman is distinct from the Chairman of the Board. All AC members possess the requisite financial literacy and business knowledge that support the sound understanding of matters under their purview. The AC's composition, term of office and performance are subject to annual review by the NCGC to determine whether the AC as a whole and its members have carried out their duties in accordance with the TOR of the AC, before recommendation to the Board for assessment. The Board is satisfied that the AC members discharged their functions, duties and responsibilities in accordance with the AC's TOR.

The AC has unrestricted access to both the internal and external auditors, who report functionally and directly to the AC. The AC has established transparent arrangements to maintain an appropriate relationship with the Company's auditors.

Assessment of Suitability, Objectivity and Independence of External Auditors

In the annual assessment of the suitability, objectivity and independence of the External Auditors, the AC is guided by the factors as prescribed under Paragraph 15.21 of the MMLR of Bursa Securities. The AC is also to consider the performance of the External Auditors and its independence as below:

(a) The External Auditors' ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the Audit Planning Memorandum;
(b) The competence, audit quality and resources capacity of the External Auditors in relation to the audit;
(c) The information presented in the Annual Transparency Report of the audit firm;
(d) The nature of the non-audit services provided by the External Auditors and fees paid for such services relative to the audit fee; and
(e) 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.

In the fourth quarter of 2025, the Company's External Auditors, KPMG PLT presented its 2025 Audit Plan which outlined its engagement team, audit timeline and areas of audit emphasis for the AC's review.

As part of the AC's review processes, the AC has obtained assurance from KPMG PLT, confirming that they are and have been independent throughout the conduct of the audit in accordance with the terms of relevant professional and regulatory requirements.

Based on the AC's assessment of the External Auditors, the Board is satisfied with the independence, quality of service and adequacy of resources provided by the External Auditors in carrying out the annual audit for the FYE2025. In view thereof, the Board has recommended the re-appointment of the External Auditors for the approval of shareholders at the forthcoming 10th AGM.

Corporate Governance Overview Statement

Principle B: Effective Audit and Risk Management

I. Audit Committee *(cont'd)*

Internal Audit Function

The Group has an in-house Internal Audit Department, which is augmented with outsourced Internal Auditors ("IA") for specialised expertise in selected areas, namely Baker Tilly Monteiro Heng Governance Sdn. Bhd. The internal audit function is independent of the activities or operations of the other operating units in the Group. The internal audit function adopts a risk-based audit approach when executing each audit assignment which is carried out in accordance with the annual audit plan. The annual audit plan covers the major subsidiaries of the Group. The internal audit function provides the AC and the Board with assurance regarding the adequacy and integrity of the systems of risk, governance, and internal controls.

The AC is responsible for assisting the Board in ensuring the adequacy and effectiveness of internal controls. The system of internal control and risk management in place during FYE2025 is sound and sufficient to safeguard the Group's assets, as well as shareholders' investments and the interests of all stakeholders.

The composition, attendance for meetings, and summary of key activities of the AC, as well as the activities of the External Auditors and IA of the Company during the financial year under review are further detailed in the AC Report on pages 98 to 104 of this IAR 2025.

II. Risk Management and Internal Control Framework

The Board has ultimate responsibility for reviewing the Company's risks, approving the risk management framework and policies and overseeing the Company's strategic risk management and internal control framework to achieve its objective within an acceptable risk profile as well as safeguarding the interests of stakeholders and shareholders and the Group's assets.

The Group has put in place an ERM Framework which comprises the following elements:

- Provide guiding principles and approach towards risk management;
- Process of identification, assessment, evaluation, and management of the various principal risks which affect the Group's business;
- Creation of a risk-awareness culture and risk ownership for more effective management of risks;
- Regular review, track, and report on key risks identified and corresponding mitigation procedures; and
- Regular review on the effectiveness of the system of internal control.

The framework is applied to determine, evaluate, and manage principal risks of the Group. This is complemented by the system of internal control that is integrated into the Group's operations and processes.

The Board through the RMC, which comprises a majority of Independent Non-Executive Directors, reviews the identified key risks to ensure proper management and mitigation of risks.

The RMC reviews the Group's risk management framework and risk tolerance for enterprise risks to ensure proper management and mitigation of risks. Using qualitative and quantitative measures, risks are calibrated so that balanced control processes are aligned with the strategic objectives of each business unit. The Board, with the assistance of the RMC and AC, undertakes periodic reviews and a formal annual assessment on the adequacy and effectiveness of the Group's risk management and internal control systems. The RMC reports to the Board on a quarterly basis and when circumstances necessitate.

A risk-based audit approach is implemented to ensure that higher risk activities in each auditable area are audited more frequently. This is designed to evaluate and enhance risk management, control and governance processes to assist the Management in achieving the corporate goals. The audits further help to ensure that appropriate controls are in place and effectively applied, and risk exposures are mitigated to an acceptable level in accordance with the Group's risk management policy.

The details of the Group's Risk Management and Internal Control Framework are set out in the Statement on Risk Management and Internal Control on pages 105 to 108 of this IAR 2025.

Corporate Governance Overview Statement

Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

I. Communications with Stakeholders

The Company recognises the importance of stakeholders' engagement in contributing to the long-term sustainability of the business. The Company is mindful of its obligations to provide material information in a fair and organised manner and on a timely basis to its shareholders. The Company strives to ensure regular, effective, and fair communication with its shareholders, and be as descriptive, detailed, and forthcoming as possible in disclosing information and to inform shareholders of changes in the Company or its business which would likely materially affect the price or value of the Company's shares. Price sensitive information, quarterly and full year results announcements are always released through the Bursa Securities on a timely basis for dissemination to shareholders and the public in accordance with the requirements of the MMLR of Bursa Securities.

