PLYTEC®

PLYTEC HOLDING BERHAD

Registration No. 201801020016 (1282035-P)
Incorporated in Malaysia under the Companies Act 2016

NURTURING SUSTAINABILITY SOLUTIONS

ANNUAL REPORT
2024

The Cover

The cover of PLYTEC's 2024 Annual Report, themed **"Nurturing Sustainability Solutions"**, encapsulates our vision of harmonising technological advancement with environmental stewardship. The crane overgrown with lush greenery which symbolises our dedication to embedding sustainable practices at the core of our operations and solutions. This transformation of an industrial icon into a living structure reflects how PLYTEC is reshaping the construction landscape with a greener mindset. The surrounding architectural elements, wrapped in vegetation and natural textures, represent our commitment to driving innovation that supports not only urban growth but also environmental responsibility.

Adding a symbolic layer, the hummingbird in flight represents agility, resilience, and the delicate balance required to coexist with nature while advancing the frontiers of modern infrastructure. Its presence in the composition embodies PLYTEC's approach—light-footed yet impactful, adaptable in the face of change. The focus on a bright sky and uplifting visual direction conveys clarity of purpose, optimism, and strong forward momentum. This cover encapsulates our journey toward nurturing smart, sustainable solutions that generate long-term value for both people and the planet.

WHAT'S **INSIDE**

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ABOUT **US**

LEAD BY A GROWTH MINDED LEADERSHIP

Since its establishment on March 9, 1999, PLYTEC Group has grown from a trading and distribution hub for building materials into a trusted industry partner. Dedicated to excellence and driven by innovation, PLYTEC has diversified into various segments including Construction Method Engineering (CME) Solutions, Digital Design and Engineering (DDE) Solutions, Manufacturing, Trading and Distribution of Building Materials (BMD), Prefabricated Construction (PC) Solutions and Polymer Material Compounding and Product (PMCP). Embracing industrialisation and digitalisation, PLYTEC has expanded its business to include the manufacturing of construction temporary works equipment. Through continuous innovation and strategic growth, PLYTEC is committed to driving progress and shaping the future of the construction industry.

Our Mission

Leader in delivering integrated resources in specialised solutions. Creation of value chain and sustainable partnership with stakeholders.

Our Vision

Pioneering Value Engineering in construction industry with Digital Smart Innovation.

OUR **ACHIEVEMENTS**

BSI ASSURANCE UK LIMITED
BS EN ISO 19650-1:2018
BS EN ISO 19650-2:2018
PAS 1192-2:2013

ISO 9001 QUALITY MANAGEMENT SYSTEM
PFWSI ; PISM

ISO 14001 ENVIRONMENTAL MANAGEMENT
PISM

ISO 45001 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT
PFWSI ; PISM

IEM 2022 AWARD
In recognition in the Engineering Industry (Digital Industry)

CIDB IBS MANUFACTURER & PRODUCT ASSESSMENT & CERTIFICATION - IMPACT
Self-Climbing Platform ; Green Formwork ; Aluminium Formwork

EDUCATIONAL INSTITUTION INDUSTRY PARTNER
Development of BIM syllabus

ARCHIDEX NEW PRODUCT AWARD 2014
Green Formwork

ARCHIDEX NEW PRODUCT AWARD 2016
Self-Climbing Platform

MALAYSIA BOOK OF RECORDS
BSI ISO 19650

ARCHIDEX STAR AWARD WINNER 2021
Self-Climbing Platform;
"LiDAR Scan to BIM" services

ARCHIDEX STAR AWARD INDUSTRY CHOICE 2021
Self-Climbing Platform;
"LiDAR Scan to BIM" services

Note	
PFWSI	PLYTEC Formwork System Industries Sdn. Bhd.
PISM	PLYTEC IBS System MFG Sdn. Bhd.
BEST	BIM Engineering Solution & Technology Sdn. Bhd.

IN THE **NEWS**

The Malaysian Reserve — JOIN THE REAL CONVERSATION

HOME > NEWS > 2024

PLYTEC bags RM26m contract for serviced apartments project

PLYTEC Holding Bhd has clinched a RM26.3 million contract from Setiakon Builders Sdn. Bhd. through its subsidiary PLYTEC Formwork System Industries Sdn. Bhd. ("**PFWSI**").

The contract entails supplying temporary works equipment for a construction project featuring three blocks of serviced apartments.

PFWSI will provide aluminium formwork, deck formwork system, heavy shoring solution, and rent a self-climbing perimeter platform, with the project scheduled for completion by August 2026 after starting in June 2024.

PLYTEC anticipates the contract will positively impact its earnings over the 27-month duration.

Source : themalaysianreserve.com

BUSINESSTODAY

PLYTEC Expands Business Into The Indonesian Market

Construction engineering solutions and services PLYTEC Holding Bhd has signed three marketing and distribution agreements with Indonesian-based PT Oriental Shoring Solutions (PT Oriental) where the latter will be the exclusive distributor of PLYTEC's products in Indonesia.

The agreements, which were signed via PLYTEC subsidiaries, PLYTEC Formwork System Industries Sdn. Bhd., PLYTEC Polymer Sdn. Bhd. and Sudut Swasta Sdn. Bhd., are effective for a five-year period from Oct 16, 2024.

BUSINESSTODAY

PLYTEC Reports RM5.9 Million PBT In Strong Q2 Performance

PLYTEC Holding Berhad, a leading player in construction engineering solutions and building materials distribution, has announced its second-quarter financial results for the year ending 31 December 2024. For the quarter, PLYTEC achieved a profit before tax (PBT) of RM5.9 million and a profit after tax and minority interest (PATAMI) of RM4.2 million, supported by a revenue of RM46.8 million. The Group reported a gross profit of RM12.3 million, with a gross profit margin of 26.3%.

For the first half of the year (6M FYE 2024), PLYTEC's revenue totalled RM92.3 million, with a gross profit of RM24.3 million. PBT reached RM11.1 million, and PATAMI climbed to RM7.5 million, exceeding the full-year 2023 PATAMI of RM6.5 million.

CORPORATE **INFORMATION**

BOARD OF DIRECTORS

Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali
Independent Non-Executive Chairman

Yang Kian Lock
Group Managing Director/ Chief Executive Officer

Ts. Ir. Louis Tay Chee Siong
Executive Director/ Chief Operating Officer

Ts. Ir. Han Liang Kwang
Executive Director/ Head of Engineering
(Resigned w.e.f 18 April 2025)

Anita Chew Cheng Im
Independent Non-Executive Director

Kow Hoay Lee
Independent Non-Executive Director

Goik Kenzu
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE
Anita Chew Cheng Im
(Chairperson)
Kow Hoay Lee
Goik Kenzu

NOMINATION COMMITTEE
Anita Chew Cheng Im
(Chairperson)
Kow Hoay Lee
Goik Kenzu

REMUNERATION COMMITTEE
Goik Kenzu
(Chairman)
Anita Chew Cheng Im
Kow Hoay Lee

COMPANY SECRETARIES
Yeow Sze Min (MAICSA 7065735)
SSM PC No. 201908003120
Yee Kit Yeng (MAICSA 7068292)
SSM PC No. 202208000022

REGISTERED OFFICE
Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan
Tel : 03-2084 9000
Fax : 03-2094 9940/03-2095 0292
Email : info@sshsb.com.my

PRINCIPAL PLACE OF BUSINESS
No. 19, Jalan Meranti Permai 3, Meranti Permai Industrial Park, Batu 15, Jalan Puchong, 47100 Puchong, Selangor Darul Ehsan
Tel : 03-8061 2888
Fax : 03-8061 4888
Website : https://www.plytec.com.my
Email : general@plytec.com.my

SHARE REGISTRAR
Securities Services (Holdings) Sdn. Bhd.
[Registration No. 197701005827 (36869-T)]
Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan
Tel : 03-2084 9000
Fax : 03-2094 9940/03-2095 0292
Email : info@sshsb.com.my

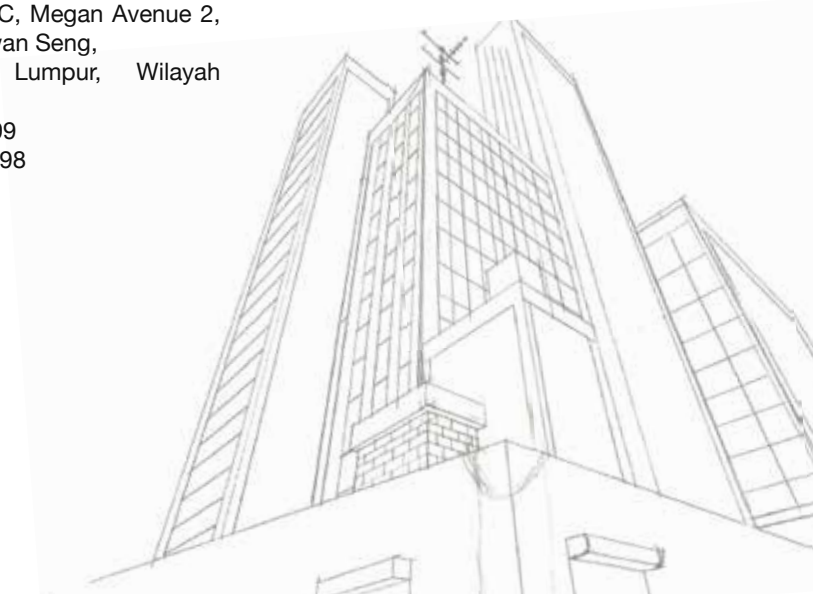
AUDITORS
Crowe Malaysia PLT
[Registration No. 201906000005 (LLP0018817-LCA) & AF 1018]
Level 16, Tower C, Megan Avenue 2, 12, Jalan Yap Kwan Seng, 50450 Kuala Lumpur, Wilayah Persekutuan
Tel : 03-2788 9999
Fax : 03-2788 9998

SPONSOR
KAF Investment Bank Berhad
[Registration No. 197401003530 (20657-W)]
Level 13A, Menara IQ, Lingkaran TRX, Tun Razak Exchange, 55188 Kuala Lumpur, Wilayah Persekutuan
Tel : 03-2708 2800
Fax : 03-2708 2801

PRINCIPAL BANKERS
Al Rajhi Bank Malaysia
Hong Leong Bank Berhad
HSBC Bank Malaysia Berhad
OCBC Bank (Malaysia) Berhad
United Overseas Bank (Malaysia) Berhad

STOCK EXCHANGE LISTING
Listed on ACE Market,
Bursa Malaysia Securities Berhad on 15 November 2023

Stock Name : PLYTEC
Stock Code : 0289
Sector : Industrial Products & Services



CORPORATE **STRUCTURE**

PLYTEC®

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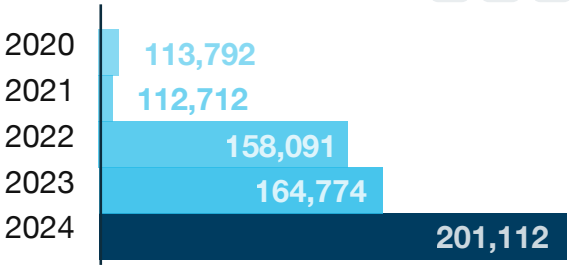
- **100%** — **PLYTEC (EM) Sdn. Bhd.** *[formerly known as PLYTEC (Sarawak) Sdn. Bhd.]* 202401018834 (1564683-W)
- **100%** — **PLYTEC Fencing System Industries Sdn. Bhd.** 200201011444 (579107-X)
- **100%** — **PLYTEC Formwork System Industries Sdn. Bhd.** 201201004139 (977664-U)
- **100%** — **PLYTEC IBS System MFG Sdn. Bhd.** 201701009724 (1223889-M)
  - **100%** — **Dansea Construction Products Sdn. Bhd.** 200801007877 (809161-H)
- **100%** — **BIM Engineering Solution & Technology Sdn. Bhd.** 201301001423 (1031260-M)
  - **100%** — **Integrated BIM Academy (M) Sdn. Bhd.** 201801028735 (1290761-U)
- **100%** — **Sudut Swasta Property Sdn. Bhd.** 201801043009 (1305041-M)
- **100%** — **Sudut Swasta Sdn. Bhd.** 199701032127 (447626-X)
- **75%** — **PC Forging Malaysia Sdn. Bhd.** 202001036335 (1392656-K)
- **90%** — **PLYTEC Polymer Sdn. Bhd.** 202401040106 (1585953-X)

FINANCIAL **HIGHLIGHTS**

Financial Year Ended 31 December	2020 RM'000	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000
Revenue	113,792	112,712	158,091	164,774	201,112
Gross Profit	27,453	32,804	42,294	39,521	52,470
Earnings Before Interest, Tax, Depreciation & Amortisation ("**EBITDA**")	21,622	25,574	29,312	25,066	37,832
Profit Before Taxation	10,264	14,836	18,747	10,114	19,696
Profit After Taxation	7,174	10,838	13,737	6,588	13,331
Profit After Taxation Attributable to Owners of the Company	7,174	10,814	13,688	6,461	13,280
Total Assets	159,829	161,257	178,209	233,304	287,732
Total Equity	61,535	72,375	83,860	126,015	136,416
Equity attributable to Owners of the Company	61,535	72,303	83,491	125,517	135,767

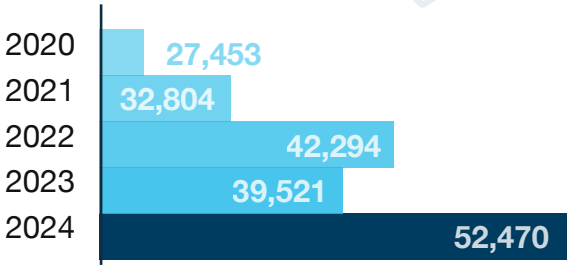
REVENUE
(RM'000)

201,112



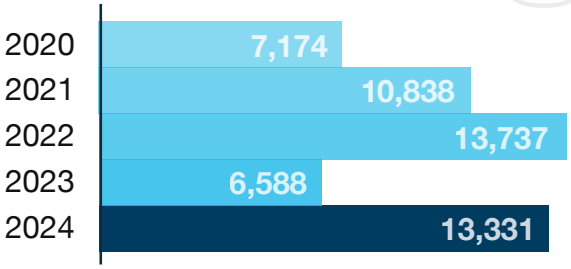
GROSS PROFIT
(RM'000)

52,470



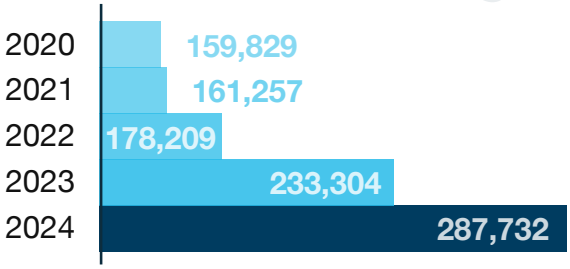
PROFIT AFTER TAXATION
(RM'000)

13,331



TOTAL ASSETS
(RM'000)

287,732



PROFILE OF **BOARD OF DIRECTORS**

Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali

Independent Non-Executive Chairman

♂

77 Years Old

Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali, a Malaysian, male, aged 77, is the Independent Non-Executive Chairman of the Company. He was appointed to the Board of PLYTEC Holding Berhad (**"PLYTEC"** or **"the Company"**) on 1 March 2022. He attended all six (6) Board meetings of the Company held in the financial year ended 31 December 2024. He is not a member of any Board Committees of the Company.

Academic/Professional Qualifications:

- Registered professional engineer (P.Eng) with the Board of Engineers Malaysia.
- Ordinary National Diploma in Engineering from Brighton Technical College, Brighton, United Kingdom in 1970.
- First Class Honours in Bachelor of Science (Engineering) from King's College, University of London in August 1973.
- Doctorate in Nuclear Engineering from Queen Mary College, University of London in 1977.
- Completed his post-doctoral work in nuclear engineering at Oregon State University, United States in 1977 and at Pennsylvania State University, United States in 1978.
- Senior Fellow of the Academy of Sciences Malaysia carrying the title "Academician" since April 2017.
- Fellow of the Institution of Engineers Malaysia (FIEM).
- Fellow of the ASEAN Federation of Engineering Organisations (AFEO).
- Fellow of the ASEAN Academy of Engineering and Technology (AAET).
- Registered ASEAN Chartered Professional Engineer (ACPE) with the Board of Engineers Malaysia.
- Conferred the following Honorary Degrees by various universities:
  - Honorary Doctor of Science Degree by Universiti Putra Malaysia (UPM) in 2000.
  - Honorary Doctor of Engineering Degree by Universiti Tenaga Nasional (UNITEN) in 2008.
  - Honorary Doctor of Science Degree by Universiti Malaysia Terengganu (UMT) in 2009.
  - Honorary Doctor of Engineering by Universiti Teknikal Malaysia Melaka (UTeM) in 2014.
  - Honorary Doctor of Science Degree by Universiti Kebangsaan Malaysia (UKM) in 2015.
  - Honorary Doctorate of Management Degree by Universiti Malaysia Perlis (UniMAP) in 2016.

Experience:

Tan Sri Dr. Tajuddin began his career as an Assistant Engineer with the National Electricity Board, Malaysia in 1973, and he was sent to pursue his doctorate in Nuclear Engineering at Queen Mary College, University of London. He joined Tun Ismail Atomic Research Centre (**"PUSPATI"**) as a Senior Research Officer and was promoted as the Deputy Director (Operations) of PUSPATI in 1983. In 1985, he joined the International Atomic Energy Agency (IAEA) as a field expert based in Jakarta.

In 1988, Tan Sri Dr. Tajuddin assumed the position of Deputy Director General of the Nuclear Energy Unit (UTN). Subsequently, he had served as the Director General of SIRIM Berhad, then as the Chairman/Chief Executive of Tenaga Nasional Berhad. In 2002, he was appointed as the President of Malaysia University of Science and Technology for a period of 2 years up to 2004. Tan Sri Dr. Tajuddin was the Non-Executive Chairman of the UEM Group of Companies from 2007 to December 2017.

Present Directorship:

Currently, he is actively involved in several other companies and statutory bodies in various capacities, which includes, acting as the Chairman of the Board of Linde Malaysia Holdings Berhad (unlisted public company) and ITMAX System Berhad (a public company listed on Main Market). He is also the Joint-Chairman (Industry) of the Malaysian Industry-Government Group for High Technology (MIGHT).

Other Information:

He is currently a member of Northern Corridor Implementation Authority (NCIA), chaired by the Prime Minister of Malaysia and a member of Advisory Council of Federation of Malaysian Manufacturers (FMM). He is also a Chairman of the Board of Trustees of the Tropical Science Foundation and the Chairman of the Board of Governors of the Malay College Kuala Kangsar, his alma mater. Tan Sri Dr. Tajuddin is a member of the Board of Director, Board of Governor and Pro-Chancellor of Universiti Tenaga Nasional (UNITEN) Sdn. Bhd. and a member of the Board of Monash University Malaysia Sdn. Bhd. He is also the Pro-Chancellor of Universiti Sains Malaysia (USM).

Tan Sri Dr. Tajuddin does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024.

PROFILE OF BOARD OF DIRECTORS

Yang Kian Lock

Group Managing Director/Chief Executive Officer

♂

56 Years Old

Yang Kian Lock, a Malaysian, male, aged 56, is the founder and Group Managing Director/Chief Executive Officer of the Company, and has been with PLYTEC Group (**"PLYTEC Group"** or **"the Group"**) since March 1999. He was appointed to the Board of PLYTEC on 1 June 2018. He attended all six (6) Board meetings of the Company held in the financial year ended 31 December 2024. He is not a member of any Board Committees of the Company.

Academic/Professional Qualifications:

- Graduateship of the Institute of Chartered Secretaries and Administrators (**"ICSA"**), Malaysia in 1994.
- Member of the Technological Association Malaysia (M.T.A.M.).
- Registered Professional Technologist (P.Tech.) with the Malaysia Board of Technologists (**"MBOT"**).

Experience:

Mr. Yang is an entrepreneur with over 30 years of experience in the construction building materials industry. He first gained exposure to sales and marketing activities in 1989 as an independent sales representative with American Express (M) Sdn. Bhd. in the marketing of credit cards. He left American Express (M) Sdn. Bhd. in 1990 to pursue his ICSA professional qualification.

Over the course of his career, beginning in 1993, he has accumulated extensive experience in sales and marketing within the steel wire mesh industry. In 1997, he took on the role of Marketing Manager, where he was responsible for overseeing and managing a marketing team tasked with the sales and marketing of cut-and-bent steel products that are made to prescribed engineering requirements for use in the construction industry.

In March 1999, relying on the technical knowledge in the engineering of various construction building materials acquired by him throughout the years, he together with 2 business partners, acquired Sudut Swasta Sdn. Bhd. (**"SS"**) to venture into trading and distribution of building materials such as cut-to-size wire mesh, plywood and timber products.