The Board places importance on ensuring disclosures made to shareholders and investors are accurate, clear, timely, and comprehensive as they are critical towards building and maintaining corporate credibility and confidence. As such, the Board has adopted Corporate Disclosure Policy and Procedures setting out the policies and procedures for the disclosure of material information of the Group. The said Policy and Procedures apply to all Directors, Management, and employees of the Group.

The Group's investor relations activities are aimed at developing and maintaining a positive relationship with analysts, current and potential shareholders through active two (2) way communication. The Company's website contains dedicated sections on corporate information and financial information which are available for public access at *www.pressmetal.com*.

II. Conduct of General Meetings

The AGM is the principal forum for dialogue and interaction with shareholders. It provides the opportunity for shareholders to raise questions relating to the proposed resolutions as well as the Group's business operations and affairs.

The Notice of AGM is circulated at least twenty-eight (28) days before the date of the meeting to ensure that shareholders are given sufficient time to read and consider the resolutions to be resolved. Notice of the 9th AGM was issued to shareholders on 30 April 2025, being more than 28 days in advance of the scheduled AGM which was held on 26 June 2025.

All Directors were physically present at the 9th AGM of the Company. During the 9th AGM, the Group CEO presented various matters to shareholders, including the Group's financial and business performance in FYE2024.

The Chairman of the Board ensured that sufficient opportunities were given to shareholders and proxies to raise questions relating to the affairs of the Company and that adequate responses were given.

The Board encourages shareholders' active participation at the Company's AGM and endeavours to ensure all Board members, the Key Operating Management and the Company's External Auditors are in attendance to respond to shareholders' queries. Where it is not possible to provide immediate answers to shareholders' queries, the Board will undertake to provide the answers after the AGM.

All questions raised by the shareholders were addressed during the 9th AGM. Subsequent to the 9th AGM, these Questions and Answers, which also formed part of the minutes of 9th AGM, were published on the Company's corporate website.

In compliance with the MMLR of Bursa Securities, all resolutions set out in the Notice of the 9th AGM were voted by poll via an electronic polling system. The Company also appointed an independent scrutineer to validate the votes cast before the poll results were announced by the Chairman of the AGM. The outcome of all resolutions proposed at the 9th AGM was announced to Bursa Securities on the event date.

The minutes of the 9th AGM detailing the meeting proceedings, including issues and concerns raised by shareholders and responses from the Company, was published on the Company's corporate website within 30 business days after the conclusion of the 9th AGM.

Directors' Responsibility Statement

In Respect of the Preparation of the Audited Financial Statements

The Board is responsible for ensuring that the financial statements of the Group are drawn up in accordance with the applicable Financial Reporting Standards in Malaysia and the requirements of the Companies Act 2016. The Board is also responsible for ensuring that the annual audited financial statements of the Group are prepared with reasonable accuracy from the accounting records of the Group to give a true and fair view of the financial position of the Group as of 31 December 2025 and of their financial performance and cash flows for the year then ended, and that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are satisfied that the Group has selected and consistently applied suitable accounting policies and made reasonable and prudent judgements and estimates.

The Board is of the opinion that the financial statements have been prepared in accordance with all relevant approved financial reporting standards and have been prepared on a going concern basis.

Additional Compliance Information

1. Utilisation of Proceeds raised from Corporate Proposal

Islamic Medium Term Notes Programme of up to RM5.0 billion in Nominal Value based on the Shariah Principle of Wakalah Bi Al-Istithmar ("Sukuk Wakalah") ("Sukuk Programme")

The Company has been issuing Sukuk Wakalah under the Sukuk Programme since 2019, details as follows:

Date of Issuance	Tenure (Years)	Aggregate Nominal Value (RM'billion)
17 October 2019	7 to 10	0.45
17 August 2020	5	0.70
7 December 2021	6 and 7	0.60
18 September 2023	5 and 7	0.50
19 Mar 2025	7 to 15	1.50
Total proceeds from the Sukuk Wakalah		**3.75**
Repayment during FYE2025		0.70
Net outstanding balances as at 31.12.2025		**3.05**

The net proceeds from the Sukuk Wakalah issued have been utilised for general corporate purposes, including capital expenditure, working capital requirements, investments and refinancing of existing financing/ borrowings.

2. Audit and Non-Audit Fees

During the FYE2025, the amount of audit and non-audit fees paid by the Company and the Group to the External Auditors, KPMG PLT and two (2) firms affiliated with KPMG PLT are as follows:

	Company (RM'000)	Group (RM'000)
Audit services rendered	380	1,800
Non-audit services rendered	48	840
Total	**428**	**2,640**

3. Material Contracts

There were no material contracts entered into by the Company and its subsidiaries involving Directors, Chief Executive and major shareholders' interest which were still subsisting as at the end of FYE2025 or which were entered into since the end of the previous financial year.

4. Recurrent Related Party Transactions of A Revenue or Trading Nature

The details for the Recurrent Related Party Transactions of a Revenue or Trading Nature transacted pursuant to the Shareholders' Mandate during FYE2025 are stated in Sections 2.3 and 2.4 of the Circular to Shareholders dated 30 April 2026 and Note 31 of the Financial Statements.

Disclosure of Financial Data for Shariah Screening

Pursuant to Paragraph 9.25A and Paragraph 9.41(b) of the Main Market Listing Requirements, below are the financial data that are relevant for the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2025 RM'000	2024 RM'000
Revenue	**16,211,422**	14,909,528
Other income	**191,972**	164,385
Finance income	**75,161**	63,184
Share of profit in associate	**418,152**	559,278
Total Income	**16,896,707**	15,696,375
Total Assets	**19,185,412**	16,634,211

(b) Business Activities

	Group	
Shariah Non-Compliant Activities	2025 RM'000	2024 RM'000
Finance income	**75,161**	63,184
Total	**75,161**	63,184

(c) Component of Financial Position

	Group	
	2025 RM'000	2024 RM'000
(i) Cash Component		
Islamic Account/Instruments		
Cash at bank	**1,169,207**	644,987
Deposit placed with licensed bank	**69,869**	76,992
	1,239,076	721,979
Conventional Account/Instruments		
Cash at bank	**1,346,348**	779,705
Deposit placed with licensed bank	**34,897**	7,064
	1,381,245	786,769
Total Cash Component	**2,620,321**	1,508,748

Disclosure of Financial Data for Shariah Screening

(c) Component of Financial Position (*cont'd*)

	Group	
	2025 RM'000	**2024 RM'000**
(ii) Debt component		
Islamic Financing		
Current		
- Bank loans	**274,379**	302,564
- Islamic Medium-Term Notes	**200,000**	700,000
- Bankers' acceptance	**-**	103,000
	474,379	1,105,564
Non-current		
- Bank loans	**36,260**	342,525
- Islamic Medium-Term Notes	**2,850,000**	1,550,000
	2,886,260	1,892,525
	3,360,639	2,998,089
Conventional Financing		
Current		
- Bank loans	**51,976**	155,017
- Bankers' acceptance	**144,155**	297,634
- Revolving credits	**343,472**	284,261
- Bank overdrafts	**-**	4
	539,603	736,916
Non-current		
- Bank loans	**217,410**	135,520
	757,013	872,436
Total Debt Component	**4,117,652**	3,870,525

Audit Committee Report

The primary function of the AC is to assist the Board of Directors in fulfilling its fiduciary duties as well as providing oversight on the integrity of the Group's financial reporting and its audit processes. The Board of Press Metal is pleased to present the following AC Report which illustrates the insights as to the manner in which the AC has discharged its duties and responsibilities during the financial year ended 31 December 2025. This report is prepared in compliance with Paragraph 15.15 of the MMLR of Bursa Securities.

Composition

Following the resignation of Noor Alina Binti Mohamad Faiz on 29 August 2025, the AC currently comprises three (3) members, all of whom are Independent Non-Executive Directors. This meets the requirements of Paragraph 15.09(1)(a) and (b) of the MMLR of Bursa Securities.

The current composition of the AC is as follows:

Name	Membership	Designation	Date of appointment
Lim Hun Soon @ David Lim	Chairman	Independent Non-Executive Director	18 August 2020
Susan Yuen Su Min	Member	Independent Non-Executive Director	16 July 2021
Chong Kin Leong	Member	Independent Non-Executive Director	1 October 2021

The AC is chaired by Mr. Lim Hun Soon @ David Lim who is a member of the Malaysian Institute of Accountants ("MIA") and the Malaysian Institute of Certified Public Accountants ("MICPA"). He is also a member of the Chartered Institute of Taxation, UK and a member of The Institute of Chartered Accountants in England and Wales. Mr. Chong Kin Leong, a member of the AC, is also a member of the MIA and MICPA.

The Company has complied with the following requirements and best practices for FYE2025:

Requirements/ Best Practices	Practices of the Company
MMLR of Bursa Securities	
Paragraph 15.09	✔ Not less than three (3) members. ✔ All AC members are Independent Non-Executive Directors. ✔ All AC members are financially literate. ✔ No Alternate Director appointed as AC Member.
MCCG 2021	
Practice 9.1	✔ Mr. Lim Hun Soon @ David Lim is not the Chairman of the Board.
Practice 9.2	✔ The Company has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC.
Practice 9.4 (Step-Up)	✔ The AC comprises solely Independent Directors.
Practice 9.5	✔ All members are financially literate, competent and are able to understand matters under the purview of the AC including the financial reporting process.

Meetings

The AC conducted six (6) meetings during FYE2025. Details of attendance of the AC members at the AC meetings during the FYE2025 are as follows:

Name of AC Members	No. of AC Meetings Attended	Percentage of Attendance
Lim Hun Soon @ David Lim	6/6	100%
Susan Yuen Su Min	6/6	100%
Chong Kin Leong	6/6	100%

Audit Committee Report

The Chief Financial Officer, External Auditors, IA (both from the in-house internal audit team and professional firm providing outsourced internal audit services) together with the relevant personnel from Management were invited to attend AC meetings to present their reports and provide updates and developments on issues arising from the audit reports. The AC Chairman thereafter reported the AC's recommendations to the Board for their consideration. He also updated the Board on significant matters discussed during the AC meetings. During the scheduled meetings, the members of the AC had three (3) private sessions with the IA and two (2) private sessions with the External Auditors without the presence of the Management.

Discussions and deliberations at the AC meetings were recorded in the minutes of the AC meetings. Minutes of the AC meetings were tabled to the Board after they are confirmed at each subsequent AC meeting.

The Chief Financial Officer was present at all AC meetings to present the Group's financial results and to address queries from the AC on financial matters and performance.

Term of Office and Performance

In order to assess the term of office of the AC members and performance of the AC in accordance with Paragraph 15.20 of the MMLR of Bursa Securities, each AC member has undertaken the annual self and peer evaluation assessment and the results were tabled to the NCGC for review and discussion at the NCGC meeting held on 13 February 2026, prior to presenting the summary reports to the Board for evaluation at the Board meeting held on 26 February 2026. The NCGC and the Board were satisfied with the overall performance of the AC as a whole and the performance of the AC members and confirmed that they have carried out their duties and responsibilities effectively in accordance with the TOR of the AC.