He subsequently diversified the business of SS to include wire mesh fencing products, supply of construction formwork and construction engineering solutions by incorporating PLYTEC Fencing System Industries Sdn. Bhd. in 2002, PLYTEC Formwork System Industries Sdn. Bhd. in 2012 and PLYTEC IBS System MFG Sdn. Bhd. in 2017. In 2018, he was appointed as a director of BIM Engineering Solution & Technology Sdn. Bhd..

He has been actively participating in industry associations to advocate and promote the interests of the construction building materials industry in Malaysia. He has been an active executive committee member of the Building Materials Distributors Association of Malaysia (**"BMDAM"**) since 2004. He served as the President of BMDAM from 2014 to 2016 and was re-elected for a second term from 2016 to 2018.

He was also appointed as a member of the Productivity Nexus under the Professional Service Industry by the Malaysia Productivity Corporation for the term of 2017 to 2019. In 2017, he was recognised as SME Icons by Malaysian Service Providers' Confederation (**"MSPC"**) for his outstanding contributions towards innovative, articulative and motivative talents that led the industry. In 2019, he was appointed as a council member of the MSPC. From 2016 to 2018, he was also actively participating in the implementation of the Construction Industry Transformation Programme (CITP) initiated by the Construction Industry Development Board.

As the Group Managing Director, he spearheaded the business plans and strategies to facilitate the growth of the Group to become a specialist in providing construction engineering solutions and pioneering digitalisation in the Malaysian construction industry. Under his leadership and guidance, the Group has grown rapidly to become one of the leaders in providing construction method engineering (CME) Solutions in falseworks and integrated digital delivery with the adoption of Building Information Modelling technology.

Present Directorship:

Mr. Yang does not hold directorship in any other public company and listed companies. He is currently the Group Managing Director/Chief Executive Officer of the Group and the director of PLYTEC's subsidiaries. He is also a major shareholder of the Company.

Other Information:

Mr. Yang holds an approximately 2% of shareholdings in Yeo Cheng Choon Hardware & Machinery Sdn. Bhd., a private limited company, which has business dealings with PLYTEC related to the purchase of warehouse expenses and consumables.

Saved as disclosed above, Mr. Yang does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024.

PROFILE OF BOARD OF DIRECTORS

Ts. Ir. Louis Tay Chee Siong

Executive Director/Chief Operating Officer

♂

54 Years Old

Ts. Ir. Louis Tay Chee Siong, a Malaysian, male, aged 54, is the Non-Independent Executive Director/Chief Operating Officer of the Company and has been with the Group since June 2013. He was appointed to the Board of PLYTEC on 1 June 2018. He attended all six (6) Board meetings of the Company held in the financial year ended 31 December 2024. He is not a member of any Board Committee of the Company.

Academic/Professional Qualifications:

- Master of Science in Temporary Works and Construction Method Engineering from the City, University of London in 2024.
- Bachelor of Science in Engineering (Civil) from the University of Manitoba, Canada in 1996.
- Registered Professional Engineer (P.Eng) with the Board of Engineers Malaysia.
- Registered Professional Technologist (P.Tech) with the MBOT.
- Chartered Engineer with the Engineering Council of United Kingdom.
- Fellow of the ASEAN Academy of Engineering and Technology (AAET).
- Fellow of the Academy of Engineering and Technology for the Developing World (AETDEW).
- Fellow of the Technological Association of Malaysia L.F.T.A.M.
- Fellow of the Institution of Civil Engineers United Kingdom.
- Certified Construction Manager by the Construction Industry Development Board.
- Qualified Design For Safety (DFS) Professional.
- Occupational Safety and Health in Construction Industry (Management) Professional.

Experience:

Ts. Ir. Louis Tay began his career as a Civil and Structural Engineer with Nusareka Jurutera Konsultant Sdn. Bhd. in 1996, where he designed and supervised the construction of various housing projects and the venue upgrading for the KL Commonwealth Games in 1998. He was transferred to Jehantech Sdn. Bhd., an affiliate of Nusareka Jurutera Konsultant Sdn. Bhd., in 1998 as a Project Engineer and was promoted to the position of Project Manager in 2000 and subsequently to the position of Project Director in 2008.

In Jehantech Sdn. Bhd., he led project implementation activities both in the form of project and construction management on a wide range of design and build projects and anchored the management and implementation of a large scale of projects undertaken by the company. He left Jehantech Sdn. Bhd. in 2011 and joined M+W High Tech Projects Malaysia Sdn. Bhd. as a Construction Manager. In his capacity as Construction Manager, he was in charge of civil, structural and architectural construction management works.

In 2013, he left M+W High Tech Projects Malaysia Sdn. Bhd. and joined SS as its Business Development and Technical Director. In his capacity as Business Development and Technical Director, he was primarily responsible for the development, diversification and expansion of the core business competencies of the company. He also assisted in establishing new business entities within the Group carrying the PLYTEC brand name.

Present Directorship:

Ts. Ir. Louis Tay does not hold directorship in any other public company and listed companies. He is currently the Executive Director/Chief Operating Officer of the Group and the director of PLYTEC's subsidiaries, except for BIM Engineering Solution & Technology Sdn. Bhd..

Other Information:

Ts. Ir. Louis Tay is currently a Board member of the Malaysia Board of Technologists, a professional body relating to technology and technical fields in Malaysia.

Ts. Ir. Louis Tay is the brother of Ms. Tay Bin Joo, who is currently employed by PLYTEC Formwork System Industries Sdn. Bhd..

Saved as disclosed above, Ts. Ir. Louis Tay does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024.

PROFILE OF BOARD OF DIRECTORS

Anita Chew Cheng Im

Independent Non-Executive Director

♀

58 Years Old

Anita Chew Cheng Im, a Malaysian, female, aged 58, is the Independent Non-Executive Director of the Company. She was appointed to the Board of PLYTEC on 1 August 2022. She attended all six (6) Board meetings of the Company held in the financial year ended 31 December 2024. She is the Chairperson of both the Audit and Risk Management Committee and Nomination Committee and a member of the Remuneration Committee.

Academic/Professional Qualification:

- Bachelor of Economics, majoring in accounting from Monash University, Australia in 1990.

Experience:

Ms. Anita Chew started her career in the audit department of KPMG Melbourne, Australia in 1990 as an Audit Assistant. While in KPMG, she was engaged in the audit of audit clients in the media, retail and mining industries.

In 1992, she joined the corporate finance department of Bumiputra Merchant Bankers Berhad (now known as Alliance Investment Bank Berhad after the merger of Amanah Merchant Bank Berhad and Bumiputra Merchant Bankers Berhad). She left Alliance Investment Bank Berhad in 2003 and her last held position was Director of Corporate Finance. During her tenure with Alliance Investment Bank Berhad, she primarily advised on initial public offerings, fundraisings, mergers and acquisitions and corporate and debt restructuring exercises.

From 2003 to 2007, she joined Hwang-DBS Investment Bank Berhad as a Senior Vice President (Equity Market), where she assumed a similar role that she performed at Alliance Investment Bank Berhad.

Present Directorship:

Since she left the investment banking industry in 2007, she has been sitting on various corporate boards. Presently, Ms. Anita Chew is also an Independent Non-Executive Director of Kimlun Corporation Berhad, SKP Resources Berhad and Kuchai Development Berhad, which are public companies listed on Main Market of Bursa Securities, and an Independent Non-Executive Director of Fortress Minerals Limited, a company listed on the Singapore Exchange.

Other Information:

Ms. Anita Chew does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She does not have any family relationships with any other Director or major shareholder of the Company. She has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024.

PROFILE OF BOARD OF DIRECTORS

Kow Hoay Lee

Independent Non-Executive Director

♀

44
Years Old

Kow Hoay Lee, a Malaysian, female, aged 44, is the Independent Non-Executive Director of the Company. She was appointed to the Board of PLYTEC on 1 August 2022. She is a member of the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee. She attended all six (6) Board meetings held in the financial year ended 31 December 2024.

Academic/Professional Qualifications:

- Advanced Diploma in Commerce (Financial Accounting) from Tunku Abdul Rahman College in 2003.
- Fellow of the Association of Chartered Certified Accountants (ACCA).
- Member of the Malaysian Institute of Chartered Accountants (MIA).

Experience:

Ms. Kow has over 20 years of experience in the fields of audit, accounting and finance. She has extensive experience in audit work (both internal and external) on listed and non-listed companies in various industries, including property development, construction, manufacturing, trading and real estate. She was also involved in operational and management audits, due diligence and initial public offerings exercise.

Present Directorship:

Ms. Kow does not hold directorship in any other public company and listed companies.

Other Information:

Ms. Kow does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She does not have any family relationships with any other Director or major shareholder of the Company. She has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024 save and except for a penalty imposed by the Malaysian Institute of Accountants.

PROFILE OF BOARD OF DIRECTORS

Goik Kenzu

Independent Non-Executive Director

♂

55
Years Old

Goik Kenzu, a Malaysian, male, aged 55, is the Independent Non-Executive Director of the Company. He was appointed to the Board of PLYTEC on 6 July 2023. He is the Chairman of the Remuneration Committee and a member of the Audit and Risk Management Committee and Nomination Committee. He attended all six (6) Board meetings held in the financial year ended 31 December 2024.

Academic/Professional Qualification:

- Bachelors of Law degree with Honours from the University of London, United Kingdom in 1993.

Experience:

Mr. Goik obtained his Certificate in Legal Practice in 1995 and was subsequently called to the Malaysian Bar in 1996. He has over 28 years of experience practicing as an advocate and solicitor in several firms, with practicing in the areas of dispute resolution, corporate and real estate, family law, property and conveyancing. He was also involved in various arbitration and construction dispute matters at the Federal Court.

In 2016, he joined Messrs. Ramesh & Loo as a partner. Following the change of name of the law firm to Messrs. Goik Ramesh & Loo in 2018, he has been the managing partner of the firm since then.

In his capacity as the managing partner of Messrs. Goik Ramesh & Loo he continues his legal practice in advising on real estate-related matters, including the acquisition and disposal of commercial, industrial and development lands as well as commercial, industrial and residential properties and joint venture development projects. He is also responsible for managing the firm's day-to-day business, including managing the firm's legal engagements, client relationship management, securing mandates and matters relating to general administration of the firm.

Present Directorship:

Mr. Goik does not hold directorship in any other public company and listed companies.

Other Information:

Mr. Goik does not have conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024.

PROFILE OF **KEY SENIOR MANAGEMENT**

♂

35
Years Old

Lim Boon Ping

Chief Financial Officer

Lim Boon Ping, a Malaysian, male, aged 35, is the Chief Financial Officer of the Group. He has been primarily responsible for overseeing the Group's finance and accounting management, business performance, treasury functions and regulatory compliance to ensure that the Group meets its business objectives in terms of returns, profitability and cash flow.

Academic/Professional Qualifications:

- Bachelor of Commerce (Hons) from University Tunku Abdul Rahman in 2012.
- Member of the Association of Chartered Certified Accountants (ACCA).
- Member of the Malaysian Institute of Accountants (MIA).

Experience:

Mr. Lim began his career in the audit division of Siew Boon Yeong & Associates, an audit firm in 2011, where he was involved in audit work on companies in various industries, including property development, construction, manufacturing, trading and real estate.

He then joined Sudut Swasta Sdn. Bhd. as an Accountant in June 2018, where he was responsible for the Company's accounts and the presentation of analysis of financial matters to the management and board of directors. He was also responsible for overseeing the accounting policies and procedures of the company. In February 2021, He was promoted to the position of Senior Manager and subsequently to Group Accountant in August 2021. On 1 August 2022, Mr. Lim was redesignated to the position of Chief Financial Officer and he continues to play a similar role in addition to being in charge of all treasury and financing functions of the PLYTEC Group.

Other Information:

Mr. Lim does not hold any directorship in public companies and listed companies. He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024.

PROFILE OF KEY SENIOR MANAGEMENT

♂

52
Years Old

Ts. Ir. Han Liang Kwang

Head of Engineering/Chief Sustainability Officer

Ts. Ir. Han Liang Kwang, a Malaysian, male, aged 52, is the Head of Engineering/Chief Sustainability Officer of the Company, and has been with the Group since September 2016. He was appointed to the Board of PLYTEC on 1 June 2018. He attended all six (6) Board meetings of the Company held in the financial year ended 31 December 2024. He is not a member of any Board Committee of the Company. He resigned as a Director of the Company w.e.f. 18 April 2025. His role as the Head of Engineering/Chief Sustainability Officer remains.

Academic/Professional Qualifications:

- Bachelor of Science in Engineering (Electrical) from the University of Manitoba, Canada in 1996.
- Member of the Institution of Engineers Malaysia.
- Registered professional engineer with practising certificate (PEPC) with the BEM.
- Member of the Technological Association of Malaysia (M.T.A.M.).
- Registered Professional Technologist (P.Tech) with MBOT.
- Associate fellow of the ASEAN Academy of Engineering and Technology (AAET).
- Certified Building Information Modelling (**"BIM"**) Asset Information Professional by the BSI Training Academy.
- Certified BIM Project Information Professional by the BSI Training Academy.
- Certified BIM Manager by the Construction Industry Development Board.

Experience:

Ts. Ir. Han Liang Kwang (**"Ts. Ir. Edward Han"**) began his career as an Assistant Electrical Engineer with Nusareka Jurutera Konsultant Sdn. Bhd. (**"Nusareka"**) in 1996, where he prepared the engineering designs of electrical and extra low voltage systems. He then joined Ranhill Bersekutu Sdn. Bhd. in 1997 as an Electrical Engineer.

In 1998, he joined Samling DorFoHom Sdn. Bhd. as a Senior Engineer, where he assumed the role of the maintenance lead of production plants and facilities until 2002. Prior to rejoining Nusareka in 2003, he assumed the role as a Senior Project Engineer in Sysnet Control Sdn. Bhd. in 2003. As a Senior Engineer in Nusareka, he led the engineering design and construction of mechanical, electrical and process (**"MEP"**) systems of high technology projects. He left Nusareka in 2007 and joined M+W Zander (Penang) Sdn. Bhd. in 2007 as a Senior Engineer (Electrical), where he led the engineering design and construction of electrical systems and the facility management and control system (FMCS).

He remained with M+W Zander (Penang) Sdn. Bhd. until 2013 before he joined Perunding Wepco Sdn. Bhd. as an Associate in 2013. In Perunding Wepco Sdn. Bhd., he began to transition from a technical role to a management role, where he was responsible for overseeing and managing consultancy services provided by the company on the MEP systems of various residential, commercial and institutional projects.

He left Perunding Wepco Sdn. Bhd. in 2016 and joined PLYTEC Formwork System Industries Sdn. Bhd. (**"PFWSI"**) as the Head of Division of Engineering in September 2016. As the Head of Division of Engineering, he led the engineering division of PFWSI and oversaw product engineering development and operations by identifying, developing and managing resources to support engineering developments. In particular, he played a pivotal role in the acquisition of and setting up of the BIM technology and processes for industrialised building system (IBS) formwork solutions. In July 2018, he joined BIM Engineering Solution & Technology Sdn. Bhd. as a Technical Director and has been overseeing the development, management and operation of the BIM engineering division. Subsequently upon the completion of the acquisition of BIM Engineering Solution & Technology Sdn. Bhd. by the Company, he was redesignated as the Head of Engineering of the Group on 1 August 2022.

Present Directorship:

Ts. Ir. Edward Han does not hold directorship in any other public company and listed companies. He is currently the director of BIM Engineering Solution & Technology Sdn. Bhd..

Other Information:

Ts. Ir. Edward Han holds 80% of shareholdings in Hanyoong Consult Sdn. Bhd., a private limited company that provides technical support services to PLYTEC IBS System MFG Sdn. Bhd..

Saved as disclosed above, Ts. Ir. Edward Han does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2024.

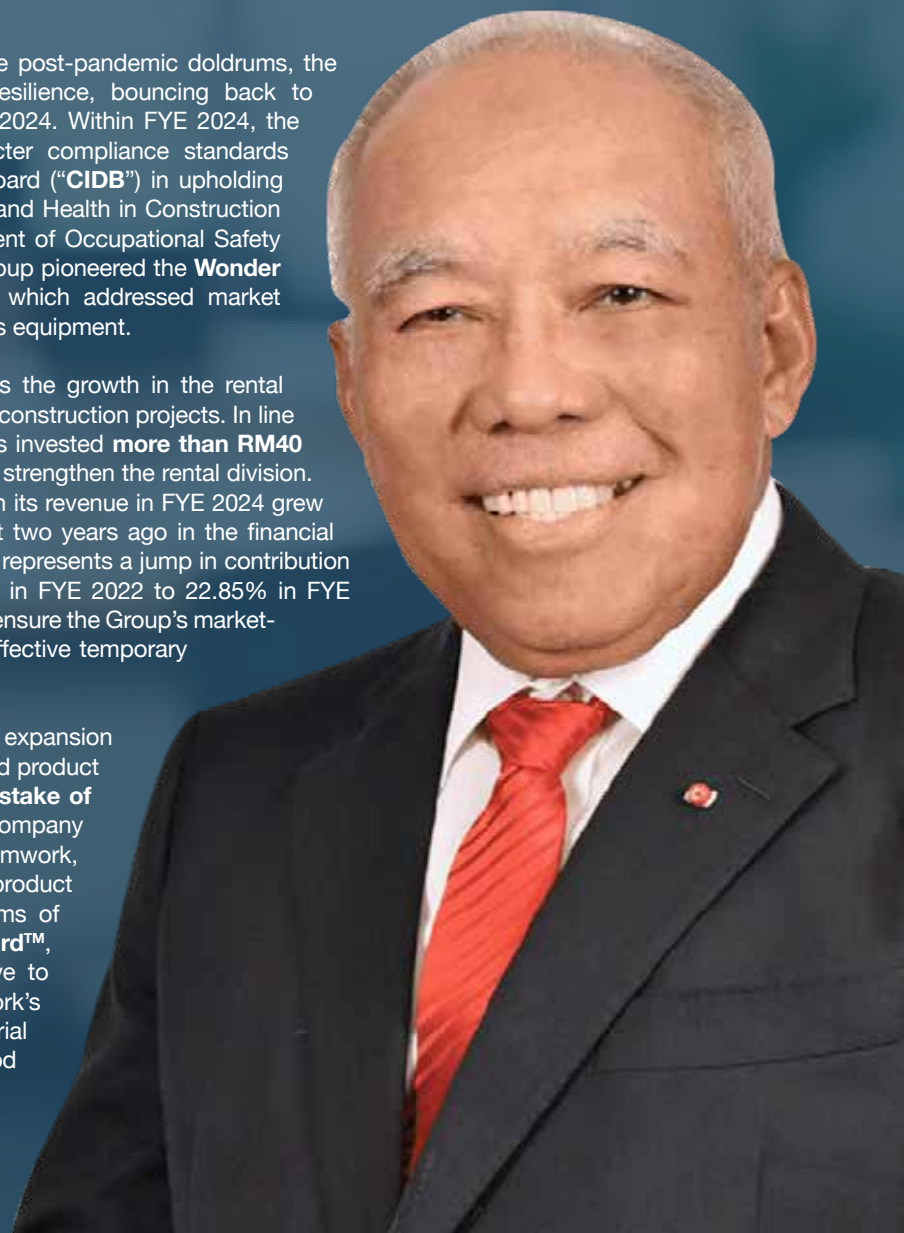
CHAIRMAN'S **STATEMENT**

DEAR SHAREHOLDERS,

It gives me great pleasure and honour to present PLYTEC Holding Berhad's ("**PLYTEC**" or "**the Group**") first full year results as a public listed company on the ACE Market of Bursa Malaysia Securities Berhad ("**Bursa Securities**") since our debut in November 2023. In the financial year ended 31 December 2024 ("**FYE 2024**"), we have continued embracing innovation and technological advancement even as we meet industry standards and fulfil our purpose as a trusted and valuable partner to the construction industry.

Solid Bumper Year

As Malaysia continued its steady climb out of the post-pandemic doldrums, the construction sector demonstrated remarkable resilience, bouncing back to its first double-digit growth in a decade[1] in FYE 2024. Within FYE 2024, the Group has successfully capitalised on the stricter compliance standards set by the Construction Industry Development Board ("**CIDB**") in upholding new regulatory standards in Occupational Safety and Health in Construction Industry (Management) enforced by the Department of Occupational Safety and Health (DOSH). Against this backdrop, the Group pioneered the **Wonder Crab Lock Modular Shoring (WCL48)** system which addressed market needs for safer, high-performance temporary works equipment.



Another outcome of the stringent requirements is the growth in the rental market for quality-assured falsework equipment in construction projects. In line with the increased market demand, the Group has invested **more than RM40 million in temporary works equipment** to further strengthen the rental division. The growth in the rental division can be seen when its revenue in FYE 2024 grew to RM45.96 million from just RM21.16 million just two years ago in the financial year ended 31 December 2022 ("**FYE 2022**"). This represents a jump in contribution to segmental revenue of 1.7 times, from 13.39% in FYE 2022 to 22.85% in FYE 2024. This Capital Expenditure expansion is set to ensure the Group's market-readiness to partner its customer base for cost-effective temporary works equipment.