Continuous Training Development

The AC acknowledges the importance of continuing education and training to constantly keep themselves abreast with the regulatory changes and developments in the areas related to their duties. The AC members undergo training and attend seminars from time to time to update themselves with the relevant knowledge and skills in order to discharge their duties effectively. The training programmes attended by the AC members during the year under review are set out in the CGOS.

Terms of Reference

The TOR of the AC, covering its scope of duties and responsibilities, authority and other relevant matters, is made available on the Company's website at *www.pressmetal.com*.

The TOR of the AC was last reviewed and revised and subsequently approved by the Board in August 2023.

Summary of the Activities of AC

AC meetings together with the tentative agendas are scheduled in advance of any new financial year to allow the AC members to plan ahead and incorporate the year's meetings into their respective schedules. The agenda and meeting papers are distributed to the AC members via a secured board portal platform, which eases the process of distribution of meeting papers and minimises leakage of sensitive information, as well as enabling the AC members to have access to the papers electronically, anytime and anywhere. This practice also ensures consistency with the Board's and Company's commitment to sustainable practices. All proceedings of the AC meetings are duly recorded in the minutes and are properly kept by the Company Secretary.

The main activities carried out by the AC during FYE2025 were summarised as follows:

(1) Financial Reporting

(a) The AC reviewed and ensured that the unaudited quarterly financial results of the Group complied with the MFRS and Appendix 9B of the MMLR of Bursa Securities. It reviewed and discussed the unaudited quarterly financial results of the Group with the Management and the External Auditors (where applicable) at the scheduled quarterly AC meetings and recommended the same to the Board for consideration and approval before releasing to Bursa Securities.

(b) Reviewed the Audited Financial Statements of the Group and the Company for the FYE2025 with Management and External Auditors before recommending to the Board for approval and subsequent tabling at the upcoming AGM.

(c) Reviewed and made the recommendation to the Board in respect of the proposed dividends after reviewing and considering the solvency test presented by Management. The AC is satisfied that adequate funds were available to pay all debts as and when the debts become due within twelve (12) months after the distribution to the shareholders are made.

(d) Reviewed the debtor's ageing listing with explanation, if overdue.

Audit Committee Report

Summary of the Activities of AC *(cont'd)*

(2) External Audit

(a) Reviewed, discussed and approved the External Auditors' terms of engagement and audit planning memorandum of the Group, including the scope of work of the External Auditors to ensure it adequately covers the activities of the Group for the FYE2025 at the meeting held on 18 November 2025. The External Auditors briefed the AC on the newly effective Financial Reporting Standards and regulatory updates.

(b) Reviewed with the External Auditors the results of the audit, the relevant audit reports and Management Letters together with the Management's responses and comments to the findings. The following identified high risks were considered by the AC in relation to the financial statements:

(a) Appropriateness and accuracy of hedge accounting;
(b) Accuracy of inventories;
(c) Revenue recognition; and
(d) Management override controls.

(c) Carried out annual assessment on the performance, suitability, capabilities and independence of the External Auditors based on amongst others, the External Auditors' competency and audit independence, objectivity and professional skepticism before recommending to the Board their re-appointment and remuneration.

To ensure that the External Auditors' independence is not impaired, the Audit Engagement Partner in charge of the Company is changed every seven (7) years and is required to observe a cooling-off period of five (5) years before being re-appointed, which is in line with the recommendation by the MIA. Internally, the External Auditors conduct an Independent Partner Review in order to preserve their independence. The External Auditors had also provided written assurance to the AC that in accordance with the terms of all relevant professional and regulatory requirements, they had been independent throughout the audit engagement. The External Auditors confirmed that they have fulfilled their professional and other ethical responsibilities in accordance with the By-Laws (On Professional Ethics, Conduct and Practice) of the MIA and the International Ethics Standards Board of Accountants Code Professional Accountants (including International Independence Standards).

(d) Had private sessions with the External Auditors during the financial year, i.e., on 26 February 2025 and 18 November 2025, respectively without the presence of any executive Board members and Management to ensure there were no restrictions on their scope of audit and to discuss any matters that the External Auditors did not wish to raise in the presence of the Management. During the private sessions with the External Auditors, it was noted that there were no major concerns from the External Auditors and they had been receiving full cooperation from the Management and also open to adjustments requested by the External Auditors during their course of audit.

(e) The AC also received sustainability updates from KPMG PLT in accordance with (i) NSRF; (ii) Timeline for Sustainability Reporting Requirements; and (iii) implementation of ISSB IFRS S1 and S2 in Malaysia.

(f) The non-audit services provided or to be provided by the external auditors and their affiliates to the Group have been monitored and approved by the AC. The AC having considered the nature, scope, and quantum of non-audit fees, was satisfied that there was no conflict of interest and the non-audit services would not impair the independence and objectivity of the external auditors. The details of the audit and non-audit services rendered by the External Auditors and their affiliates for FYE2025 are disclosed in the Additional Compliance Information section of this Integrated Annual Report.

(g) The AC reviewed and subsequently recommended for the Board's approval for the Non-Assurance Pre-Approval ("NAS") which sets forth procedures and conditions whereby permissible NAS provided by KPMG PLT will be pre-approved for the Company and its subsidiaries within the corporate structure of the Group.