The year that was also cemented our upstream expansion which began in our year of listing with strengthened product offering through the **acquisition of 100% equity stake of Dansea Construction Products Sdn. Bhd.**, a company that specialises in prefabricated cast-in type formwork, **Pecaform™** which completes the Group's product range in Foundation Formwork Solutions. In terms of innovation, the Group introduced **WONDERBoard™**, which is a high-durability plastic panel alternative to conventional plywood, improving Deck Formwork's stability, durability and lifespan while reducing material and labour cost per use associated with plywood replacement in the industry.

1 https://www.cidb.gov.my/eng/malaysias-construction-sector-reaches-new-heights-in-2024/

CHAIRMAN'S STATEMENT

REVENUE
(RM' mil)
201.11

EBITDA
(RM' mil)
37.83

PROFIT BEFORE TAXATION
(RM' mil)
19.70

PROFIT AFTER TAXATION
(RM' mil)
13.33

Steady Performance, Strong Pipeline

The Group's steady performance throughout FYE 2024 is indicative of its strong fundamentals in the temporary works equipment segment of Construction Method Engineering (CME) Solutions. Revenue grew by 22.05% or RM36.34 million to RM201.11 million, while **Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)** rose by 50.90% or RM12.76 million to RM37.83 million. The powerful top line expansion was sustained, translating to a strong finish of **Profit Before Taxation (PBT)** that nearly doubled the previous year's at RM19.70 million and **Profit After Taxation (PAT)** of RM13.33 million, which is 2.02 times for the financial year ended 31 December 2023 ("**FYE 2023**")'s bottom line.

Our shareholders would be pleased to know that the Group has managed to grow their investments' value in FYE 2024 with **basic earnings per share (EPS) doubling** the previous year's to 2.19 sen per ordinary share. Additionally, as a token of the Group's appreciation for shareholders' trust, we have declared a **single-tier interim dividend of 0.50 sen per ordinary share**, which was fully paid up in December 2024. Although the Group has yet to formulate an official dividend policy, the Board of Directors ("**BOD**") will continue balancing the Group's needs for growth and rewarding its investors through dividends.

In the financial year under review, the Group continued charting progress in our upstream expansion on the Olak Lempit land, with Factory 1 expecting to obtain its Certificate of Completion and Compliance (CCC) towards end of the third quarter of 2025 and operations set to commence thereafter. This development also heralds the birth of a new segment within the Group, **Polymer Material Compounding and Product (PMCP)**, which is the Group's exclusive Original Equipment Manufacturer (OEM) factory to complete its supply chain. PMCP, which focuses on the trading and compounding of plastic materials as well as the manufacturing and extrusion of the plastic panel, WONDERBoard™, has opened a new pipeline to the Group. It signals the Group's readiness for diversification into new industries including home appliances, automotive and technology among others.

Sustainability & Growth

PLYTEC is honoured to support a **culture of innovation** as we continue leveraging technological advancement in the different areas of our business to continue value-adding to the journey and experience of our partners in the construction arena. We are proud to celebrate this culture which has been established through our track record since 2018, for the award-winning **Building Information Modelling (BIM)** an industrialised construction design process by **Digital Design and Engineering (DDE) Solutions**. In FYE 2024, we have again innovated new product offerings such as **Wonder Crab Lock 48, Pecaform™** and **WONDERBoard™** and we are excited to continue innovating and transforming into a technology enabler for the construction industry and beyond.

In terms of Sustainability, we are proud to present a product which is a game-changer to the construction industry. The introduction of WONDERBoard™ as an eco-friendly alternative to plywood reduces deforestation and material waste towards the end of a construction project lifecycle. This plywood alternative, which has superior durability, mechanical stability and improved lifespan for repeated project lifecycles is attractive to users for its cost-effectiveness and ease of transport, storage and access for users on sites. In essence, we are happy to contribute positively to the health of our environment, social and governance (ESG) matters as we set out to create a better, more equitable future, for all.

As the Group continues growing, we continue enhancing stakeholder value, uphold our commitment to safety and quality standards and actively pursue strategic partnerships that enhance and complement our core businesses. Even as we become enablers of industrialisation and digitalisation of the construction industry, we are dedicated to training the next generation of industry practitioners. Through our collaboration with local universities like Tunku Abdul Rahman University of Management & Technology (TAR UMT) and University of Nottingham Malaysia, we integrate real-world construction practices and BIM application into the academic syllabus.

CHAIRMAN'S STATEMENT

Sustainability & Growth (Cont'd)

Knowledge sharing is communicated through guest lectures, technical workshops, structured internships and research collaborations to train and equip students with practical skills and industry knowledge.

We are committed to continuously grow towards realising the Group's purpose of becoming a competent and reliable Delivery Partner to the Construction Industry.

Acknowledgements

With humility, I would like to appreciate my fellow members of the Board, who impart invaluable advice, guidance and insight in fulfilling our leadership functions for the Group.

There is a saying that goes, "You are only as good as the company you keep" and this is apt in commending the senior management team, led by the Group Managing Director and Chief Executive Officer (GMD & CEO), Mr. Yang Kian Lock, for their dedication and spirit of excellence. They are indeed good company as they drive **Innovation**, perform with Integrity and pursue **Excellence**, embodying the Group's core values, in their day-to-day responsibilities.

Finally, I would like to record our gratitude and thanks to our shareholders and investors, employees and business partners, bankers, government agencies and regulators and other relevant stakeholders for their unwavering support to the Group's success. We continue joining hands and forces to build a resilient, progressive and prosperous PLYTEC for all.

Sincerely,

Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali

Chairman of PLYTEC Holding Berhad

MANAGEMENT DISCUSSION **& ANALYSIS**

OVERVIEW OF OUR BUSINESS

As at financial year ended 31 December 2024 ("**FYE 2024**"), PLYTEC Holding Berhad ("**PLYTEC**" or "**the Company**") marked its first full year as a public listed company since its debut on the ACE Market of Bursa Malaysia Securities Berhad ("**Bursa Securities**") in November 2023. PLYTEC via its subsidiaries ("**PLYTEC Group**" or "**the Group**") continues setting milestones in the provision of a comprehensive suite of construction engineering solutions and services throughout the construction lifecycle, including the manufacturing, trading and distribution of core and general building materials for construction projects.

As a construction engineering solutions and services specialist, PLYTEC provides Construction Method Engineering ("**CME**") Solutions, Digital Design and Engineering ("**DDE**") Solutions, Prefabricated Construction ("**PC**") Solutions, and a new segment of Polymer Material Compounding and Product ("**PMCP**") was established in September 2024. All business segments integrate seamlessly to improve efficiency and safety in construction activities via the adoption of industrialisation practices, supported by digitalisation of construction processes.

CME Solutions

Our CME Solutions focuses on the provision of new and refurbished temporary works equipment for sale and rental together with the provision of solutions that support the forming and safe erection of concrete structures. Our solutions include supply of temporary works equipment with engineering design and technical support which enables the use and safe erection of temporary works during construction, on-site monitoring and coordination of work as well as training on the safe use and procedural control practices.

MANAGEMENT DISCUSSION & ANALYSIS

Manufacturing, trading and distribution of building materials ("BMD")

We are also actively involved in the manufacturing, trading and distribution of core and general building materials for construction projects. Our product portfolio encompasses a wide range of items, including engineering wire mesh, perimeter fencing, plywood, K21 Mobile House, floor tiles, sanitary wares, cement, and steel bars, among others. By offering both core and general building materials, we aim to meet the diverse needs of our customers while maintaining the highest standards of quality and reliability.

DDE Solutions

Our DDE Solutions involves the provision of digital designs and engineering solutions. Our offering of Building Information Modelling ("**BIM**"), a process to create digital representation of structures, buildings and services using 3D model, can be applied in various stages of the construction lifecycle. It promotes close collaboration and coordination between project professionals. Our services also include virtual design and construction, field verification, Occupational Safety and Health in Construction Industry (Management) ("**OSHCIM**") professional service and building condition assessment.

PC Solutions

Leveraging on our design and engineering experience, we also provide PC Solutions. It is a series of services and accessories that enable the use of prefabricated components in construction. Our offerings in this segment includes the planning, designing, production planning and coordination throughout the manufacturing process of prefabricated components. It also extends to cover lifting and connection accessories that facilitates the transporting, lifting and connecting of prefabricated components from plant to construction site.

PMCP

PMCP segment, a new segment within our Group, was established in September 2024. This segment is involved in the business of trading and compounding of plastic materials, manufacturing and extrusion of plastic panels. The plastic panel, WONDERBoard™ is a product that complements our existing Deck Formwork System by incorporating more durable plastic materials. Designed with sustainable plastics, it contributes to greener construction practices through its innate recyclability and extended lifespan. Currently, PMCP primarily serving the overseas market which include Uganda, India and Philippines.

Our Involvement in Construction Life Cycle

Our engineering solutions and services, along with manufacturing, trading and distribution of building materials can be applied throughout the entire construction lifecycle of a project from pre-construction, construction and to post-construction stages. This diagram summarises our business segments' presence across the construction lifecycle, from design and planning to construction and building management:

Group's Strategic Position

During the current financial year, the Group continues looking at opportunities for expansion into the regional market even as the construction and engineering services sector continues recovering from the effects of the global pandemic. In Malaysia, the construction industry continues facing tighter safety regulations, with the Construction Industry Development Board (**"CIDB"**) implementing **CIS 22:2021 and CIS 23:2021**, to enhance the safety and conformity of scaffolding and falsework. These standards establish requirements for safe use of scaffolding and falsework in construction to ensure compliance with industry best practices.

MANAGEMENT DISCUSSION & ANALYSIS

Group's Strategic Position (Cont'd)

This stringent requirement has provided PLYTEC with an opportunity to innovate the **Wonder Crab Lock Modular Shoring ("WCL48")**, a stronger and safer system which provides a solution as scaffold and shoring system to meet temporary works requirements at construction sites. In addition to this, the Group has obtained the **Perakuan Pematuhan Standard ("PPS") certification** from CIDB, following the requirement for periodic renewal of temporary works equipment certification by CIDB. This certification underscores the Group's commitment to uphold safety compliance while also driving a remarkable increase in the Group's sales performance in falsework particularly WCL48, rising from **RM2.47 million** revenue contribution in Financial Year Ended 31 December 2023 ("**FYE 2023**") to **RM28.90 million** revenue contribution in FYE 2024.

In the preceding year, the Group has announced its upstream expansion strategy via the construction of manufacturing facilities and centralised labour quarters on its Olak Lempit land. Earmarked for manufacturing of falsework equipment, the expansion enhances control over quality and production efficiency and as at the second quarter of 2025, Factory 1 is on track for completion with CCC targeted end of third quarter 2025.

Furthermore, the Group has strengthened its product offerings through the acquisition of a 100% equity interest in stake of **Dansea Construction Products Sdn. Bhd. ("Dansea")** in May 2024, a company that specialises in prefabricated cast-in type formwork called **Pecaform™**. The acquisition includes two production machineries and the Pecaform™ trademark, marking a new chapter for Sudut Swasta Sdn. Bhd. (**"Sudut Swasta"**), a wholly-owned subsidiary of the Group. Previously acting as Dansea's major distributor, Sudut Swasta will now benefit from direct control over production, enabling the Group to enhance cost efficiency, improve supply chain integration, and accelerate market responsiveness. The strategic move completes the Group's product range for Foundation Formwork Solutions and strengthens its position in both local and regional markets.

As part of its product expansion, the Group has developed a high-durability plastic panel as an alternative to conventional plywood named **WONDERBoard™**. Our Deck Formwork System has improved stability, durability and lifespan and offers reduced material and labour cost associated with plywood replacement. Both Pecaform™ and WONDERBoard™ are set to be future revenue stream earners, setting the stage for PLYTEC's potential regional expansion.

For the current financial year, the Group has developed a strong and scalable rental asset portfolio with a cumulative investment of RM109.41 million. This strategic build-up has yielded a rental income of RM45.96 million in FYE 2024, supported by continued demand for quality-assured temporary works equipment. The Group anticipates further rental revenue growth driven by increased project activities and enhanced asset deployment efficiency.

The Group's timely strategic pivots in technological advancements such as the introduction of WONDERBoard™ and its regulatory response with the introduction of WCL48 underscores the Group's approach to business sustainability. Innovation to introduce a circular economy product such as WONDERBoard™ allows PLYTEC to get a headstart into Economic, Social and Governance (ESG) matters which will be further disclosed in the Group's Sustainability Statement on page 26 to 48 in this Annual Report.

Key Financial Highlights

During FYE 2024, the Group recorded a consolidated revenue of RM201.11 million, representing an increase of 22.05% amounting to RM36.34 million from RM164.77 million in FYE 2023. This growth was primarily attributable to higher revenue recognition by the CME Solutions segment, particularly from the WCL48 following the implementation of more stringent standards by CIDB. Correspondingly, the Group's earnings before interest, tax, depreciation and amortisation (**"EBITDA"**) recorded an increase of RM12.76 million or 50.90% to RM37.83 million in FYE 2024 from RM25.07 million in the preceding financial year. In line with this revenue growth, the Group's profit before taxation (**"PBT"**) almost doubled from RM10.11 million in FYE 2023 to RM19.70 million in FYE 2024. The strong top line trend translated to a strong finish with a profit after taxation (**"PAT"**) of RM13.33 million compared with RM6.59 million in the preceding financial year, growing by 2.02 times. The increase in PBT was partially offset by a one-off impairment loss on trade receivables amounting to RM3.43 million in FYE 2024.

The Group's total assets stood at RM287.73 million, or a 23.33% increase from RM233.30 million in the preceding financial year. This growth is further demonstrated in the increase of non-current assets, which rose by 38.69% to RM154.01 million in FYE 2024, compared to RM111.05 million in FYE 2023. This is mainly attributable to rise in capital expenditure (**"CAPEX"**) of temporary works equipment amounting to RM41.44 million to meet strong market demand. The Group's strong performance was evidenced by an increase of RM12.40 million in trade receivables, driven mainly by higher revenue recognition during FYE 2024. The growth was significantly contributed by increase in total current assets to RM133.72 million from RM121.77 million in FYE 2023.

MANAGEMENT DISCUSSION & ANALYSIS

Key Financial Highlights (Cont'd)

At the end of FYE 2024, the profit after taxation attributable to the ordinary shareholders of the Group stood at RM13.28 million or 2.06 times which is an improvement from the previous year. Hence, the basic earnings per share of 2.19 sen per ordinary share is much higher than 1.26 sen per share in the preceding year. On 21 November 2024, the Group declared a single-tier interim dividend of 0.50 sen per ordinary share. This amounted to a RM3,030,303 pay out in respect of the FYE 2024 with the dividend fully paid up on 23 December 2024. Currently, the Group has no official dividend policy as it remains focused on expanding its flagship CME Solutions and newly-established PMCP segments.

Throughout FYE 2024, the Group has maintained its prudent cash management through both internally generated funds and bank borrowings. The Group's net assets per share attributable to the ordinary shareholders of the Group maintained at a stable 0.22 sen per share at end of FYE 2024. As at 31 December 2024, the Group's gearing ratio stood at a healthy 0.74 times, reflecting a well-balanced capital structure that strategically leverages debt to support business expansion and long-term value creation. This level of gearing underscores the Group's financial agility to pursue market expansion initiatives across its core business segments, while also fostering innovation and growth through its subsidiaries. The Group remains focused on optimising its capital mix to enhance shareholder returns and sustain its growth trajectory.

Review of Operations

Revenue

During current financial year under review, PLYTEC has seen all of its subsidiaries engage successfully with the market, either through market, upstream or product range expansion. The revenue contributions made by the various segments are set out in the table below:-

	FYE 2024		FYE 2023		Change	
Segments	**RM'000**	**%**	**RM'000**	**%**	**RM'000**	**%**
CME Solutions	93,493	46.49	64,006	38.84	29,487	46.07
BMD	96,450	47.96	92,448	56.11	4,002	4.33
DDE Solutions	6,000	2.98	5,612	3.41	388	6.91
PC Solutions	3,155	1.57	2,707	1.64	448	16.55
PMCP	689	0.34	-	-	689	NA
Others	1,325	0.66	-	-	1,325	NA
Total Revenue	**201,112**	**100.00**	**164,773**	**100.00**	**36,339**	**22.05**

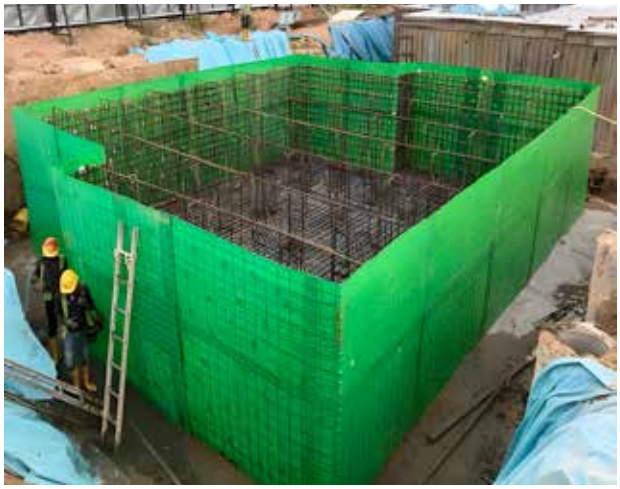
* *NA - Not Applicable*

During FYE 2024, the Group recorded RM201.11 million in consolidated revenue, representing RM36.34 million or 22.05% increased from RM164.77 million in FYE 2023. The increase was mainly attributable to higher revenue recorded by CME Solutions segment.

CME Solutions

In FYE 2024, CME Solutions recorded a substantial 46.07% or RM29.49 million rise in revenue amounting to RM93.49 million compared to RM64.01 million from the previous financial year. This was mainly attributed to the sales of temporary works equipment, which amounted to RM47.53 million or 50.84% of the business segment's entire revenue. The significant increase in sales of modular shoring systems to various projects arose from the stringent standards and requirements imposed by CIDB on the safe use of scaffolding and falsework at construction sites. Sales revenue for modular shoring systems have improved by 1070.04% or RM26.43 million in FYE 2024 mainly attributed to the Group's innovative product of the WCL48, which saw nearly 12-fold rise in sales revenue of this particular product from RM2.47 million to RM28.90 million in FYE 2024.

MANAGEMENT DISCUSSION & ANALYSIS



CME Solutions (Cont'd)

Meanwhile, rental revenue has also increased by RM4.69 million from RM41.27 million in FYE 2023 to RM45.96 million in FYE 2024 mainly derived from the higher rental income of Self-Climbing Platform and Modular Shoring Systems which contributed RM9.55 million and RM21.54 million to the total segment's revenue, respectively. The increase in rental revenue during FYE 2024 was partially offset by the lower rental revenue of Aluminium Formwork.

BMD

In FYE 2024, BMD's revenue charted an increase of RM4.00 million or 4.33% to RM96.45 million in FYE 2024 from RM92.45 million in FYE 2023. Of this amount, the sales of general products contributed RM50.52 million or 52.38% of the total segmental revenue with the remaining revenue of RM45.93 million or 47.62% contributed from sales of core products. Sales of core products remained relatively stable during FYE 2024, with no material changes compared to FYE 2023. In FYE 2024, the increase was primarily attributable to higher sales of general products, particularly cement and other building materials, which collectively rose by RM11.26 million or 52.64%. The growth was partially offset by a decline in sales of steel bars, with a decrease of RM5.38 million or 37.15% in FYE 2024.

DDE Solutions

The segment's revenue for FYE 2024 marked an increase of RM0.39 million or 6.91% from RM5.61 million in FYE 2023 to RM6.00 million, mainly contributed from BIM services to commercial and Government sectors secured in the preceding financial year and throughout the FYE 2024. Our Group anticipates more opportunities as Malaysia Government had mandated the use of BIM for all major construction projects valued at RM10 million or more commencing August 2024, which marked a significant shift towards digital methodologies in the construction industry, supported by the CIDB. As a well-established entity in this market segment, our Group is strategically positioned to leverage on these new opportunities. In FYE 2024, DDE Solutions segment has also successfully secured data centre projects for BIM services that will involve comprehensive BIM implementation. This achievement reflects the trust and confidence the market has in this business unit's expertise in high-quality BIM solutions for infrastructure projects.

PC Solutions

During FYE 2024, this business segment recorded revenue of RM3.16 million, marking an increase of RM0.45 million or 16.55% compared to RM2.71 million in the preceding financial year. The improvement was mainly driven by higher sales of lifting and connecting accessories, which contributed RM2.61 million or 82.59% to the segment's total revenue. A significant portion of this increase attributed to sales to new customers during the financial year, which expanded the customer base and contributed to the overall demand for these products.