(h) At the meeting held on 26 February 2026, the AC reviewed and discussed with the External Auditors the status of the audit for the FYE2025 including the issues arising from their audit of the annual financial statements and their resolution of such issues as highlighted in their report to the AC.

(i) Reviewed and assessed audit focus areas on hedge effectiveness of commodity and foreign exchange hedges conducted by the External Auditors.

(j) Reviewed and assessed the disclosure of Hedging Reserve with the assistance of KPMG PLT and KPMG Risk Consulting Sdn. Bhd.

Audit Committee Report

Summary of the Activities of AC *(cont'd)*

(3) Internal Audit (both in-house and outsourced)

(a) At the meeting held on 26 February 2025, the AC reviewed the adequacy of the scope, functions, competency, and resources of the internal audit function to ensure its effectiveness and efficiency.

(b) Oversaw the development of the Internal Audit System which includes the digital transformation of in-house internal audit processes.

(c) Reviewed and approved the Internal Audit Plan for 2025 to ensure adequate scope and comprehensive coverage over the activities of the Company and the Group, sufficient resource requirements as well as budget of in-house Internal Audit Department to carry out its functions.

(d) Reviewed and discussed the findings on the internal audit reports which were tabled during the year, the audit recommendations made as well as the Management's response to these recommendations and the implementation of the agreed action plan on a quarterly basis.

(e) Reviewed the progress updates on the follow-up audit review of the previous internal audit reports and monitored the implementation of mitigating actions taken by Management on outstanding issues to ensure all key risks and control weaknesses are properly addressed.

(f) Met with the IA on 26 February 2025, 19 August 2025 and 18 November 2025, respectively, all of which without the presence of any executive Board members and the Management for discussion on internal audit related matters.

(g) The AC received quarterly updates on whistle-blowing from the IA who acts as one of the authorised personnel to maintain and monitor the whistle-blowing channel. In FYE2025, the IA reported three (3) whistle-blowing cases and took appropriate actions to investigate and address the matters accordingly.

(h) Reviewed the adequacy of staff resources, training programmes and access to information for the in-house IA to ensure audit work was carried out effectively.

(i) The AC evaluated and assessed the adequacy of the scope, functions, competency, and resources of the internal audit functions carried out by the Group outsourced IA and in-house IA. The overall performance of both IA has met the AC's expectations.

(4) Related Party Transactions

(a) Reviewed the RPTs and recurrent RPTs ("RRPTs") on a quarterly basis to ensure that the transactions entered into were at arm's length basis and on normal commercial terms and not detrimental to the interests of the minority and non-interested shareholders of the Company.

(b) Reviewed the Circular to Shareholders in respect of the RRPTs prior to recommending for the Board's approval on 18 April 2025 to seek shareholders' mandate at the AGM of the Company.

(c) The AC received a review on the RRPT of the Group conducted for the FYE2025 to ascertain that the RRPTs were undertaken on an arm's length basis and that the transactions under the RRPT mandate are within the annual mandate and approved estimates.

Audit Committee Report

Summary of the Activities of AC *(cont'd)*

(5) Corporate Governance and Regulatory Compliance

(a) Reported to and updated the Board on significant issues and concerns discussed during the AC meetings and where appropriate, made the necessary recommendations to the Board.

(b) Reviewed the AC Report, Statement on Risk Management and Internal Control (particularly items related to internal controls), Additional Compliance Information and Directors' Responsibility Statement in respect of the Audited Financial Statements, prior to recommending them for Board's approval and inclusion in the Company's Integrated Annual Report. The AC received an assurance from the Group CEO and the Chief Financial Officer of the Company that the risk management and internal control systems of the Group are generally adequate and effective for FYE2025.

(c) Conducted a self-assessment exercise to evaluate their own effectiveness in discharging their duties and responsibilities.

(d) Reviewed the internal controls for hedging on a semi-annual basis, with the assistance of the External Auditors. Additionally, IT controls were also reviewed with their assistance. At the AC meeting held in February 2026, the AC requested the IT review to include an assessment of firewall robustness and data security controls, given the growing cybersecurity risks.

(6) Conflict of Interest

(a) A COI Policy which sets out the processes and disclosure obligations to assist the Directors and key senior management of the Group in identifying, disclosing and managing any potential, actual or perceived COI situations, has been reviewed by the AC and adopted by the Board.

(b) In managing COI, the AC reviewed the COI situations on a quarterly basis that were submitted by the Company's Directors. The AC assessed the COI situations, including transactions, procedures or courses of conduct that could raise concerns regarding management integrity, together with the measures taken to resolve, eliminate or mitigate such conflicts, as well as ensuring complete disclosure in the AC Report for the Integrated Annual Report.

Details of the COI situations or potential COI are disclosed below:

Name	Type of COI and Nature of Interest	Measures Taken
• Susan Yuen Su Min	She is a Director of Alliance Bank Malaysia Berhad which is one of the principal banks of the Group.	• Susan Yuen will declare any interest or relationship that she has with the other company and update the declaration whenever there is any change. • She will abstain from participating in any discussion, decision, or vote on any matter and recuse herself from any Board or Board Committee meeting where such matter is discussed. • She would not use or disclose any confidential or proprietary information of the Company.
• Datuk Koon Poh Ming • Tan Sri Dato' Koon Poh Keong • Datuk Koon Poh Kong • Dato' Koon Poh Tat • Koon Poh Weng	Persons connected to Directors working in the same Group.	• Established a COI Policy and adhered to its guidelines and procedures. • Maintain a professional and objective attitude towards sister and other employees and avoid any favouritism or discrimination. • Recusal from the situation or decision-making process to ensure that decisions are made objectively and fairly, without any undue influence from personal interests. • Separation of duties in the Group as a professional setting and job description are provided.