PMCP

PMCP segment, established in September 2024, is poised to commence operations in plastic material trading, compounding, and extrusion of recyclable WONDERBoard™ panels. These initiatives support the Group's sustainability agenda and will complement the existing Deck Formwork System, offering a durable alternative to plywood. Once operational, PMCP is expected to enhance synergies with the CME Solutions segment and strengthen the Group's position in the eco-friendly construction materials market.

In FYE 2024, PMCP segment generated RM0.69 million in sales revenue from overseas markets, including Uganda, India, and Philippines.

The Group remains focused on sustainability through upcycling and material recovery initiatives to promote product circularity and reduce environmental impact. In-house production of WONDERBoard™ is expected to commence following the completion of the Olak Lempit Factory. During fourth quarter 2024, WONDERBoard™ received positive market feedback at international exhibitions, and new exclusive distributorship agreements were secured in Indonesia and the Philippines. The growth of PMCP segment supports the Group's diversification strategy, enabling entry into new sectors beyond construction, including home appliances, automotive, and technology.

MANAGEMENT DISCUSSION & ANALYSIS

Risks and Opportunities

For FYE 2024, the Group's main risk management and internal control mechanism can be found in its Statement of Risk Management and Internal Control (SORMIC) on pages 75 to 79 of this Annual Report.

The Group's main business risks have all been existing low to moderate risks which have been successfully managed in the year under review.

Credit Risk

The Group's credit risk primarily arises from trade receivables, particularly in the construction sector where projects are often subject to delays, cost overruns, or financial difficulties, leading to potential payment delays and defaults.

To manage and mitigate credit risk, the Group has implemented the following measures:

- **Credit Assessment:** A thorough evaluation of customers' financial health and project status before extending credit.
- **Credit Monitoring:** Continuous monitoring of credit exposures with defined limits, which are reviewed periodically.
- **Receivables Management:** Active tracking of receivables with prompt follow-up on overdue accounts. Impairment losses are recognised based on historical data and current market conditions.

While these measures reduce credit risk, it cannot be entirely eliminated. Changes in customer's financial conditions or the overall market conditions may still impact the Group's financial performance. To mitigate these risks, the Group will enhance credit assessments for high-risk customers and reinforce legal actions for overdue accounts to safeguard financial stability.

Market Competition

Functioning in a highly competitive market space presents the Group with competitors who compete for market share in terms of range of services and solutions, price points, quality assurance and timeliness of delivery among others. Some competitors may have more established track records, financial resources or technical expertise in offering competitive products and solutions.

Building resilience in the face of market competition requires keen understanding of market needs to stay ahead of the curve. The Group maintains its competitive advantages and keeps watch over its pricing system as well as ensuring that it innovates out of challenges that may face both its industry and the industries of its clients.

MANAGEMENT DISCUSSION & ANALYSIS

Single-sector Dependency

The Group's main business activity is in the construction sector and all its related industries. As a result of this, the Group adopts a proactive risk management system and derives innovative solutions to respond to changes in regulatory, operational and market demands effectively. There is an ongoing diversification of the portfolio of products and services throughout the building lifestyle, driven by both upstream expansion as well as product range expansion.

In FYE 2024, the Group has cemented its diversification blueprints with its upstream expansion into polymer compounding and plastic extrusion business, which will potentially drive more sales from regional and overseas markets.

Outlook

The Malaysian construction industry is poised for continued recovery in 2024, driven by public infrastructure projects, private sector investment, and increased budget allocations for key initiatives like MRT3, the Pan Borneo Highway, and flood mitigation efforts. The industrial and logistics sectors are expected to remain active, supported by demand for data centres and manufacturing facilities. Long-term trends such as urbanisation and sustainable development will further shape the sector.

However, challenges like rising costs, a tight regulatory environment, and financing constraints may slow growth in some areas. In line with new regulations, the Group has focused on ensuring quality assurance and regulatory compliance, particularly with the Ministry of Human Resources' Department of Occupational Safety and Health (DOSH) guidelines. Notably, the introduction of shared liability for designers and developers in workplace accidents marks a shift toward engaging specialist providers to ensure quality-assured, cost-effective systems in construction.

The Group remains cautiously optimistic, prioritising core capabilities, cost efficiency, and innovation to drive long-term value and capitalise on emerging opportunities. Additionally, CIDB's annual site inspections have reinforced this trend, increasing demand for quality-assured temporary works equipment.

In FYE 2024, the Group allocated RM41.44 million towards expanding its portfolio of temporary works equipment in response to sustained market demand, which has contributed to rental revenue increase of over 117.20% - a significant milestone when compared to the Group's total rental revenue in FYE 2022. This strategic investment aligns with prevailing industry trends, where key market players are streamlining capital expenditure and optimising asset ownership to enhance turnaround efficiency.

Simultaneously, the CME Solutions segment has actively managed its turnaround cycle to reduce temporary works equipment idling time and maximise asset utilisation, thereby supporting a more effective capital deployment strategy during the year. In addition, the Group continues to introduce enhanced and innovate products and service offerings under the CME Solutions segment, aimed at further industrialising operations, enhancing utilisation rates, and ensuring compliance with evolving regulatory standards.

In the meantime, the DDE Solutions segment combines with the CME Solutions segment to generate BIM for permanent structures using Digital Twins to value-add to a 3D design of a permanent structure for the segments' clients. This involves the streamlining of internal processes in which a concrete structure can be visualised in a BIM model to help industrialise and digitalise the construction industry. In the same vein, digitalisation of information for clients' projects and automation of the data for Industrialised Building System (**"IBS"**) allows the DDE Solutions segment to increase or introduce automation of the data set and link it to the IBS system.

MANAGEMENT DISCUSSION & ANALYSIS

Future Prospects

The Group's expansion of its geographical footprint into the regional ASEAN markets in the immediate future will be undertaken through its network of established business distributors. Although regional markets are smaller market economies, the focus remains on new market distribution to penetrate the market with systems and services after the Group's initial introduction of products. The main challenge in penetrating regional markets is the variation in designs of the products to suit the distinct operational requirements of each market. Hence, the Group continues innovating and investing in Research and Development (**"R&D"**) to develop designs that meet local market demand.

In addition to this, the Group's efforts in scalability, aims to align design speed with the rental market demand for its products. Success in the temporary works equipment rental market hinges on two factors: equipment turnaround pace and the logistics of equipment storage and transfer. To meet this challenge, the Group is implementing an integrated Enterprise Resource Planning (ERP) system to enhance coordination across operations, with real-time asset tracking and streamlined processes which support faster and more accurate decision-making. The Group also continues to innovate its Customer Service with the development of self-service platforms, providing value-added experiences using DDE Solutions' digital twins system for clients' projects, and efficiency across the construction project lifecycle through streamlined operations.

DDE Solutions' potential in the post-construction maintenance phase of building is potentially another avenue for the Group to explore. This will involve adopting BIM for building administration and facility management, extending the IBS methodology to completed projects. During the financial year under review, the Group initiated the incubation of a larger platform in Sarawak and is currently in the R&D stage.

The Group is strategically pursuing new business opportunities that align with and complement its core operations. In the short-term, the Group works on expansion of its rental asset portfolio, enhancing operational efficiency, and upholding compliance to evolving industry regulations. Key growth initiatives include expanding manufacturing capabilities at the Olak Lempit Factory, scaling the newly established PCMP segment specialising in polymer compounding and plastic extrusion, and increasing market presence both regionally and internationally. This includes participating in international exhibitions, securing new customers and appointing local country representatives to drive market penetration for Pecaform™, Polymer Compounding and Materials, and Modular Shoring Systems.

In the mid- to long-term, the Group remains committed to advancing the industrialisation of the construction sector by positioning itself as a key enabler and partner for the digitalisation of the industry. As part of its diversification strategy, the Group aims to expand its presence across various industries, enhancing its revenue streams beyond its core operations. Ultimately, PLYTEC strives to become a competent and reliable delivery partner for the construction sector and beyond.

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SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

PLYTEC is pleased to present its second annual Sustainability Statement ("**Statement**"), providing an overview of our sustainability efforts and Environmental, Social, and Governance (ESG) performance for the financial year ended 2024 ("**FYE 2024**"). At PLYTEC Holding Berhad ("**PLYTEC**" or "**the Group**"), we remain committed to responsible and ethical business practices that create long-term value for our stakeholders.

This Statement outlines the initiatives undertaken to embed sustainability across our operations, alongside key risks and opportunities that have influenced our journey. It also reflects on the challenges and progress made in addressing ESG and economic considerations during the year.

Building on our foundation, we continue to refine our sustainability strategies and framework to align with evolving expectations. This Statement serves as a record of our ongoing efforts, achievements, and areas for improvement as we advance on our sustainability journey.

REPORTING SCOPE AND BOUNDARIES

This Statement outlines PLYTEC's commitment, initiatives, and progress in sustainability for the FYE 2024. It provides an overview of our economic, environmental, social, and governance (EESG) impact.

The scope of this Statement covers our operations in Malaysia, including five main business segments that collectively contribute more than 99% of our revenue. Issued annually as part of our broader Annual Report, it aims to present a clear, accurate, and balanced view of our sustainability performance within the Group's operating context.

The business segments covered in this Statement include:

PRINCIPAL ACTIVITIES	BUSINESS SEGMENTS
■ Construction engineering solutions and services ■ Manufacturing, trading and distribution of building materials	■ CME Solutions ■ DDE Solutions ■ PC Solutions ■ Manufacturing, Trading and Distribution of Building Materials (BMD) ■ Polymer Material Compounding and Product (PMCP)

TYPES OF SERVICES

CME Solutions	BMD	DDE Solutions	PC Solutions	PMCP
■ Falsework solutions ■ Formwork solutions ■ Access solutions and equipment	■ Manufacturing, trading and distribution of core and general building materials for construction use	■ Building Information Modelling (BIM) services ■ Virtual design and construction (VDC) ■ BIM field verification ■ OSHCIM professional services ■ Building condition assessment	■ Planning and designing ■ Production detailing, production planning and coordination of services ■ Trading of lifting and connection accessories for precast concrete construction	■ Sustainable eco-modified materials maker ■ Engineering plastics and custom solutions provider ■ Circular economy products

TYPES OF CUSTOMERS

■ Property developer ■ Building owners	■ Contractors and builders ■ EPCC companies	■ Professional services consultants	■ Home appliances ■ Automobile ■ Technology

SUSTAINABILITY STATEMENT

REPORTING PERIOD

The reporting period covers 1 January 2024 to 31 December 2024, unless stated otherwise. Where relevant, information from previous reporting cycles has been included. Our Sustainability Statement is part of the Annual Report, which is published annually in April and can be accessed on our website: PLYTEC Investor Relations.

REPORTING GUIDELINES AND STANDARDS

This report has been prepared in accordance with the ACE Market Listing Requirements issued by Bursa Malaysia Securities Berhad ("**Bursa Securities**") and refers to Bursa Malaysia's Sustainability Reporting Guide and Toolkits (3rd Edition).

Where practical, we also reference other sustainability guidelines, standards, and frameworks, including:

Malaysian Code on Corporate Governance (MCCG)	United Nations Sustainable Development Goals (UNSDGs)	Task Force on Climate-related Financial Disclosures (TCFD) Recommendations	Global Reporting Initiative (GRI) Standards, where applicable

MEMBERSHIP OF ASSOCIATIONS

PLYTEC engages with various business, industry, and technology associations to stay informed on ESG and sustainability matters. Our participation allows us to collaborate on industry-related issues, stay updated on emerging trends, and adopt best practices. Through these memberships, we actively engage in industry dialogue and contribute to sectoral development, while reinforcing our commitment to business growth and sustainable value creation.

The Group's entities remain actively engaged as members of the following professional bodies and industry associations:

BIM Engineering Solution & Technology Sdn. Bhd. – Registered as *Jurutera Perunding* with Lembaga Jurutera Malaysia	PLYTEC Formwork System Industries Sdn. Bhd. – Registered contractor with the Construction Industry Development Board (CIDB)	PLYTEC Formwork System Industries Sdn. Bhd. – Ordinary member of the Master Builders Association of Malaysia (MBAM)

SUSTAINABILITY STATEMENT

FORWARD LOOKING STATEMENT

This Statement includes a forward looking statement related to our objectives and strategies. This statement may be identified by terms such as “would”, “expect”, “endeavour”, “goals”, “pursue”, “intend”, “anticipate”, “target”, and similar expressions that do not relate to historical matters.

The forward looking statement is based on PLYTEC’s current expectations, beliefs, and assumptions and does not guarantee future performance. It is inherently subject to uncertainties, risks, and external factors beyond our control, including global economic conditions, regulatory changes, and evolving customer expectations, which may impact actual outcomes.

ASSURANCE STATEMENT

The data presented in this Statement is sourced internally and measured against industry standards in line with our sustainability targets. It is reviewed by the Management and the ESG Team before being presented to the Board of Directors (**“the Board”**).

As part of our continuous improvement efforts, we are enhancing data collection processes and addressing existing reporting gaps. Moving forward, we aim to further strengthen the credibility of our disclosures by exploring the adoption of limited external assurance, where relevant.

FEEDBACK

We appreciate your feedback, as it helps us improve our sustainability initiatives and reporting approach. Please reach out to us through the following engagement channels to share your views or visit the PLYTEC Investor Relations website for the latest updates on our sustainability programs.

SUSTAINABILITY CONTACT INFORMATION

Tel	+603-8061 2888
Email	ir@plytec.com.my
Contact Person	Corporate Finance

OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT

We continued strengthening PLYTEC’s growth by aligning our strategies with sustainability priorities. The Board worked closely with the Management to reinforce our commitment to responsible business practices, while leveraging our expertise in the construction industry to deliver sustainable value.

Sustainability remains a key focus as we aim to provide affordable and sustainable building solutions that inspire confidence within the industry. We strive to uphold our leadership in construction sector by integrating value engineering and digital innovation into our solutions.

Our approach includes:

- Continuously exploring sustainable building solutions that enhance industry standards.
- Strengthening partnerships by offering engineering support and value-added services to improve building efficiency.

We remain committed to governance, economic growth, environmental responsibility, and social well-being, ensuring a balanced and sustainable future. Our vision and mission reflect this dedication as we move forward on our sustainability journey.

Vision

To be the leader in construction industry with Value Engineering & Digital Smart Innovation

Mission

- Delivering integrated resources in specialised solutions
- Creation of value chain and sustainable partnership with stakeholders

SUSTAINABILITY GOVERNANCE FRAMEWORK

Effective sustainability management requires committed leadership, clear direction, and strategic alignment. At PLYTEC, we continue to rely on our governance structure to integrate sustainable practices into our business strategies while aligning with the Group’s vision and mission.

SUSTAINABILITY STATEMENT

SUSTAINABILITY GOVERNANCE FRAMEWORK (CONT'D)

BOARD OF DIRECTORS

- Ensures all businesses embrace sustainability with commitments
- Approves sustainability strategy

MANAGEMENT TEAM

- Approves sustainability targets and disclosures
- Oversees implementation of sustainability strategy

ESG TEAM

- Develops sustainability strategy and recommend revisions to the Management
- Evaluates overall sustainability risks and opportunities
- Oversees department / functions in ensuring the robustness of system of sustainability management
- Considers input of all departments / functions in sustainability process
- Develops plan and timeline for disclosure

ON-GROUND MEMBERS

- Supports strategy implementation
- Ensures processes and controls are in place within its departments / functions
- Reports on the performance of processes and controls
- Reports management targets

SUSTAINABILITY STATEMENT

PLYTEC'S SUSTAINABILITY SCORECARD

The table below outlines PLYTEC's Sustainability Scorecard for FYE 2024, highlighting progress across our Sustainability Pillars. These achievements reflect our ongoing efforts toward sustainability objectives and priorities. Additionally, we have aligned key milestones with the UNSDGs to support broader global sustainability goals.

ESG Pillars	Targets	Unit	Current Progress Against Targets (FYE 2024)	Progress Legend	Linkage to UNSDGs
Economic Resilience & Excellence	Maintain a Customer Satisfaction Index (CSI) of at least 80%	%	Customer Satisfaction Index (CSI) for CME Solutions scored 76% in FYE 2024, falling slightly short of our benchmark target of at least 80%.	🟡	8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Ensure zero product claims related to quality and safety	Cases	No product recalls due to safety or quality issues (CME Solutions)	🟢	
	Achieve a minimum Supplier Conformance Index of 85% based on evaluations	%	Achieved 86% Supplier Conformance Index (CME Solutions)	🟢	
Environmental – Eco-Conscious Corporate Citizen	Committed to achieving carbon neutrality by 2050	Year	Ongoing awareness initiatives on carbon neutrality in FYE 2024	🟢	6 CLEAN WATER AND SANITATION; 7 AFFORDABLE AND CLEAN ENERGY; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
	Disclose GHG Scope 2 emissions in FYE 2024	tCO_2e	Scope 2 emissions disclosed	🟢	
	Disclose GHG Scope 1 emissions in FYE 2026	tCO_2e	Scope 1 emissions data collection planned for FYE 2025	🟢	
	Disclose GHG Scope 3 emissions in FYE 2028	tCO_2e	Scope 3 emissions data collection (business travel and employee commuting) planned for FYE 2026	🟢	
	Maintain zero environmental violations	Cases	Achieved zero environmental violations	🟢	
	Establish baseline energy efficiency and resource conservation measures	kWh (energy), m^3 (water)	Conducted energy-saving and resource conservation initiatives	🟢	
Social – Sustainable Workforce & Community	Ensure all employees receive at least 8 training hours per year	Hours per employee	All employees completed at least 8 training hours in FYE 2024	🟢	3 GOOD HEALTH AND WELL-BEING; 4 QUALITY EDUCATION; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES; 11 SUSTAINABLE CITIES AND COMMUNITIES
	Maintain zero workplace fatalities	Cases	Achieved zero workplace fatalities (employees, suppliers, and contractors)	🟢	
	Maintain zero reported incidents of human rights violations	Cases	No reported cases of human rights violations	🟢	

SUSTAINABILITY STATEMENT

PLYTEC'S SUSTAINABILITY SCORECARD (CONT'D)

ESG Pillars	Targets	Unit	Current Progress Against Targets (FYE 2024)	Progress Legend	Linkage to UNSDGs
Social – Sustainable Workforce & Community (Cont'd)	Expand supplier evaluations to incorporate ESG criteria	Number of suppliers assessed	Achieved initial milestone – ESH (Environmental and Occupational Safety & Health) criteria were integrated into our supplier evaluations. In FYE 2024, we initiated assessments on 36 suppliers. Looking ahead, we aim to broaden our evaluation framework to cover wider ESG dimensions, reinforcing our commitment to responsible sourcing and sustainable supply chain practices.	🟢	
Responsible Governance	Ensure zero reported whistleblowing cases	Cases	No whistleblowing cases reported in FYE 2024	🟢	
	Maintain zero reported corruption cases	Cases	No corruption cases reported in FYE 2024	🟢	
	Prevent customer data leaks and breaches	Cases	No customer data breaches recorded in FYE 2024	🟢	

Legend: Progress Tracking

🟢 Progressing well and on track to achieving targets by 2030

🟡 Progressing but slightly behind targets, requiring increased efforts

🔴 Progressing with delays, requiring a review of the current approach

STAKEHOLDER ENGAGEMENT

We value meaningful stakeholder engagement, as it helps us identify market trends, anticipate challenges, and align our sustainability strategy with broader economic, environmental, and social interests. The Group engages with stakeholders through various methods and platforms. The table below outlines our key focus areas and engagement approaches.

SUSTAINABILITY STATEMENT

STAKEHOLDER ENGAGEMENT (CONT'D)

Stakeholders	Key Focus Area	Methods of Engagement
Shareholders, Financiers and Investors	• Profitability • Dividend • Shareholders' value/ responsibility	• Annual General Meetings • Company website • Annual Reports
Clients/Customers, Suppliers, and Industry Partners	• Product and service quality • Timely delivery of products/ projects • Payment terms and timeliness • Product innovation	• Customer satisfaction survey and supplier evaluation form • Customer service platforms, including phone calls and emails • Face-to-face meetings • Events and site visits • Company policies compliance declarations • Social media
Regulators and Government Authorities	• Compliance with laws and regulations • Certifications/awards • Industry best practices and updates	• Compliance and certification exercises • Periodic site visits and audits • Company representation at initiatives/ technical working groups • Briefings and trainings
Employees	• Business performance and direction • Career development • Learning and development • Employee welfare and benefits • Employee wellness • Safety and Health	• Regular meetings and discussions • Townhall meetings • Annual performance appraisal • Forums, training, and workshops • Employee events including festive celebrations and annual gathering • Company policies compliance declarations
Local Community, Industry Associations, Academia and Non-Governmental Organisations ("**NGOs**")	• Company reputation and branding • Corporate social responsibility • Best management practices and industry-related research • Partnerships • Research and collaborations with the industry and academia institutions	• Community outreach and development programs • Public events e.g., forums and symposiums • Annual Report • Educational site visits • Briefings and trainings

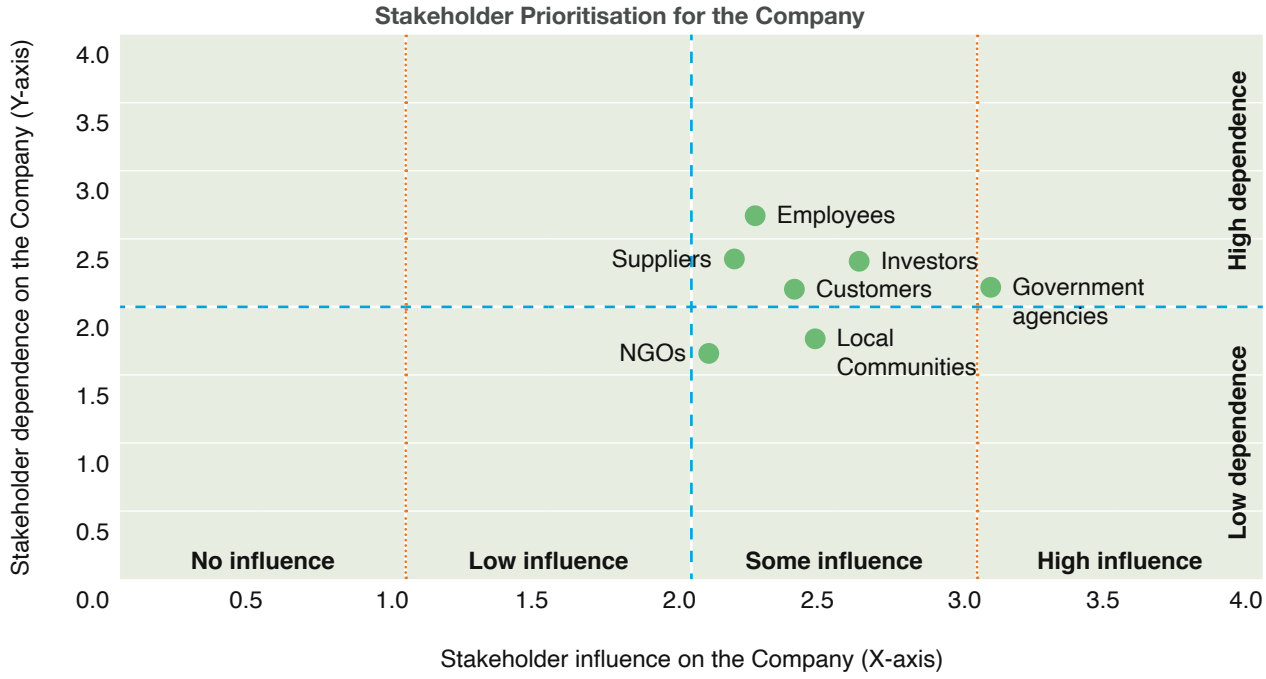
Stakeholder Influence – Dependency Matrix

PLYTEC engages with a diverse range of stakeholders who play a role in or are impacted by our business and operations. Key stakeholder groups include investors, government agencies, customers, employees, local communities, NGOs, and suppliers. These groups are identified based on their level of influence and dependence on our business. The relationships between these stakeholders are reflected in the Stakeholder Influence – Dependency Matrix.

SUSTAINABILITY STATEMENT

Stakeholder Influence – Dependency Matrix (Cont'd)

Stakeholder Prioritisation Process and Matrix



OUR MATERIALITY MATTERS

Materiality Assessment

Understanding material issues is essential to creating long-term value for our stakeholders. Our materiality assessment incorporates input from internal and external stakeholders, considering factors that influence financial stability, economic growth, and ESG impacts. These insights help shape our business strategy and guide resource allocation for sustainability.

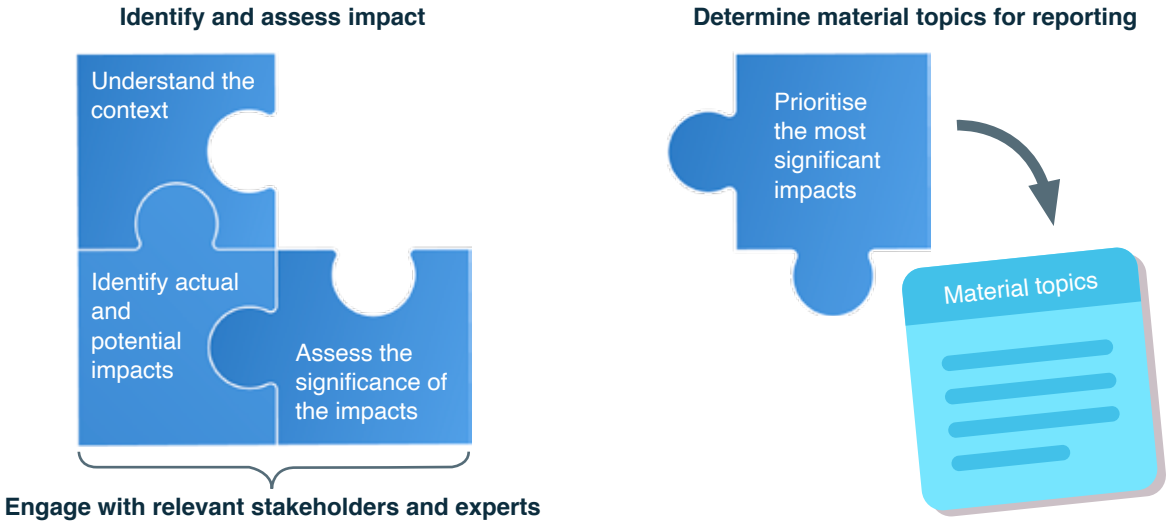
In FYE 2023, we conducted a comprehensive materiality assessment, identifying key economic, environmental, social, and governance (EESG) topics relevant to our operations. To ensure continued alignment with stakeholder expectations and business priorities, we conducted a limited materiality assessment in FYE 2024, engaging key stakeholders through a follow-up survey questionnaire. This review reaffirmed the relevance of 13 core material matters, which were ranked based on their significance and impact. The assessment also provided an opportunity to identify emerging material topics from stakeholder feedback.

The following sections outline our materiality assessment process flow, the core material matters and their alignment with the UNSDGs, as well as emerging topics for future consideration.

SUSTAINABILITY STATEMENT

OUR MATERIALITY MATTERS (CONT'D)

Materiality Assessment Process Flow



Material Matters

Economic	Environmental	Social	Governance
1. Company Financial Performance 2. Product Quality and Product Safety 3. Digital Transformation	1. Compliance to Environmental Regulations 2. Conservation of Energy and Resources 3. Effluents and Waste Management	1. Occupational Safety and Health (OSH) 2. Individual Development Plans for Employees 3. Fair Labor Practices and Human Rights 4. Community Investment and Development 5. Gender Diversity, Equity and Inclusion	1. Corporate Governance 2. Data Protection and Privacy

Sustainability Impact, Risks and Opportunities and their Alignment with the GRI and UNSDGs

EESG Pillar	Material Matter	Impact (I)	Risks (R)	Opportunities (O)	GRI	UNSDGs
Economic	Company Financial Performance	Drives profitability, growth, and shareholder value.	Competition, market volatility, cost overruns, and project delays.	Enhances reputation, attracts investment, and sustains financial resilience.	201: Economic Performance (201-1 to 201-4)	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

SUSTAINABILITY STATEMENT

OUR MATERIALITY MATTERS (CONT'D)

Sustainability Impact, Risks and Opportunities and their Alignment with the GRI and UNSDGs (Cont'd)

EESG Pillar	Material Matter	Impact (I)	Risks (R)	Opportunities (O)	GRI	UNSDGs
Economic (Cont'd)	Digital Transformation	Enhances operational efficiency and innovation through advanced technologies.	Resistance to change and slow adoption can reduce competitiveness	Improves productivity, reduces costs, and enhances client satisfaction.	203: Indirect Economic Impacts (203-1, 203-2)	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES
	Product Quality and Product Safety	Ensures high standards in product performance, safety, and compliance.	Reputational damage and financial losses from product failures or recalls.	Builds customer trust, loyalty, and competitive advantage.	416: Customer Health and Safety (416-1, 416-2); 417: Marketing and Labelling (417-1 to 417-3)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Environmental	Conservation of Energy and Resources	Minimizes energy use and optimizes resource consumption to reduce costs and environmental impact.	Inefficient practices increase costs and carbon footprint.	Adoption of energy-efficient practices enhances sustainability and reduces costs.	302: Energy (302-1 to 302-5); 301: Materials (301-1 to 301-3)	7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Effluent and Waste Management	Reduces pollution and waste, contributing to a cleaner environment.	Regulatory penalties and reputational damage from poor waste handling.	Implements circular economy principles to reduce costs and enhance environmental stewardship.	306: Waste (306-1 to 306-5); 303: Water and Effluents (303-1 to 303-5)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 6 CLEAN WATER AND SANITATION
	Compliance to Environmental Regulations	Demonstrates commitment to legal and ethical environmental standards.	Non-compliance can result in fines, project delays, and reputational damage.	Strengthens stakeholder trust and ensures operational continuity.	307: Environmental Compliance (307-1)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION

SUSTAINABILITY STATEMENT

OUR MATERIALITY MATTERS (CONT'D)

Sustainability Impact, Risks and Opportunities and their Alignment with the GRI and UNSDGs (Cont'd)

EESG Pillar	Material Matter	Impact (I)	Risks (R)	Opportunities (O)	GRI	UNSDGs
Social	Community Investment and Development	Improves community well-being and strengthens stakeholder relationships.	Neglecting community needs can lead to social unrest and loss of social license to operate.	Fosters goodwill, builds trust, and supports sustainable community development.	413: Local Communities (413-1, 413-2)	11 SUSTAINABLE CITIES AND COMMUNITIES; 8 DECENT WORK AND ECONOMIC GROWTH
	Occupational Safety and Health (OSH) at Workplace	Ensures a safe and healthy work environment, reducing accidents and liabilities.	Poor safety standards lead to legal liabilities, workplace injuries, and low employee morale.	Strong OSH practices improve productivity, morale, and stakeholder trust.	403: Occupational Health and Safety (403-1 to 403-10)	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH
	Individual Development Plans for Employees	Enhances workforce capabilities through training and career development.	Lack of development can lead to high turnover and skills gaps.	Talent development increases loyalty, innovation, and competitiveness.	404: Training and Education (404-1 to 404-3)	4 QUALITY EDUCATION; 8 DECENT WORK AND ECONOMIC GROWTH
	Fair Labor Practices and Human Rights	Promotes equitable treatment and compliance with labor laws.	Violations can lead to reputational harm, legal issues, and loss of stakeholder trust.	Demonstrates commitment to ethical practices and enhances employee satisfaction.	407: Freedom of Association (407-1); 408: Child Labor (408-1); 409: Forced or Compulsory Labor (409-1)	8 DECENT WORK AND ECONOMIC GROWTH; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Gender Diversity, Equity, and Inclusion	Fosters a diverse, equitable, and inclusive workplace environment.	Lack of diversity can hinder innovation and stakeholder confidence.	Inclusive policies attract diverse talent and improve organizational culture.	405: Diversity and Equal Opportunity (405-1, 405-2)	5 GENDER EQUALITY; 10 REDUCED INEQUALITIES

SUSTAINABILITY STATEMENT

OUR MATERIALITY MATTERS (CONT'D)

Sustainability Impact, Risks and Opportunities and their Alignment with the GRI and UNSDGs (Cont'd)

EESG Pillar	Material Matter	Impact (I)	Risks (R)	Opportunities (O)	GRI	UNSDGs
Governance	Corporate Governance	Ensures accountability, transparency, and ethical decision-making.	Weak governance can lead to regulatory breaches and reputational harm.	Strong governance enhances investor confidence and long-term sustainability.	102: General Disclosures – Governance (102-18 to 102-39)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS; 17 PARTNERSHIPS FOR THE GOALS
	Data Protection and Privacy	Protects sensitive data from breaches and builds stakeholder trust.	Data breaches can result in legal penalties, financial losses, and reputational damage.	Robust cybersecurity measures enhance operational resilience and client trust.	418: Customer Privacy (418-1)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Emerging Material Topics from Stakeholder Feedback

Economic	Environmental	Social	Governance
1. Circular Economy 2. Economic Development 3. Transition to Renewable Energy	1. GHG Emissions 2. Carbon Footprint Reduction	1. Workplace Well-being	1. Ethical Sourcing 2. Sustainable Supply Chain

Materiality Matrix

Survey feedback was analyzed using statistical methods incorporating weighted averages to account for stakeholder participation levels and their relevance to the Group. The 13 core material topics were plotted on a materiality matrix, mapping their importance from both a business and stakeholder perspective.

From our FYE 2024 materiality assessment, seven key topics remained top priorities, reflecting their significant impact on operations and long-term value creation. The materiality matrix and findings—including an analysis of these core material matters—were reviewed and endorsed by the Board. The finalized material matters are visually presented in the Materiality Matrix on the next page.

SUSTAINABILITY STATEMENT

OUR MATERIALITY MATTERS (CONT'D)

Materiality Matrix (Cont'd)

Pillar 1: E - Economic	Pillar 2: E - Environmental	Pillar 3: S - Social	Pillar 4: G - Governance
1 **Company Financial Performance (*)**	4 Conservation of Energy and Resources	7 **Occupational Safety and Health (OSH) (*)**	12 **Corporate Governance (*)**
2 **Digital Transformation (*)**	5 Effluents and Waste Management	8 **Individual Development Plans for Employees (*)**	13 **Data Protection and Privacy (*)**
3 **Product Quality and Product Safety (*)**	6 Compliance to Environmental Regulations	9 Fair Labor Practices and Human Rights	
		10 Gender Diversity, Equity and Inclusion	
		11 Community Investment and Development	

(*) Prioritised Material Matters

The outcomes of our materiality assessment have guided resource allocation, supporting long-term value creation for our business and stakeholders. Each material matter plays a key role in decision-making and aligns with our four sustainability pillars.

SUSTAINABILITY STATEMENT

Pillar No. 1

Our Business, and the Economic

Economic Value Creation

At PLYTEC, we create long-term economic value through responsible business practices that benefit shareholders, customers, employees, and the community. We conduct operations fairly, promote healthy competition, and support economic development.

We prioritize financial performance, customer needs, and job security while making informed resource allocation decisions. Across our supply chain, we promote responsible sourcing, ethical labor, and environmental sustainability, ensuring our economic goals are aligned with social and environmental priorities.

Through ongoing stakeholder engagement, we balance financial growth with broader economic and social contributions. By maintaining strong financial performance and responsible resource management, we remain committed to delivering long-term value while contributing positively to society and the environment.

Product Quality and Product Safety

As a provider of construction engineering solutions, services, and building material products, we remain committed to maintaining high standards of product and service quality. Ensuring customer satisfaction, safeguarding our brand reputation, and upholding industry credibility are central to our approach. We recognize that product quality directly impacts public health and safety, making it a key priority.

Our commitment begins at the sourcing stage, where we implement quality control and assurance measures. Products from suppliers undergo thorough evaluations to meet industry standards and relevant certifications. From concept to production, we closely monitor product safety, proactively addressing potential issues. Our teams in BIM, Research and Development and Engineering, Quality, Production, and Operations play a key role in maintaining and improving quality standards.

Collaboration with customers and regulatory authorities ensures compliance with quality and safety requirements. To support this, our businesses continue adopting certified Quality, Environmental, and Occupational Health & Safety (OHS) Management Systems (ISO 9001, ISO 14001 & ISO 45001) and Product Standards recognized by regulatory bodies such as CIDB IBS Manufacturer & Product Assessment & Certification for Self-Climbing Platform, Green Formwork, and Aluminium Formwork.

In FYE 2024, we recorded zero product recalls or safety-related claims, reinforcing our commitment to maintaining high product quality and safety standards.

Upholding Customer Satisfaction

To ensure customer expectations are met, we conduct an annual survey on product quality, delivery, and services. These insights help us stay responsive to customer needs while also recognizing the role of supplier performance in maintaining overall satisfaction. In FYE 2024, while we continued to uphold customer satisfaction, our CME Solutions rating reached 76%, slightly below our 80% target. We remain committed to addressing areas for improvement to enhance customer experience and meet our goals.

Customer Satisfaction Index

Metric	FYE 2023	**FYE 2024**
Customer Satisfaction Index (target ≥ 80%) - CME Solutions	84%	**76%**
Number of customers surveyed	22	**20**
Product recall/claims due to safety negligence or defects	0	**0**
Goods returned by customers	0	**0**

Supplier Conformance Index

Recognizing that supplier performance directly impacts product quality and customer satisfaction, we assess supplier compliance with our quality standards. The Supplier Conformance Index measures adherence to required specifications, ensuring consistency across our supply chain.

SUSTAINABILITY STATEMENT

Pillar No. 1: Our Business, and the Economic (Cont'd)

Supplier Conformance Index (Cont'd)

Metric	FYE 2023	**FYE 2024**
Supplier Conformance Index (target 80% – CME Solutions)	82%	**86%**
Number of suppliers surveyed	33	**36**

Digital Transformation

At PLYTEC, we integrate digital solutions into construction engineering to enhance efficiency and safety. Guided by our senior management, we have become a key player in CME Solutions for falseworks and integrated digital solutions through BIM technology.

Our construction engineering services—including CME Solutions, DDE Solutions, and PC Solutions—support the industrialization and digitalization of construction processes. By collaborating with government agencies, universities, industry players, and learned societies, we promote BIM adoption to drive digital transformation in the sector.

These efforts have streamlined production cycles, reducing lead times and reliance on manual labor while improving productivity. Moving forward, we remain committed to expanding our digitalization initiatives to further optimize construction practices.

Pillar No. 2

Environmental Responsibilities

At PLYTEC, environmental responsibilities are embedded in our business philosophy, guiding our operations from material sourcing to manufacturing. We are committed to sustainable practices that minimize environmental impact while ensuring compliance with regulations. Our focus areas include energy and resource conservation, waste management, and regulatory compliance, reflecting our goal to contribute to a greener future.

Environmental Sustainability Initiatives

We recognize the importance of environmental sustainability and continue to promote responsible practices across our operations. Our efforts include increasing reliance on renewable energy, improving energy efficiency, enhancing waste management, and integrating sustainability into our supply chain. To support energy efficiency, we have implemented LED lighting across our offices and factory, along with solar-powered street lighting within our compound. Additionally, we are fostering a culture of environmental awareness, progressively introducing Reduce, Reuse & Recycle (3R) practices across operations, with plans to expand these efforts throughout our supply chain.

Conservation of Energy and Resources

In line with our commitment to product quality and sustainability, we prioritize resource efficiency to reduce costs and preserve natural resources. We aim to achieve net-zero carbon emissions by 2050, aligning with Malaysia's national goals under the 12th Malaysia Plan. To support this, we have initiated GHG data collection metrics and conducted an energy audit to better understand and improve our energy efficiency.

Effluents and Waste Management

Our focus remains on reducing waste, improving materials management, and enhancing productivity. We are strengthening the implementation of an environmental management system to systematically address environmental risks and impacts. Our efforts to reduce scheduled waste generation have yielded positive results, with a substantial reduction in hazardous waste in FYE 2024. We collaborate with suppliers to collect, and reuse used paint and thinner containers, contributing to this reduction while promoting responsible waste management practices.

SUSTAINABILITY STATEMENT

Pillar No. 2: Environmental Responsibilities (Cont'd)

Compliance with Environmental Regulations

We remain fully committed to complying with the Malaysian Environmental Quality Act 1974 and other relevant regulations. In FYE 2024, there were no recorded legal violations related to environmental discharges. We also continued working with licensed waste disposal companies to ensure the compliant and responsible management of both scheduled and general waste.

Metrics and Sustainable Practices

In FYE 2024, we continued adopting sustainable practices to reduce environmental impact. Our key initiatives included:

- Energy audits to optimize efficiency.
- Refining ESG compliance policies to align with evolving standards.
- Engaged in the circular economy for PLYTEC Polymer Sdn. Bhd. through the procurement of recycled raw materials.
- Implementing solar power and enhancing energy measurement systems in new facilities, with plans to install solar panels at our PLYTEC new factory in 2025.
- Integrating sustainability considerations into future production plant developments on our Olak Lempit land, including the completed rainwater collection and storage tank at the new factory and an ongoing study on the feasibility of utilizing underground water.