The above disclosure is made in the interest of transparency and to uphold the highest standards of good governance, ensuring that all relevant information is readily available to stakeholders and reinforcing the Group's commitment to accountability and ethical conduct.

Audit Committee Report

Internal Audit Function

The primary role of the internal audit function is to undertake regular and systematic review of the systems of internal control to provide sufficient assurance that the Group has a sound system of internal control and that established policies and procedures are adhered to.

ESG considerations are also integrated into routine internal audits to ensure alignment with the Group's sustainability objectives. Auditors assess ESG-related risks and controls as part of their standard audit procedures.

A risk-based audit approach is implemented to ensure that higher risk activities in each auditable area are audited more frequently. This is designed to evaluate and enhance risk management, control, and governance processes to assist the Management in achieving its corporate goals. The audits further help to ensure that appropriate controls are in place and effectively applied, and risk exposures are mitigated to an acceptable level in accordance with the Group's risk management policy.

The Group has an in-house Internal Audit Department ("Group Internal Audit") which provides the internal audit function to the Group. The Group Internal Audit is additionally supported by a professional firm providing specific outsourced internal audit services, namely Baker Tilly Monteiro Heng Governance Sdn. Bhd. ("BTMHG") who conducted the independent internal audit review on the RPTs of the Group. Both the Group Internal Audit and BTMHG report directly to the AC and have affirmed to the AC that they are free from any relationships or conflicts of interest in respect of the Group or the Company which could impair their objectivity and independence.

The in-house Internal Audit function is headed by Internal Audit Manager, Mr. William Tu Heng Yew, who has over 16 years of internal audit experience. He holds a Bachelor of Degree in Business, is a Certified Internal Auditor and a Chartered Member of the Institute of Internal Auditors Malaysia.

The Internal Audit Manager reports directly to the AC. The in-house Internal Auditor carries out its reviews based on the approved risk-based Internal Audit Annual Plan and their main responsibility is to provide an objective and independent evaluation of the adequacy and efficacy of the Group's governance, risk management and internal control.

The Company has put in place internal controls, guidelines, and procedures to ensure that RPTs and RRPTs are entered into on normal commercial terms and on terms which are not more favourable than those generally available to third parties dealing on arms' length basis and are not detrimental to the minority shareholders of the Company. During the FYE2025, the Group Internal Audit developed an audit plan using risk-based approach and carried out the assignments according to the audit plan for the year. The Group Internal Audit performed operational audits on business units of the Group to ascertain the adequacy of the internal control systems and made recommendations for improvement where weaknesses exist in accordance with the IA Plan approved by the AC. The auditable entities and business processes are as follows:

Name of entity	Auditable areas
Press Metal Aluminium Holdings Berhad	• ABAC Management
Press Metal Bintulu Sdn. Bhd.	• Anode Rodding Management • Anode Rodding Repair Management • Procurement Management • Warehouse Management • ABAC Management • Quality Control Management • Health and Safety Management • Environment and Waste Management
Press Metal Sarawak Sdn. Bhd.	• Anode Rodding Management • Anode Rodding Repair Management • Procurement Management • Warehouse Management • ABAC Management • Quality Control Management • Health and Safety Management • Environment and Waste Management

Audit Committee Report

Internal Audit Function *(cont'd)*

Name of entity	Auditable areas
Press Metal Aluminium Rods Sdn. Bhd.	• Warehouse Management • ABAC Management • Environment, Health and Safety Management • Quality Control Management
PMB Aluminium Sdn. Bhd.	• Cast House Management • ABAC Management • Sales and Marketing Management
PMB Aluminium Sdn. Bhd. (Kuantan)	• Sales and Marketing Management • Human Resource Management • Inventory Management
Press Metal International Limited	• Procurement Management • IT Management
Press Metal International Technology Ltd.	• Procurement Management • IT Management
Press Metal Precision Technology Ltd.	• IT Management
PT Kalimantan Alumina Nusantara	• ABAC Management • Procurement Management • Project Management
Centpro International Trading Co., Ltd.	• Procurement Management

The internal audit function evaluated the adequacy and effectiveness of key controls in response to risks within the Group's governance, operations, and information systems. The areas evaluated included the following:

- Relevancy, reliability, integrity, accuracy, completeness, and timeliness of financial and operational information of the Group;
- Adequacy of controls to safeguard the Group's assets;
- Adequacy and effectiveness of the Group's system of internal controls;
- Compliance with policies, procedures, rules, regulations, guidelines, directives, and laws by the Group;
- Integrity of risks measurement, adequacy of control and reporting systems and compliance with approved risk management policies and procedures;
- Nature of the RPTs, conflict of interest, and potential conflict of interest situations that could raise questions of management integrity;
- Adequacy and effectiveness of the Group's system in assessing its capital in relation to its estimate of risks; and
- Effectiveness of Information Systems in supporting the business activities and the adequacy of controls over IS management, systems development and programming, computer operations, and security and data integrity.

The internal audit function worked collaboratively with the ERM function to review and assess the adequacy and effectiveness of the risk management processes within the Group.

Findings from the internal audit reviews, including the recommended corrective actions, were discussed with the Management and the relevant Head of Departments ("HODs") prior to being presented to AC at their scheduled meetings on a quarterly basis.

During the year under review, the in-house IA also conducted follow-up reviews of audit findings to ensure that corrective actions have been implemented in a timely manner.