Environmental Performance Metrics (FYE 2023 - FYE 2024)

Energy Management

Metric	FYE 2023	**FYE 2024**
Total electricity consumption (MWh)	752	**779**

Emissions

Metric	FYE 2023	**FYE 2024**
Scope 2 emissions (tCO_2e)	0.5819	**0.6028**

(Based on Malaysia's Grid Emission Factor, publication date 25/11/2024)

Water Usage

Metric	FYE 2023	**FYE 2024**
Total water consumption (m^3)	25,357	**42,719**

Note: *The significant increase in water consumption in FYE 2024 was driven by higher production output to meet the growing demand for CME Solutions. To support this, we added an additional washing bay.*

Waste Management

Metric	FYE 2023	**FYE 2024**
Non-Hazardous Waste (General Waste)		
(i) Total waste diverted from disposal (trip)	0	**0**
(ii) Total waste directed to disposal (trip)	44	**49**

Metric	FYE 2023	**FYE 2024**
Hazardous Waste (Tonnage)	8.84	**4.37**

Note: *The substantial reduction in scheduled waste in FYE 2024 is attributed to an initiative with our paint supplier, who collected and refilled used paint containers. This collaborative effort supported our commitment to reducing waste generation and promoting circular practices within our supply chain.*

SUSTAINABILITY STATEMENT

Pillar No. 3

People, Social and Community Engagement

Our commitment to sustainability extends to the people we work with and the communities we impact. We recognize the importance of fostering strong relationships with our employees, suppliers, customers, and local communities. As part of this commitment, we uphold health and safety standards, promote an inclusive and diverse workplace, and respect human rights.

Managing Our Impacts

We focus on the following key areas to ensure positive engagement:

1. Workforce development and employee management – Supporting continuous learning and career growth for employees.
2. Employee health, safety, and well-being – Upholding a safe work environment, fostering diversity, equity, and inclusion, and ensuring human rights compliance.
3. Community investment and development – Contributing to community initiatives and creating lasting positive impacts.

Developing Talent at PLYTEC

At PLYTEC, we believe our people are our greatest asset. Investing in their skills and career development is essential to sustaining our growth and staying competitive. We offer structured learning opportunities, including training programs tailored to both new and existing employees, to enhance their knowledge and capabilities.

To support career progression, we conduct annual performance appraisals to assess growth and identify areas for improvement. Our training initiatives focus on equipping employees with the latest industry-relevant skills, particularly in emerging construction technologies.

A key initiative is the PLYTEC BIM Centre, which provides specialized training and advisory services on BIM and construction methods engineering. This center benefits both our internal teams and industry partners. Additionally, we collaborate with government agencies and higher learning institutions to raise awareness of BIM and digital construction practices, ensuring a future-ready workforce. These programs also serve as a pipeline for new talent, supporting broader industry adoption of digital solutions.

The table below highlights our learning and development performance:

Total training hours by gender	FYE 2023	**FYE 2024**
Male	3,523	**5,161**
Female	796	**1,479**

Average training hours by gender	FYE 2023	**FYE 2024**
Male	17.4	**25.7**
Female	13.7	**25.1**

Total training hours by employee category	FYE 2023	**FYE 2024**
Senior management	402	**383**
Middle management	541	**599**
Executive	1,220	**1,982**
Non-executive	2,156	**3,676**

SUSTAINABILITY STATEMENT

Pillar No. 3: People, Social and Community Engagement (Cont'd)

Average training hours by employee category	FYE 2023	**FYE 2024**
Senior management	22.3	**21.3**
Middle management	22.5	**28.5**
Executive	14.2	**21.8**
Non-executive (OJT - On-job training)	16.2	**28.3**

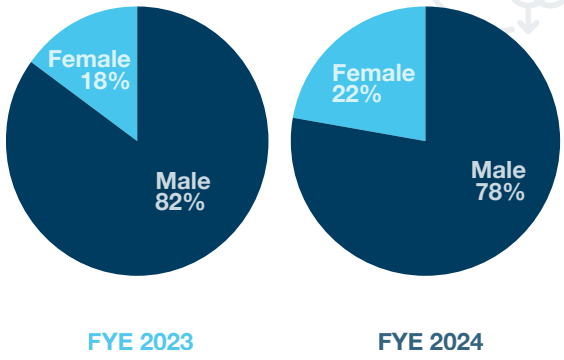
	FYE 2023	**FYE 2024**
Total investment in employee learning & development (RM)	75,090	**209,614**

Human Rights and Workplace Integrity

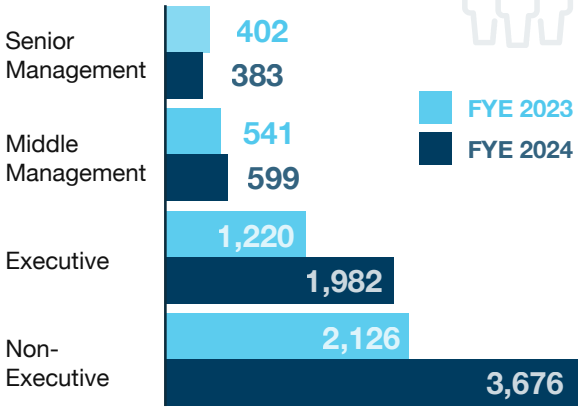
We are committed to upholding ethical business practices and protecting human rights across our operations. In FYE 2024, we recorded zero incidents of human rights violations.

	FYE 2023	**FYE 2024**
Incidents of human rights violations - complaints received	0	**0**

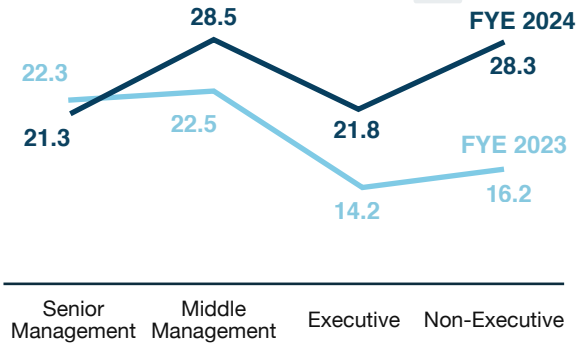
TRAINING HOURS BY GENDER
(%)



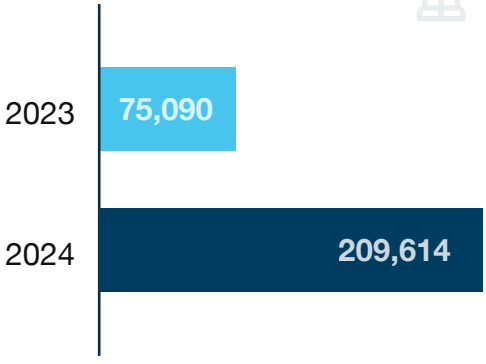
TRAINING HOURS BY EMPLOYEE CATEGORY
(hours)



AVERAGE TRAINING HOURS BY EMPLOYEE CATEGORY
(hours)



TOTAL INVESTMENT IN EMPLOYEE LEARNING & DEVELOPMENT
(RM)



SUSTAINABILITY STATEMENT

Pillar No. 3: People, Social and Community Engagement (Cont'd)

Employee Health, Safety, and Well-being

At PLYTEC, we are committed to providing a safe, healthy, and supportive work environment for our employees. We have established clear health and safety policies, overseen by a designated compliance officer who reports to the Chief Executive Officer. This framework helps ensure compliance with Malaysian laws and regulations governing workplace safety and employee well-being.

A key aspect of our commitment is compliance with the Employee Minimum Standards of Housing and Amenities Act (EMSHAA) and Employees' Accommodation Regulations. As of FYE 2024, our Certificate of Accommodation (COA) remains valid for all employee accommodations, confirming compliance with regulatory requirements without any material impact on our business operations.

We recognize diversity, equity, and inclusion, fair labor practices, and human rights as essential to fostering a positive workplace culture. Employees receive regular training on these principles, helping to create an environment built on respect, inclusivity, and ethical conduct.

Recognizing the importance of education in workplace safety, we equip our employees with the knowledge and skills to identify and manage risks. Through ongoing training and awareness programs, we strive to maintain a proactive approach to hazard prevention and workplace well-being.

Our goal remains zero work-related fatalities, a target we successfully upheld in FYE 2024. While we recorded a lost time incident of 1 in FYE 2024, we continue to strengthen our safety measures and improve workplace conditions.

Workplace Health and Safety Performance	FYE 2023	**FYE 2024**
Number of work-related fatalities	0	**0**
Lost time incident	0	**1**
Employees trained on health and safety standards	27	**21**

Human Rights and Workplace Integrity

We uphold human rights across all aspects of our operations, ensuring ethical and fair treatment of our workforce. In FYE 2024, we recorded zero complaints related to human rights violations, reinforcing our commitment to responsible and transparent business practices.

Metric	FYE 2023	**FYE 2024**
Incidents of human rights violations complaints	0	**0**

Community Investment and Development

We remain committed to supporting local communities by contributing to job creation and economic growth. Our approach includes prioritizing local procurement, which helps sustain regional businesses while promoting responsible consumption and production.

By working with local suppliers, we reduce transportation distances, contributing to lower environmental impact and supporting more sustainable supply chains. We also encourage responsible sourcing practices and efforts to minimize waste.

Beyond procurement, we engage in community initiatives that align with our values. Our contributions support associations and non-profit organizations that foster technology and business collaboration, as well as programs in education, healthcare, and cultural development. Through these efforts, we aim to create a positive impact and support long-term community well-being.

Community Investment	FYE 2023	**FYE 2024**
Total amount invested in community initiatives	21,750	**155,830**
Total number of beneficiaries	16	**60**

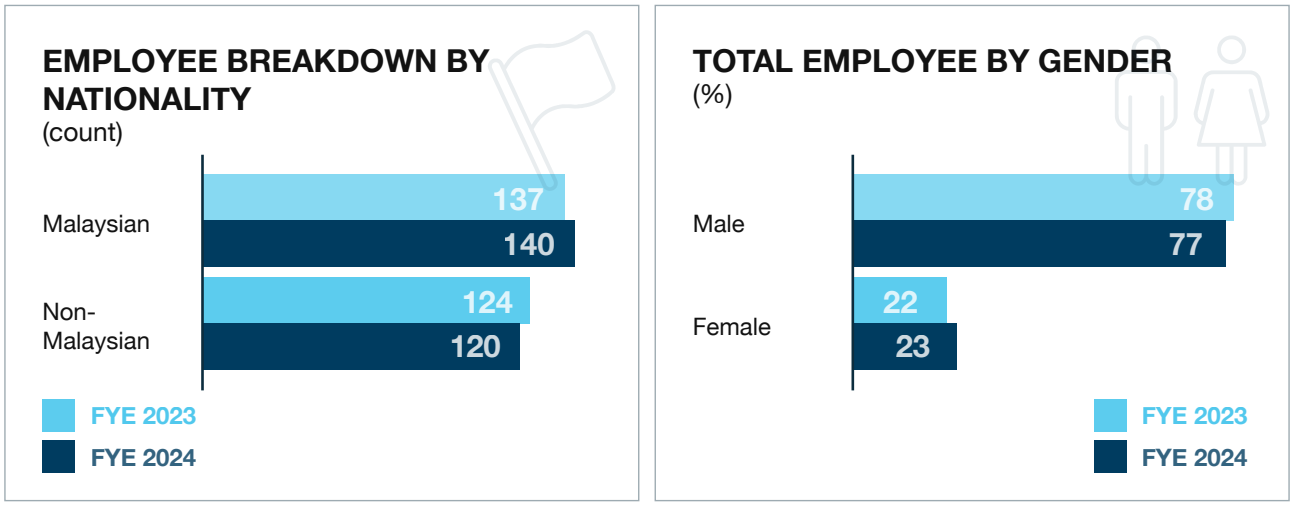
Supply Chain Management	FYE 2023	**FYE 2024**
Proportion of spending on local suppliers	85%	**65%**

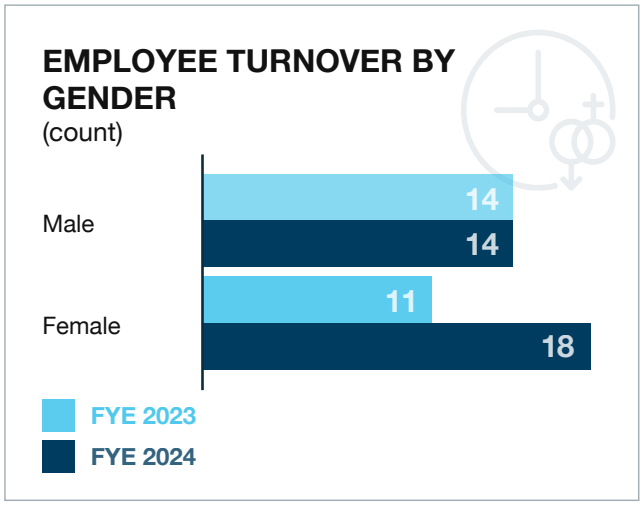
Note: *The proportion of spending on local suppliers decreased from 85% in FYE 2023 to 65% in FYE 2024. This was a one-off occurrence due to increased investment in equipment and assets to expand market capacity, with most of these assets sourced from overseas. We expect this proportion to normalize in the coming years.*

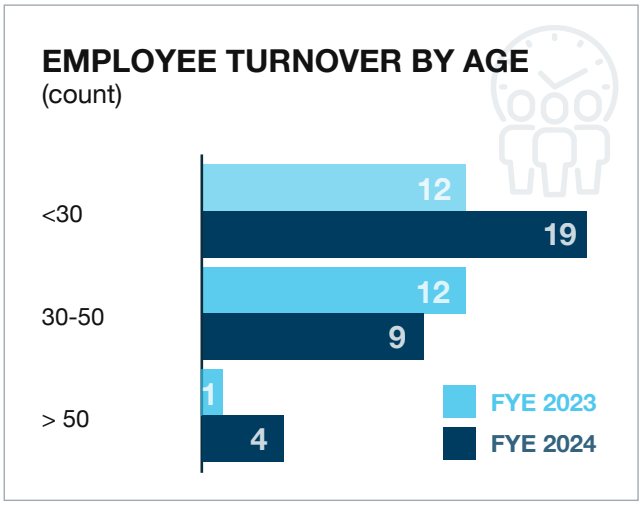
SUSTAINABILITY STATEMENT

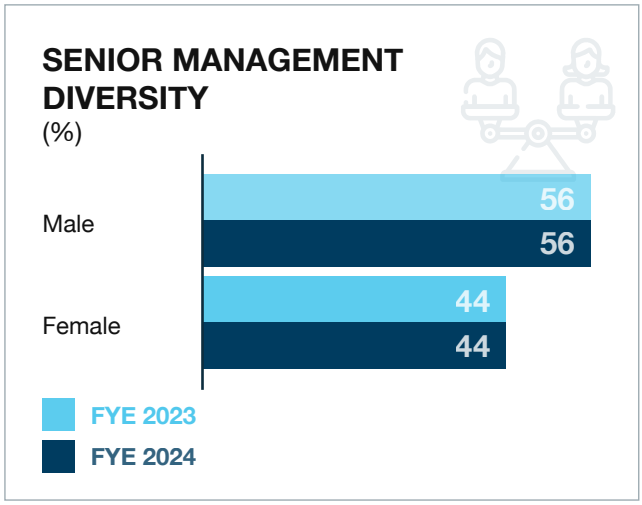
Pillar No. 3: People, Social and Community Engagement (Cont'd)

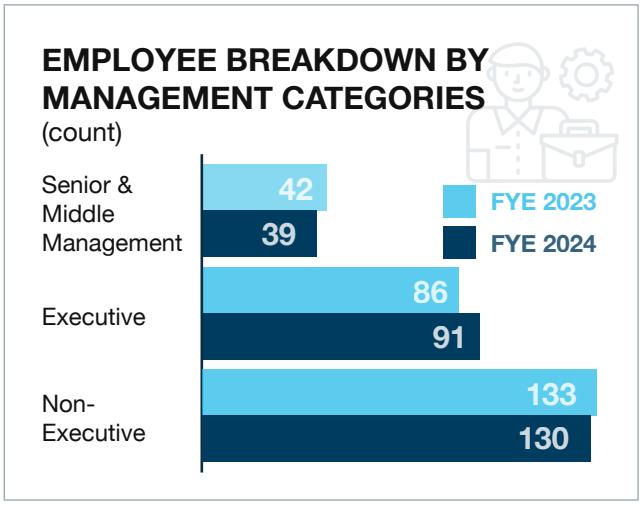
Employee Breakdown by Gender (Full-time Employees)











SUSTAINABILITY STATEMENT

Pillar No. 4

Governance

Our Group remains committed to upholding ethical business conduct and compliance with all applicable laws and regulations. We progressively adopt the principles outlined in the Malaysian Code on Corporate Governance (MCCG) where relevant, emphasizing good governance, transparency, and accountability. Governance policies and procedures, including a code of ethics and conduct, are in place to ensure the ethical and legal integrity of our business practices. We maintain a zero-tolerance policy towards bribery and corruption, supported by policies to manage corporate liability risks. Our dedication to transparency is evident through regular performance reporting and stakeholder engagement, fostering transparency and accountability across our organization. These governance practices not only build trust but also lay the groundwork for sustainable success.

Corporate Governance

Beyond business performance, PLYTEC acknowledges the importance of integrity, transparency, and accountability in sustaining operations and creating long-term value for stakeholders. The Board and Management actively promote a corporate culture that upholds ethical and professional conduct across all levels of the organization.

To uphold corporate governance, the Board continues to refine and reinforce key policies and procedures, including the Code of Ethics and Conduct, Corporate Disclosure Policy, Whistleblowing Policy, and Anti-Bribery and Anti-Corruption Policy. More details on the Group's governance practices for FYE 2024 are available in the Corporate Governance Overview Statement and Corporate Governance Report in the Annual Report 2024.

In FYE 2024, PLYTEC incurred no fines or censures from regulatory authorities for non-compliance or misconduct related to environmental, socio-economic, corporate governance, or anti-corruption matters. The Group reported zero incidents of corruption, customer data breaches, and regulatory non-compliance during this period. As a matter of policy, all employees, across various categories, received briefings and signed the "Director and Employee Free Anti-Corruption" declaration in FYE 2024, reinforcing our commitment to ethical business practices.

Anti-Fraud, Bribery and Corruption	FY2023	**FYE 2024**
Percentage of employees who have received training on anti-corruption by employee category (*)All employees were briefed and signed off the "Director and Employee Free Anti-Corruption"	100%	**100%**
Percentage of operations assessed for corruption-related risks	100%	**100%**
Confirmed incidents of corruption and action taken	0	**0**

Cyber Security and Customer Privacy	FY2023	**FYE 2024**
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	**0**

SUSTAINABILITY STATEMENT

PLYTEC's Continued Sustainability Commitment

At PLYTEC, we remain committed to integrating sustainability into our business, guided by the leadership of the Board, Management, and ESG Team. We continue to assess our ESG performance while exploring ways to enhance efficiency and minimize environmental impact.

Technology remains central to our approach, helping us improve productivity, optimize costs, and reduce our environmental footprint. We also collaborate with key stakeholders—including government agencies, higher learning institutions, and industry players—to support the adoption of BIM, contributing to the digital transformation of the construction sector.

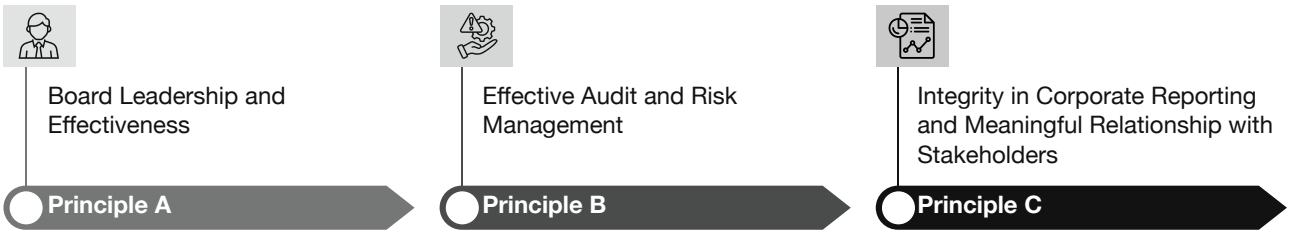
Moving forward, we will build on our progress by strengthening our sustainability initiatives, creating long-term value for our business, stakeholders, and the communities we serve.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT

The Board of Directors ("**the Board**") of PLYTEC Holding Berhad ("**the Company**") recognises the importance of adopting good corporate governance within the Company and its subsidiaries ("**the Group**") as a fundamental part of discharging its responsibilities to safeguard shareholders' investments and to protect the interests of all stakeholders. The Board will continuously evaluate and improve management practices and systems to enhance the standard of corporate governance applied by the Group.

The Board takes note of the updates on the Malaysian Code on Corporate Governance ("**MCCG**") issued by the Securities Commission Malaysia which took effect on 28 April 2021. The MCCG introduces new practices and additional guidance to strengthen the corporate governance culture of public listed companies.

The Board is pleased to present the following Corporate Governance Overview Statement ("**CG Overview Statement**") that describes the extent to how the Group has applied and complied with the three (3) principles which are set out in the MCCG during the financial year ended 31 December 2024 ("**FYE 2024**"):



This CG Overview Statement also serves to comply with Rule 15.25(1) of the ACE Market Listing Requirements ("**ACE LR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and is to be read together with the Corporate Governance Report in respect of the financial year ended 31 December 2024 ("**CG Report**") which is available on the corporate website at https://www.plytec.com.my/.

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS

Part I: Board responsibilities

1.1 Board's Leadership on Objectives and Goals

The Board is responsible for the proper stewardship of the Group in order to provide reasonable assurance of the Group's long-term success. With this, the Board strives to ensure that all the Company's strategic objectives are well-conveyed throughout the Company in order to achieve both short and long-term goals of the Company as a fundamental part of discharging its responsibilities to protect and enhance value for all stakeholders and raise the performance of the Company.

The Board is guided by the prevailing legal and regulatory requirements such as the Companies Act 2016 ("**CA 2016**"), the ACE LR and the MCCG, as well as the Company's Constitution and the Board Charter in discharging its fiduciary duties and responsibilities. The Board has ensured that it sets the appropriate tone at the top, providing thought leadership and championing good governance and ethical practices throughout the Company.

To enable the Board to discharge its responsibilities in meeting the goals and objectives of the Company, the Board has, amongst others:–

- promoted good corporate governance culture within the Company which reinforces ethical, prudent and professional conduct;
- reviewed, challenged and decided on Management's proposals for the Company, and monitored its implementation;
- ensured that the strategic plan of the Company supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
- supervised and assessed the performance of Management;

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part I: Board responsibilities (Cont'd)

1.1 Board's Leadership on Objectives and Goals (Cont'd)

To enable the Board to discharge its responsibilities in meeting the goals and objectives of the Company, the Board has, amongst others (Cont'd):–

- ensured there is a sound framework for internal controls and risk management;
- recognised the principal risks of the Company's business and that business decisions involve the taking of appropriate risks;
- ensured that senior management has the necessary skills and experience, and measures are in place to provide for the orderly succession of Board and senior management;
- ensured that the Company has in place procedures to enable effective communication with shareholders and stakeholders; and
- ensured the integrity of the Company's financial and non-financial reporting.

1.2 The Chairman of the Board, has during the year:-

- demonstrated leadership to the Board in discharging its duties and responsibilities effectively without limiting the principle of collective responsibility for the Board decisions;
- through the Company Secretary, set the board agenda and ensuring that board members receive complete and accurate information in a timely manner;
- led the conduct of the Board meetings and discussions in a manner that encouraged constructive discussions and effective contribution from each Director;
- encouraged active participation and allowed dissenting views to be freely expressed;
- acted as the facilitator between the Board and the Management by coordinating smooth communication flow between both parties;
- ensured appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole;
- led the Board in establishing and monitoring good corporate governance practices within the Group; and
- reviewed the minutes of the Board meetings to ensure that the minutes accurately reflect the Board's deliberations, and matters arising from the minutes have been addressed properly.

1.3 Separation of positions of the Chairman and the Group Managing Director

The positions of the Chairman of the Board and the Group Managing Director are held by two (2) different individuals and each has a clear accepted division of responsibilities to ensure that there is a balance of power and authority to promote accountability. The Chairman is responsible for instilling good corporate governance practices and leadership, and for ensuring Board effectiveness. The Chairman leads the Board in its collective oversight of Management, while the Group Managing Director has the overall responsibilities over the Company's operating units, organisational effectiveness and implementation of Board policies and decisions. The distinct and separate roles of the Chairman and Group Managing Director are clearly defined in the Board Charter to ensure that no one individual has unfettered powers of decision-making.

1.4 Chairman of the Board is not a member of the Audit and Risk Management Committee ("**ARMC**"), Nomination Committee ("**NC**") and Remuneration Committee ("**RC**").

1.5 Qualified and Competent Company Secretary

The Board is supported by two (2) suitably qualified and competent Company Secretaries who carry out the responsibilities of the company secretarial function for the Group. Both Company Secretaries are qualified under Section 235(2)(a) of the Companies Act 2016. The Company Secretaries are external company secretaries from Securities Services (Holdings) Sdn. Bhd. with vast knowledge and experience from being in public practice and is supported by a dedicated team of company secretarial personnel.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part I: Board responsibilities (Cont'd)

1.5 Qualified and Competent Company Secretary (Cont'd)

The Company Secretaries, or together with their representatives, have during the year:

- together with management, managed all Board and Board Committee meeting logistics;
- attended and recorded minutes of all Board and Board Committee meetings and facilitated Board communications;
- advised the Board on its roles and responsibilities;
- briefed the Board on the latest letters and circulars issued by Bursa Malaysia Berhad;
- facilitate the conduct of the assessments to be undertaken by the Board and Board Committees as well as compile the results of the assessment; and
- advised the Board on corporate disclosures and compliance with company and securities regulations and listing requirements.

The Company Secretaries also ensure that there is good information flow within the Board, Board Committees and Key Senior Management. Every Board member has unrestricted access at all times to the advice and services of the Company Secretaries to ensure effective functioning of the Board and its Board Committees, adherence to Board policies and procedures as well as compliance with regulations and governance practices.

The Company Secretaries have and will continue to constantly keep themselves abreast of matters concerning company law, the capital market, corporate governance, and other pertinent matters, and with changes in the same regulatory environment, through continuous training and industry updates.

The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in the discharge of its function and duties.

1.6 Access to information and advice

All members of the Board have full and unrestricted access to the professional advice and services of the Company Secretaries and Key Senior Management in the course of discharging their duties and responsibilities on matters relating to the procedures governing the Company. The Board may seek independent professional advice, whenever necessary and in appropriate circumstances, either individually or collectively on any matter concerning the discharge of their responsibilities at the expense of the Company.

The Notices of the scheduled Board Meetings are served to the Directors at least seven (7) days prior to the Board Meetings. Unless there is an exceptional case for convening of Special Meeting of the Board to address emergency issues, shorter notice would be allowed with the consent of all Directors.

To leverage the usage of technology, the Board papers are circulated to the Directors in electronic form via email at least three (3) business days prior to the Board Meetings, to allow the Directors to consider the relevant information. The Management will strive to circulate the Board papers at least five (5) business days in advance of the meeting day moving forward.

2. Demarcation of Responsibilities

2.1 Board Charter

The Board has established and adopted a Board Charter, which sets out the Board's strategic intent and identifies the respective roles and responsibilities of the Board, Board Committees, individual Directors, Senior Independent Director and senior management, as well as issues and decisions reserved for the Board, the Board's governance structure and authority. The Board Charter is available on the Company's corporate website at https://www.plytec.com.my/.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part I: Board responsibilities (Cont'd)

2. Demarcation of Responsibilities (Cont'd)

2.1 Board Charter (Cont'd)

As part of its efforts to ensure the effective discharge of its duties, the Board has delegated certain functions and authorities to three (3) of its Board Committees, namely, ARMC, NC and RC. These Committees are entrusted with specific responsibilities to assist the Board in overseeing the Company's affairs, in accordance with their limits of authority and respective Terms of Reference, which are published on the Company's website at https://www.plytec.com.my/. These Terms of Reference are reviewed as and when the need arises. The Board keeps itself abreast of the responsibilities delegated to each Board Committee, and matters deliberated at each Board Committee meeting through the minutes of the Board Committee meetings and reports by the respective Board Committee Chairman, at Board meetings.

ARMC

Details on the ARMC are in the ARMC Report contained in this Annual Report.

RC

Details on the RC are contained in the Corporate Governance Report.

NC

The NC is comprised exclusively of Independent Non-Executive Directors and the composition of the NC is as follows:-

Name	Designation	Directorship
Anita Chew Cheng Im	Chairperson	Independent Non-Executive Director
Kow Hoay Lee	Member	Independent Non-Executive Director
Goik Kenzu	Member	Independent Non-Executive Director

The NC is empowered by the Board to oversee the selection and assessment of Directors to be appointed to ensure that the Board's composition and skills meet the needs of the Company, and hence, is tasked with the following duties and responsibilities:-

- To assess and recommend to the Board, candidates for directorships;
- To recommend to the Board the nominees to fill the seats on Board Committees;
- To review succession policies and plans for members of the Board, Board Committees and senior management;
- To ensure that all Directors receive appropriate continuous training programmes;
- To assess the effectiveness of the Board and the Committees of the Board as a whole, and each individual Director;
- To review the term of office and performance of the ARMC and each of its members annually to determine whether the ARMC and members have carried out their duties in accordance with their Terms of Reference;
- To act in line with the directions of the Board;
- To consider and examine such other matters as the NC considers appropriate; and
- To consider any other matters as defined by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part I: Board responsibilities (Cont'd)

2. Demarcation of Responsibilities (Cont'd)

2.1 Board Charter (Cont'd)

Summary of Works

The following works were undertaken by the NC during FYE 2024 and up to the date of this Statement:-

- Reviewed the contribution and performance of each individual Director and the effectiveness of the Board as a whole and the Committees of the Board;
- Reviewed the term of office and performance of the ARMC and each of its members;
- Reviewed the independence of the Independent Non-Executive Directors and assessed their ability to bring independent and objective judgement to Board deliberations and proposals;
- Assessed the suitability of the Directors who will be standing for re-election at the forthcoming annual general meeting of the Company;
- Reviewed the training programmes attended by the Directors for FYE 2024; and
- Reviewed and discussed the Group's succession plans.

In assessing the performance of the Board, Board Committees and individual Directors of the Company, the NC takes into consideration the following:-

- Personal Commitment/Contribution to Interaction;
- Understanding of the Company's Activities; and
- Compliance with the Terms of Reference, duties and responsibilities of a director, and of a chairman of the Company.

The attendance of Directors who are members of Board committees during FYE 2024 is set out below:-

Name	NC	ARMC	RC
Anita Chew Cheng Im	1/1	5/5	3/3
Kow Hoay Lee	1/1	5/5	3/3
Goik Kenzu	1/1	5/5	3/3

3. Good Business Conduct and Corporate Culture

3.1 Code of Conduct and Ethics

The Board is committed in maintaining a corporate culture that engenders ethical conduct. The Board has formalised ethical standards by adopting a Code of Conduct and Ethics, which summarises what the Company must endeavour to do proactively in order to maintain the highest level of integrity and ethical conduct of the Board, Management and employees of the Group. The Company's Code of Conduct and Ethics covers the following:

- conflict of interest
- insider trading
- anti-bribery and corruption
- trade secrets and confidentiality of information
- responsibility to report
- protection against unfair dismissal, victimisation or unwarranted disciplinary action
- environment, social and governance agenda
- misconduct, malpractice and irregularity
- reporting and investigations procedure

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part I: Board responsibilities (Cont'd)

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

3.1 Code of Conduct and Ethics (Cont'd)

The Company's Code of Conduct and Ethics is available on the Company's corporate website at https://www.plytec.com.my/.

Employees are made aware that relevant disciplinary actions will be taken for unethical behaviour and misconduct.

3.2 Whistleblowing Policy

The Board has adopted a full-fledged Whistleblowing Policy on 1 December 2022, which provides an avenue for all employees and members of the public to voice or raise genuine concerns about any suspected and/or known misconduct, wrongdoings, corruption, fraud, and/or abuse involving the resources of the Group. The Whistleblowing Policy of the Company also provides guidance on the appropriate communication and feedback channels to facilitate whistleblowing.

The Company's Whistleblowing Policy is available on the Company's corporate website at https://www.plytec.com.my/.

For FYE 2024, none of the designated persons received any report or concerns vide the abovementioned communication and feedback channels.

3.3 Anti-Bribery and Corruption Policy

In support of ethical business practices, the Board has also adopted a zero-tolerance approach against all forms of bribery and corruption and takes a strong stance against such acts through the adoption of the Group's Anti-Bribery and Corruption Policy on 1 December 2022 as additional measures to comply fully with the applicable laws and regulatory requirements on anti-bribery and anti-corruption.

This Policy applies to all employees and Directors of the Company (including temporary positions) and/or any person(s) associated with the Company. It is made available on the Company's corporate website at https://www.plytec.com.my/.

3.4 Directors' Fit and Proper Policy

The Board has in place a Directors' Fit and Proper Policy, which was adopted on 24 November 2022, which sets out the fitness and propriety for the appointment and re-election of Directors and to ensure that each of the Directors has the character, integrity, experience, competence and time commitment to effectively discharge his/her role as a Director of the Company in tandem with good corporate governance practices.

The Directors' Fit and Proper Policy is available on the Company's corporate website at https://www.plytec.com.my/.

4. Governance of Sustainability

4.1 The Board promotes sustainability through its strategic oversight and integration of sustainability considerations in the decision-making process and operations of the Company. This entails taking a holistic view of how the Company creates value for its shareholders and stakeholders bearing in mind Environmental, Social and Governance ("**ESG**") factors.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part I: Board responsibilities (Cont'd)

4. Governance of Sustainability (Cont'd)

4.1 As part of the efforts in promoting and building sustainability momentum within the Group, the Management has strengthened the ESG integration into the group-wide operations since the previous financial year, with a particular focus on environmental and social dimensions.

Please refer to the Sustainability Report in the Annual Report for further details.

4.2 The Company has engaged with stakeholders in a variety of ways which has been done at both the business units and group levels through formal and informal activities. The collective opinions and insights from the stakeholders help the Board make informed decisions, while aligning the stakeholders' expectations with the Company's sustainability priorities and business approach.

4.3 The Board, through the NC, assessed the training programmes attended by each Director during FYE 2024 to ensure that the Directors have and will continue to constantly keep abreast of the relevant requirements and matters concerning sustainability, including the latest development in the industry as well as the sustainability issues relevant to the Group.

4.4 As part of the sustainability initiatives, the Company has also included an assessment of the Board's understanding of sustainability issues that are critical to the Company's performance. As for the performance review of the senior management, the Company will take into account the sustainability risks such as health, safety and environmental risks, financial and people development and implement the relevant key performance indicators as part of the yearly performance appraisal.

4.5 The Chief Sustainability Officer, Ts. Ir. Edward Han Liang Kwang, is the designated person within Management to manage sustainability strategies and initiatives in the Group.

Part II: Board Composition

5. Board's Objectivity

5.1 Composition of the Board

The NC oversees and reviews on an ongoing basis, the overall composition of the Board in terms of size, the required mix of skills, experience and other qualities and core competencies for the Directors of the Company. The effectiveness of the Board as a whole and the contribution and performance of each individual Director to the effectiveness of the Board and the Board Committees will also be assessed by the NC on an annual basis.

The Board presently has seven (7) members which comprises one (1) Managing Director, two (2) Executive Directors and four (4) Independent Non-Executive Directors including the chairman of the Board, which fulfils the prescribed requirement of one-third (1/3) of the Board to be independent as stated under Rule 15.02(1) of ACE LR of Bursa Securities. In addition, the Company also complies with Practice 5.2 of MCCG to have at least half of the Board comprised of Independent Non-Executive Directors.

The presence of Independent Non-Executive Directors who come from various fields are invaluable assets to the Company and fulfil the pivotal role in corporate accountability. The role of Independent Non-Executive Directors is particularly important as they provide unbiased and independent views, advice and judgements to take into account the interests, not only of the Group, but also the stakeholders. The profile of each Director is set out in another section of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part II: Board Composition (Cont'd)

5. Board's Objectivity (Cont'd)

5.2 Tenure of Independent Director

In order to ensure independent and objective judgment is brought to the Board's deliberation by genuine independence of the independent directors and to ensure conflict of interest or undue influence from interested parties is well taken care of, the Board is committed to ensure the independence of the independent directors are assessed by the NC prior to their appointment based on formal nomination and selection process with the results of the review reported to the Board for consideration and decision.

As at the date of this Statement, none of the Independent Directors of the Company served more than nine (9) years on the Board.

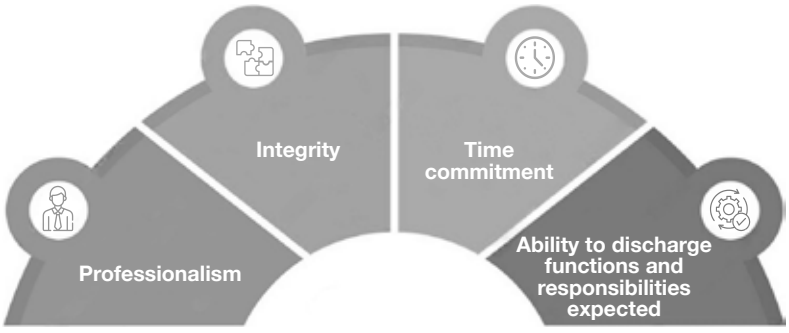
The Board has not adopted a policy that limits the tenure of its Independent Directors to nine (9) years.

5.3 Procedures for Appointment and Re-Election of Directors

The NC is responsible for leading the review of the appropriate skills (including but not limited to professional skills, where applicable), experience and characteristics required of Board members through set procedures, in the context of the needs of the Group.

In assessing the fitness and propriety of the existing Directors of the Company seeking for re-appointment and candidates for nomination or appointment as a Director, the NC shall evaluate the existing Directors and candidates for new appointment as Directors based on the fit and proper criteria as outlined in the Directors' Fit and Proper Policy and making recommendations to the Board on these matters for its review and decision.

The objective criteria in their nomination and election process are summarised as follows:–



The new appointee will be considered and evaluated by the NC and the NC will then recommend the candidates to be approved and appointed by the Board. The Company Secretaries will ensure all appointments are properly documented. The Board will also consider utilising independent sources to identify suitably qualified candidates when the need arises in the future. During FYE 2024, there was no new Director or Key Senior Management personnel being appointed to the Group.

The NC is also responsible for making recommendation to the Board on the eligibility of the Directors to stand for re-election at the AGM. The performance of the retiring Directors who are recommended for re-election at the AGM has been assessed through the Board and Board Committee evaluation as well as the fit and proper assessment.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part II: Board Composition (Cont'd)

5. Board's Objectivity (Cont'd)

5.4 Diverse Board and Senior Management

The Board is supportive of the Board and senior management composition diversity recommendation promoted by the MCCG in order to offer greater depth and breadth to Board discussions and constructive debates at the senior management level.

The appointment of Board members and Senior Management is based on objective criteria, merit and besides gender diversity, due regard is placed for diversity in skills, experience, age and background. The profile of Directors and Senior Management are set out in another section of this Annual Report.

5.5 Chairperson of the NC

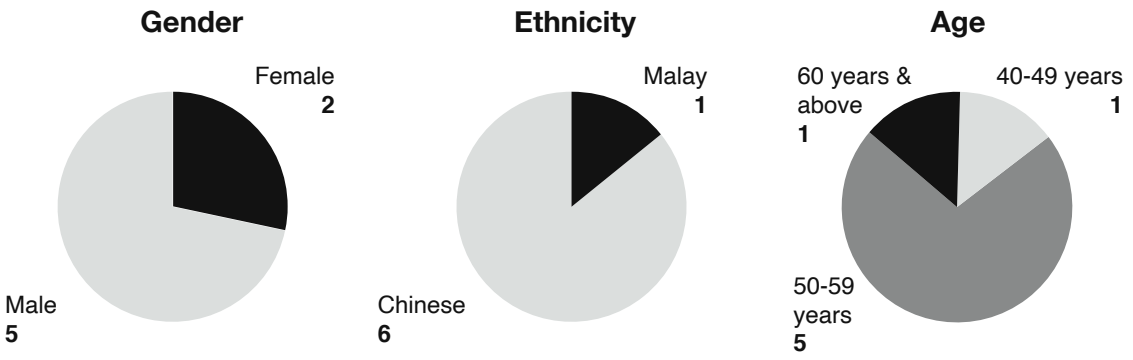
The NC is chaired by Ms. Anita Chew Cheng Im, the Independent Director appointed by the Board. The Chairperson of the NC is responsible for leading the NC in conducting an annual review of the effectiveness of the Board as a whole, and the Board Committees, as well as the contribution and performance of each individual Director on an ongoing basis, ensuring that the performance of each individual Director is independently assessed, participating in relevant trainings and will lead the succession planning and appointment of future Board members.

5.6 Boardroom and Gender Diversity

The Board recognises that a gender-diverse Board could offer greater depth and breadth whilst the diversity of key senior management would lead to better decision-making.

The Company has in place a Diversity Policy, which was adopted on 24 November 2022. The Board practices non-gender discrimination and has indicated its commitment to boardroom diversity by ensuring that all Board and Senior Management appointments are based on meritocracy, objective criteria, merit and with due regard to the benefits of diversity within the Board. Diversity in this context encompasses a wide range of factors, including but not limited to gender, age, cultural and educational background, professional experience, skills and knowledge, experience, age, cultural background and gender.