The Internal Audit Manager is supported by eleven (11) IA across the Group, all of whom are university graduates and/ or members of professional certification bodies. To enhance responsiveness and flexibility in resources allocation, some of the IA are strategically based in China and Sarawak. During the year, Internal Audit strengthened its resources to include coverage of the new subsidiary, PT KAN in Indonesia.

The total cost incurred for the internal audit function of the Group for the FYE2025 was RM1,330,000 (FYE2024: RM1,370,000).

Statement on Risk Management and Internal Control

In accordance with Paragraph 15.26(b) of the MMLR of Bursa Securities, the Board of Directors of public listed companies are required to include in their annual report a statement about the state of risk management and internal control of the listed companies as a group. The MCCG 2021 requires listed companies to maintain a sound system of internal control to safeguard shareholders' investments and the group's assets. Set out below is the Board's Statement on Risk Management and Internal Control, which has been prepared in accordance with the "Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies" (the "SORMIC Guide 2025").

This statement does not deal with the associates and joint operation of the Group. Assessments on the adequacy, efficiency, and effectiveness of the internal control of the associates and joint operation are performed under the purview of their respective established governing procedures.

Board Responsibility

The Board is committed to maintaining both a sound system of risk management and internal control and the proper management of risks throughout the operations of the Group. The Board acknowledges that it is ultimately responsible for the Group's system of internal control including the establishment of an appropriate control environment and framework, which encompass financial, operational and compliance controls, and risk management.

The Board is responsible for ensuring the key risks of the Group are reviewed and managed adequately, as well as evaluating the adequacy and effectiveness of the risk management and internal control system on an ongoing basis. This process has been in place for the financial year under review and up to the date of approval of this statement for inclusion in the annual report.

The Board believes the risk management and internal control system in place are adequate and effective to manage the risks of the Group. In view of the limitations inherent in any process, the Group has established a system of internal control and risk management designed to mitigate the risks that may impede the Group from achieving its objectives. As risks cannot be eliminated completely, the system can only provide reasonable, but not absolute assurance against material misstatements, losses or occurrences of unforeseeable circumstances.

The Board delegates the responsibility of monitoring the system of risk management and internal control to the RMC and AC. Notwithstanding the delegated responsibilities, the Board retains its overall responsibility for the establishment and oversight of the Group's risk management framework and internal control system. The Board recognises that the internal control systems are designed to manage and minimise rather than eliminate and avoid occurrences of material misstatements or unforeseen circumstances, fraud or losses.

Risk Management Framework

The Group's ERM framework refers to the ISO 31000:2018 standard and is customised to suit the Group's operating environment, initiatives and processes. The ERM framework is incorporated into the Risk Management Policy, and approved by the Board, to provide a structured and consistent approach to risk management across the Group.

The ERM framework facilitates continuous identification, assessment, management, monitoring, and reporting of these risks to provide reasonable assurance in meeting the Group's business objectives. The framework is subject to continuous review and improvement, ensuring it remains aligned with current ERM practices and the Group's overall business strategy.

Statement on Risk Management and Internal Control

Risk Management Committee

The RMC was established to assist the Board in providing oversight, direction, and counsel on the overall risk management process, establishing and reviewing the risk management framework, process and responsibilities as well as assessing whether they provide reasonable assurance that risks are managed within tolerable limits.

The specific duties of the RMC are as follows:

1. Review the adequacy of the scope, function, authority, and resources of the Risk Management Department ("RMD");
2. Provide oversight, direction, and counsel to the risk management process to ensure that appropriate risk management policies, framework and processes are implemented;
3. Review the Group's risk profile and ensure that potential significant risks, including ESG risks that are outside tolerable ranges are addressed with appropriate and effective preventive and mitigation actions;
4. Monitor and evaluate the risk profile and risk appetite of the Group;
5. Review and monitor the integration of ESG risks into the Group's risk management framework;
6. Conduct review of the Group's Risk Management Policy and Framework periodically or in response to an event or change in circumstances; and
7. Review and evaluate all investment proposals which exceed the Management's authority limits in the Investment Policy and which require approval from the Board.

The RMC holds quarterly meetings to review the key risks and, at the same time, ensure that mitigation plans are in place to manage such risks. Key risks and relevant controls identified for FYE2025 are as detailed in the "Managing Our Risks and Opportunities Effectively" on pages 44 to 53. The adequacy and effectiveness of the controls and the robustness of the mitigation actions are also addressed.

The Group recognises the importance of the identification and assessment of ESG and climate-related risks and has included them as part of the ERM process. This is to strengthen the resilience of the Group in achieving its long-term business objectives amidst the challenges associated including those of climate change. The SC reports to the RMC on sustainability risks as a coordinated approach for the Company's long-term sustainability plan.

The Company has a Risk Management Policy which guides the overall best practice of identifying, evaluating, managing, reporting and monitoring the evolving risks faced by the Group and specific measures to mitigate these risks. The emphasis is to effectively reduce the impact of risks, respond to immediate risk events and recover from any material business disruption to ensure continuity and sustainability of key business activities and achievement of business objectives.

Risk Management Department

The RMD assists the Board and RMC in discharging their risk management responsibilities. RMD is structured to provide adequate support to the Head Office and Business Units with regard to risk management implementation and monitoring. The RMD is mainly responsible for the following:

1. Outlining the strategic framework to guide the priorities and direction of the Group's risk management activities;
2. Developing the appropriate risk management guidelines;
3. Monitoring risk exposure and tolerance limits across the Group;
4. Providing the necessary guidance and support for the risk management activities of the Group; and
5. Assessing the effectiveness of the preventive and mitigating controls implemented.

The RMD continuously enhances the risk reports with guidance from the RMC members. The Risk Dashboard and Key Risk Indicators are tools that assist the Management and Board members in focusing on the Group's key risks.

Internal Audit Function

Audit Committee

For the current year, both the outsourced IA and in-house IA assisted the AC in fulfilling its responsibilities by conducting internal audits in accordance with audit plans reviewed and approved by the AC. A risk-based approach is adopted via the development of internal audit policies, establishment of annual audit plans, audit work processes, and audit work reporting.

Statement on Risk Management and Internal Control

The AC reviewed the adequacy of the scope, functions, competency, and resources of the internal audit function to ascertain its effectiveness in discharging duties assigned. The details on the internal audit function are further explained on pages 98 to 104 of this IAR 2025.

During the year, the outsourced IA conducted four (4) audits covering one (1) business function and the in-house IA conducted 21 audits covering 34 business functions. The IA also conducted follow-up reviews on the implementation status of action plans previously agreed by the management.

The results of the internal audits and recommendations for improvement co-developed with Management were tabled at the AC meetings for discussion and assessment. Key and significant issues were reported to the Board by the Chairman of the AC for further deliberation.

Areas for Improvement

A few weaknesses in internal control were identified during the period, all of which have been, or are being addressed. None of these weaknesses resulted in any material errors, losses, contingencies or uncertainties that would warrant a disclosure in the IAR 2025.

Other Key Elements of Internal Control

Apart from risk management and internal audit, the other key elements of the Group's internal control system are described below:

- A management structure with job descriptions and defined lines of responsibilities is in place for all business operating units;
- Six (6) of its subsidiaries have the following accreditations for their operational processes:

PMB Aluminium Sdn. Bhd.	• ISO 9001:2015 on Quality Management Systems • ISO 14001:2015 on Environmental Management Systems • ISO 45001:2018 on Occupational Health and Safety Management Systems
Press Metal International Limited	• ISO 9001:2015 on Quality Management Systems • ISO 14001:2015 on Environmental Management Systems • ISO 45001:2018 on Occupational Health and Safety Management Systems • ISO 50001:2018 on Energy Management Systems • IATF 16949:2016 on Automotive Quality Management Systems
Press Metal Sarawak Sdn. Bhd.	• ISO 9001:2015 on Quality Management Systems • ISO 14001:2015 on Environmental Management Systems • ISO 45001:2018 on Occupational Health and Safety Management Systems • ISO 50001:2018 on Energy Management Systems
Press Metal Bintulu Sdn. Bhd.	• ISO 9001:2015 on Quality Management Systems • ISO 14001:2015 on Environmental Management Systems • ISO 45001:2018 on Occupational Health and Safety Management Systems • ISO 50001:2018 on Energy Management Systems
Press Metal International Technology Ltd.	• ISO 9001:2015 on Quality Management Systems • ISO 14001:2015 on Environmental Management Systems • ISO 45001:2018 on Occupational Health and Safety Management Systems • IATF 16949:2016 on Automotive Quality Management Systems
Press Metal Aluminium Rods Sdn. Bhd.	• ISO 9001:2015 on Quality Management Systems • ISO 14001:2015 on Environmental Management Systems • ISO 45001:2018 on Occupational Health and Safety Management Systems

Statement on Risk Management and Internal Control

- Review of all proposals for material capital and investment acquisitions by Management prior to the review and approval by the Board;
- A management meeting is conducted on a monthly basis, where all business unit heads present business performance results and key performance indicators ("KPIs"), such as product sales analysis and operating cost analysis, while also highlighting significant matters. These performance reports are benchmarked against the budget;
- Quarterly review and approval of the Group's financial results by the AC and Board;
- The Group performs an annual budgeting and forecasting exercise. A comprehensive operating capital expenditure requirement is tabled to the Board for approval at the commencement of a new financial year;
- Periodic visits to business operating units by Board members and the management team;
- Quarterly review of the Group's RPTs by the AC;
- Clearly documented policies including the CoC, CoE, Whistle-Blowing Policy, and ABAC Policy which serve as primary guidance on the ethical and behavioural conduct of the Group; and
- Clearly defined TOR, authorities and responsibilities of the various committees which include the AC, RMC, NCGC, RC, SC and IC.

Management has taken the necessary actions to remediate the weaknesses identified for the financial year under review. The Board and the Management will continue to monitor the effectiveness and take measures to improve risk management and internal control systems.

Assurance Provided by the Group Chief Executive Officer and Chief Financial Officer

In line with the Guidelines, the Group CEO and Chief Financial Officer have provided assurance to the Board stating that the Group's risk management and internal control system have operated adequately and effectively, in all material aspects, to meet the Group's objectives during the period under review.

For the financial year under review, the Board believes that there were no significant internal control deficiencies or material weaknesses resulting in material losses or contingencies requiring disclosure in this IAR 2025. The Board is of the view that the existing system of risk management and internal controls is considered appropriate and adequate to safeguard shareholders' investments, stakeholders' interests, and the Group's assets.

Nevertheless, the Board acknowledges that the Group's system of risk management and internal control practices must evolve on an ongoing basis in order to meet the ever-changing and challenging business environment. In this respect, the Board will continuously assess and enhance the Group's risk management and internal controls system.

Review of the 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 ("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 MIA for inclusion in the IAR 2025 of the Group for the year ended 31 December 2025 and reported to the Board that nothing has come to their attention that cause them to believe that the statement intended to be included in the IAR 2025, in all material respects:

(a) has not been prepared in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies, or

(b) is factually inaccurate.

AAPG 3 does not require the external auditors to consider whether the Directors' 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 Board and management thereon. The auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy the problems.