Gender, ethnicity and age diversities in the Board



CORPORATE GOVERNANCE OVERVIEW STATEMENT

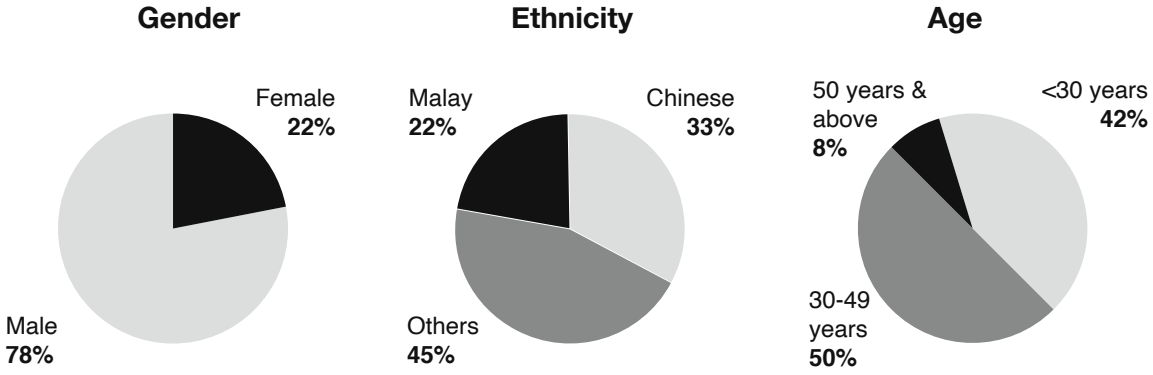
PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

Part II: Board Composition (Cont'd)

5. Board's Objectivity (Cont'd)

5.6 Boardroom and Gender Diversity (Cont'd)

Gender, ethnicity and age diversities in the workforce



6. Overall Effectiveness of the Board

6.1 Annual assessments

The Board, through the NC would undertake the following assessments annually and the results of the evaluations are assessed by the NC and presented to the Board:-

a) The Board and Board Committees performance evaluation;
b) Self-performance evaluation;
c) ARMC performance assessment questionnaires; and
d) Independence of the Independent Non-Executive Directors.

The annual assessment of individual Directors, Board as a whole and Board Committees are based on a comprehensive assessment system, which commences with the completion of a set of comprehensive Self-Assessment Form detailing all assessment criteria to be completed by all Directors for evaluation by the NC. Criteria for the self-assessment include self-ratings on the Director's knowledge, support of the mission and goals of the Company, time commitment, and active participation on the Board.

The independence of the Independent Non-Executive Directors of the Company has been fulfilled in accordance with ACE LR Bursa Securities and would not impede their independence in carrying out their duties in the respective Board and Board Committees.

Based on the outcome of the abovementioned assessment conducted by the NC for FYE 2024, the Board was satisfied that:

- Individual Directors are able to meet the Board of Directors' expectations in terms of character, experience, integrity, competency and time commitment in discharging their roles as Directors of the Company.
- Individual Directors exercised due care and carried out professional duties proficiently.
- The Board and Board Committees have been effective in carrying out their functions and duties.
- All Independent Directors have been and remain independent from management and free from any business relationship that could materially interfere with their independent judgement.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part II: Board Composition (Cont'd)

6. Overall Effectiveness of the Board (Cont'd)

6.2 Time Commitment

The Board meets at least four (4) times in each financial year and will hold additional meetings if the situation requires. Sufficient notices were given to the Board prior to each meeting.

During FYE 2024, there were six (6) Board meetings held and details of attendance by Directors who held office during that financial year under review are as follows:-

Name	No. of meetings attended
Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali	6/6
Anita Chew Cheng Im	6/6
Yang Kian Lock	6/6
Ts. Ir. Louis Tay Chee Siong	6/6
Ts. Ir. Han Liang Kwang *(Resigned w.e.f. 18 April 2025)*	6/6
Kow Hoay Lee	6/6
Goik Kenzu	6/6

In the intervals between the Board meetings, Board approvals are obtained via circular resolutions for exceptional matters requiring the Board's decision which is supported by the relevant information in order to form an informed decision. In order to facilitate the Directors' planning and time management, an annual meeting calendar is prepared and given to the Directors before the beginning of each financial year.

The Board is satisfied with the time commitment given by the Directors. All of the Directors do not hold more than five (5) directorships in public listed companies as stipulated under the ACE LR of Bursa Securities. If any Director wishes to accept a new directorship in the public listed companies, the Chairman of the Board will be informed beforehand together with an indication of the time that will be spent on the new appointment.

6.3 Directors' Training

In order for the Group to remain competitive, the Board ensures that the Directors continuously enhance their skills and expand their knowledge to meet the challenges of the Board. The Board has cultivated the following best practices:-

- All newly appointed Directors are required to attend the Mandatory Accreditation Programme Part 1 and Part 2 as prescribed by the ACE LR within their respective stipulated timeframe;
- All Directors are encouraged to attend talks, training programmes and seminars to update their knowledge of the latest regulatory and business environment;
- The Directors may be requested to attend additional training courses according to their individual needs as a Director or member of Board Committees on which they serve; and
- The Directors are briefed by the Company Secretaries on the letters issued by regulatory bodies at each quarterly Board Meeting.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part II: Board Composition (Cont'd)

6. Overall Effectiveness of the Board (Cont'd)

6.3 Directors' Training (Cont'd)

During FYE 2024, all the Directors attended appropriate training/briefing programmes to update and enhance their knowledge to enable them to discharge their duties more effectively as Directors and to keep abreast of the development in the marketplace. Below are the training/briefing programmes attended by each of the Directors:

Directors	Training(s) Attended
Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali	- Talk Series, Malaysia: Outlook for 2024 and beyond - Issues and Challenges - Board Retreat: Breakfast Talk by LUX Research on Decoding AI's Impact - The Future of Energy Security and Technology Transition for the Next Century of Growth: Advancing Nuclear Energy & Green Technology for Malaysia and the World - 2024 Financial Education District Series - Sonny Bill Williams on his Rugby, Life & Leadership Journey - ICDM Power Talk: Future-Proofing Malaysian Businesses: Navigating Cyber-Threats in the Age of AI & Thriving in a High-Risk Landscape - International Day Forest: Forests & Innovation - New Solutions for a Better World - Talk on "Pekerja Hebat!" - Panel Discussion: Developing High Tech Malaysian Healthcare with a High Touch People Centric Approach - Environmental, Social & Governance (ESG) Conversation on "Friends of Sustainable Malaysia" - Recent and Key Tax Developments for Direct and Indirect Taxes - Power Talk: Circular Economy "Scheduled Waste Management for Environment Sustainability" - Environmental, Social & Governance (ESG) Conversation on "Friends of Sustainable Malaysia" in July 2024 - National Dialogue Session on Planetary Health: Interconnectedness Between Humans, The Planet & Prosperity - Engagement Session with the Institutional Investors Council Malaysia (IIC): Environmental, Social & Governance (ESG) & Sustainability Journey, Business Human Rights and Diversity efforts and matters affecting governance - Environmental, Social & Governance (ESG) Conversation on "Friends of Sustainable Malaysia" in September 2024 - Global Policy Dialogue Malaysia on Climate Change, Food Security & Poverty Alleviation - Integrity Ethics and Ikrar Bebas Rasuah Program with Suruhanjaya Pencegahan Rasuah Malaysia (SPRM) - Integrity Forum - Unplugged Ethics: Voice of Integrity Person (VIP) - "Living a Life of Integrity" - Science & Technology in Society (STS) Forum - Innovation for Cool Earth Forum (ICEF) - KSI (Knowledge Strategic Innovation) Strategic Institute for Asia Pacific: Asia New Economy Summit - International Conference on Tropical Sciences - Ansaldo Energia Day - Directors Development Programme - Leadership Development Talk

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part II: Board Composition (Cont'd)

6. Overall Effectiveness of the Board (Cont'd)

6.3 Directors' Training (Cont'd)

Directors	Training(s) Attended
Yang Kian Lock	- Company Business Development Steering Forum (CBDS) in respect of the following topics:- 1. Understanding of carbon credit mechanism and its Challenges; 2. How object classification is essential to empower "smart FM"; and 3. LiDAR scanning comparison between LiDAR and Leica - Building & Construction Technology Forum 2024: Session 1 - Innovation and Session 2 - Integrity & Excellence
Ts. Ir. Louis Tay Chee Siong	- Workshop on Safety and Health (Construction Work) (Design and Management) Regulations 2024 (CDM) & Guidelines on Occupational Safety & Health in Construction Industry (Management) 2017 or OSHCIM - CABE Malaysia International Conference 2024 'Performance Compliance & Safety' - CSCEC Malaysia Regional Training Programme - The 77th TAM Anniversary Conference: "Sustainable Technology & Innovation Towards the Future"
Ts. Ir. Han Liang Kwang *(Resigned w.e.f. 18 April 2025)*	- The 77th TAM Anniversary Conference: "Sustainable Technology & Innovation Towards the Future" - *Seminar Keselamatan dan Kesihatan Pekerjaan (KKP) Pembangunan Ekosistem Dalam Teknologi KKP* - Technology Seminar: Towards Digitalisation & Sustainable Infrastructure Projects in Malaysia - BIM Event Day for Water Industry Stakeholders - Executive Talk About Case Studies on BIM Practices In Projects - *Bengkel bagi Pembangunan BIM Roadmap (2025-2030) 02: Penetapan Inisiatif dan Aktiviti* - Innovative Infrastructure: BIM Adoption and Digital Transformation in Malaysia Public Projects
Anita Chew Cheng Im	- Mandatory Accreditation Programme Part II: Leading for Impact (LIP) - AOB Conversation with Audit Committee members by the Securities Commission Malaysia - Anti Money Laundering Compliance and Cybersecurity Awareness Training - CMDP Module 1: Director as Gatekeepers or Market Participant - CMDP Module 2A: Business Challenged and Regulatory Expectations - What Directors Need To Know (Equities & Future Broking) - CMDP Module 2B: Business Challenged and Regulatory Expectations - What Directors Need To Know (Fund Management) - CMDP Module 3: Risk Oversight and Compliance - Action Plan for Board of Directors - CMDP Module 4: Emerging and Current Regulatory Issues in the Capital Market

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part II: Board Composition (Cont'd)

6. Overall Effectiveness of the Board (Cont'd)

6.3 Directors' Training (Cont'd)

Directors	Training(s) Attended
Kow Hoay Lee	- Accounting for Biological Assets MFRS and MPERS - Accounting for Financial Instruments in Accordance with MPERS - MFRS 18 & 19 - ISQM - Performing monitoring & evaluation with new ABOT - Audit Quality Enhancement Programme for SMPs - Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
Goik Kenzu	- Mandatory Accreditation Programme Part II: Leading for Impact (LIP)

All members of the Board have attended both the Mandatory Accreditation Programme Part 1 and Part 2 as prescribed by Bursa Securities.

The Directors are briefed by the Company Secretaries on the letters and circulars issued by Bursa Securities and are constantly updated on any changes in the regulatory requirements which may affect the governance practices of the Group.

Part III – Remuneration

7. Level and Composition of Remuneration

7.1 Remuneration Policy

In view that fair remuneration is crucial to attract, retain and motivate Directors and Senior Management, the Board has adopted a Remuneration Policy, which takes into account the demands, complexities and performance of the Company as well as skills and experience required to determine the remuneration of Directors and Senior Management. The said policies and procedures are available on the Company's website at https://www.plytec.com.my/.

The RC is responsible for reviewing and making recommendations to the Board for approval, the framework and remuneration packages of each Director in all forms, drawing from outside advice whenever necessary prior to making the relevant recommendations to the Board so that the levels of remuneration are sufficient to attract and retain the Directors needed to run the Company successfully. In its review, the RC considers various factors including the Directors' fiduciary duties, time commitments and the Company's performance.

As part of the remuneration strategy, the table below sets out the guiding principles and their implementation:-

Guiding Principles	Details
Alignment with shareholders' interest	• Align interests between employees and shareholders • Design incentive scheme to align incentive payments with the long-term performance of the Group
Provide market competitive pay	• Offer competitive packages to attract and retain talented and experienced individuals • Align compensation pay with the market, subject to affordability
Pay-for-performance	• Instill and drive a pay-for-performance culture • Measure performance against performance appraisal e.g. performance scorecard, comprising financial and non-financial metrics

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part III – Remuneration (Cont'd)

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

7.2 Remuneration Committee

The Board has established an RC that assists the Board in reviewing and recommending the proposed remuneration packages of the Directors of the Company. The RC also assists the Board in structuring and linking Directors' remuneration to the strategic objectives of the Company, which rewards contributions to the long-term success of the Company in promoting business stability, sustainability and growth.

The RC is comprised exclusively of Independent Non-Executive Directors and the composition of the RC is as follows:-

Name	Designation	Directorship
Goik Kenzu	Chairperson	Independent Non-Executive Director
Anita Chew Cheng Im	Member	Independent Non-Executive Director
Kow Hoay Lee	Member	Independent Non-Executive Director

The following works were undertaken by the RC relating to its remuneration function during FYE 2024 and up to the date of this Statement:-

- Reviewed and assessed the payment of benefits payable to the Directors and recommended the same for the Board for consideration to recommend to the shareholders for approval; and
- Reviewed the Directors' fees for the financial year ending 31 December 2025, and recommended the same for the Board for consideration to recommend to the shareholders for approval;
- Reviewed the remuneration packages for Executive Directors and key senior management of the Company and recommended the same to the Board for approval; and
- Reviewed the bonus payment for Executive Directors and key senior management of the Company and recommended the same to the Board for approval.

8. Remuneration of Directors and Senior Management

8.1 Directors' Remuneration

The Directors' fees payable to each Director of the Company are categorised into appropriate components in respect of FYE 2024 including the remuneration breakdown of fees, salary, bonus, benefits-in-kind and other emoluments, are as follows:-

Received from the Company

Name of Directors	Fees (RM)	Allowance (RM)	Salary and bonus (RM)	Benefits-in-kind (RM)	Other emoluments (RM)	Total (RM)
Executive Directors						
Yang Kian Lock	-	-	-	-	-	-
Ts. Ir. Louis Tay Chee Siong	-	-	-	-	-	-
Ts. Ir. Han Liang Kwang *(Resigned w.e.f. 18 April 2025)*	-	-	-	-	-	-

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part III – Remuneration (Cont'd)

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

8.1 Directors' Remuneration (Cont'd)

Received from the Company (Cont'd)

Name of Directors	Fees (RM)	Allowance (RM)	Salary and bonus (RM)	Benefits-in-kind (RM)	Other emoluments (RM)	Total (RM)
Non-Executive Directors						
Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali	180,000	-	-	-	-	180,000
Anita Chew Cheng Im	90,000	-	-	-	-	90,000
Kow Hoay Lee	42,000	-	-	-	-	42,000
Goik Kenzu	60,000	-	-	-	-	60,000

Received from the Group

Name of Directors	Fees (RM)	Allowance (RM)	Salary and bonus (RM)	Benefits-in-kind (RM)	Other emoluments (RM)	Total (RM)
Executive Directors						
Yang Kian Lock	-	-	1,352,000	28,000	258,097	1,638,097
Ts. Ir. Louis Tay Chee Siong	-	-	735,150	17,400	89,435	841,985
Ts. Ir. Han Liang Kwang *(Resigned w.e.f. 18 April 2025)*	-	-	341,723	11,100	42,222	395,045
Non-Executive Directors						
Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali	180,000	-	-	-	-	180,000
Anita Chew Cheng Im	90,000	-	-	-	-	90,000
Kow Hoay Lee	42,000	-	-	-	-	42,000
Goik Kenzu	60,000	-	-	-	-	60,000

Note: The Directors' fees and benefits (meeting allowance) are subject to shareholders' approval at the Third Annual General Meeting of the Company.

8.2 Remuneration of the Senior Management

The key senior management's remuneration component including salary, bonus, benefits-in-kind and other emoluments in bands of RM50,000/- on a named basis, are disclosed as follows:-

Range of Remuneration	Name of Key Senior Management
RM300,001 – RM350,000	Lim Boon Ping

The Board considers the remuneration information of senior management to be confidential and proprietary, and to respect his privacy, will not disclose said information in detail.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Part I – Audit Committee

9. Effective and Independent ARMC

The Chairperson of the ARMC is chaired by Ms. Anita Chew Cheng Im, an Independent Non-Executive Director, while Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali is the Chairman of the Board. This separation of leadership and responsibility ensured that the objectivity of the Board's review of the ARMC's findings and recommendations was not impaired. This separation is set out clearly in the Terms of Reference of the ARMC.

Ms. Anita Chew Cheng Im is responsible for ensuring the overall effectiveness and independence of the ARMC. Together with other members of the ARMC, they have ensured amongst others that:-

a. the ARMC is fully informed about significant matters related to the Group's audit and its financial statements and these matters are addressed;

b. the ARMC appropriately communicates its insights, views and concerns about relevant transactions and events to the Internal and External Auditors;

c. the ARMC's concerns on matters that may have an effect on the financial or audit of the Company are communicated to the External Auditors; and

d. there is co-ordination between Internal and External Auditors.

The composition and summary of works of the ARMC are included in the ARMC Report of this Annual Report, while the Terms of Reference of the ARMC are available at the Company's corporate website at https://www.plytec.com.my/.

The ARMC has formalised the policy that requires a cooling-off period of at least three (3) years to be observed by the former key audit partner of the Company's External Auditors in the Terms of Reference of the ARMC before being appointed as a member of the AC. This is to safeguard the independence of the audit and preparation of the Company's financial statements.

None of the ARMC members were former key audit partners. As a matter of practice, the ARMC has recommended to the NC not to consider any key audit partner as a potential candidate for the Board/ARMC member to affirm the ARMC's stand on such policy.

The ARMC comprises solely of Independent Directors in line with Step-up Practice 9.4 of the MCCG.

All members of the ARMC are financially literate and are able to understand the Company's business and matters under the purview of the ARMC including the financial reporting process. They have continuously applied a critical and probing view on the Company's financial reporting process, transactions and other financial information, and effectively challenged Management's assertions on the Company's financials. Any inconsistencies or irregularities in the financial and operational reports would be questioned to ascertain that the Quarterly Report and the annual Audited Financial Statements taken as a whole provide a true and fair view of the Company's financial position and performance.

All members of the ARMC have also undertaken and will continue to undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules, as and when required.

9.1 Assessment of External Auditors

The Company maintains a transparent relationship with the external auditors in seeking their professional advice and towards ensuring compliance with the accounting standards.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part I – Audit Committee (Cont'd)

9. Effective and Independent ARMC (Cont'd)

9.1 Assessment of External Auditors (Cont'd)

In recommending the appointment or re-appointment of the External Auditors to the Board, the ARMC assesses the suitability, objectivity and independence of External Auditors that consider amongst others:-

a. the competence, audit quality, experience and resource capacity of the external auditor and its staff assigned to the audit;

b. the adequacy of the scope of the audit plan;

c. the external auditor's ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the external audit plan;

d. the nature and extent of the non-audit services rendered and the appropriateness of the level of fees; and

e. obtaining assurance from the external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

The assessment to consider the suitability, objectivity and independence of the audit firm is conducted annually. The ARMC was of the view that Messrs. Crowe Malaysia PLT, the External Auditors, had conducted itself objectively and independently in carrying out the audit of the Company during FYE 2024, and the ARMC was satisfied with Crowe's technical competency.

Part II – Risk Management and Internal Control Framework

10. Risk Management and Internal Control

The Board is aware and recognises various types of risks inherent in the businesses of the Group and the possible financial impact. As part of its ongoing process to identify, evaluate, and to manage risks, the Board with the assistance of the ARMC will monitor the effectiveness of internal control, including identifying risk areas, where the details of these risk events will be identified and discussed at length in the meetings. The findings and recommendations, if any, will be tabled at the board meetings on a periodic basis, in which the key risks and corresponding risk-mitigating actions are identified and their progress are set for discussions and deliberations. With the approval of the Board, appropriate measures will be taken to strengthen the controls in order to improve the risk management of the Group. An appropriate framework is being maintained on an ongoing basis to enhance and develop the Group's risk management further.

The Company also engages Internal Auditors to provide independent assessments of the adequacy, efficiency and effectiveness of the Company's internal control system. The Internal Auditors report directly to the ARMC and internal audit plans are tabled to the ARMC for review and approval by the Board to ensure adequate coverage.

Further details on the features of the risk management and internal control framework, and the adequacy and effectiveness of this framework, are disclosed in the Statement on Risk Management and Internal Control in this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part II – Risk Management and Internal Control Framework (Cont'd)

11. Effective Governance, Risk Management and Internal Control Framework

The internal audit function of the Company is carried out by an outsourced professional service firm, Resolve IR Sdn. Bhd. that assists the ARMC and the Board in managing the risks and establishing the internal control system and processes of the Company by providing an independent assessment of the adequacy, efficiency and effectiveness of the Group's risk management and internal control system and processes. The Internal Auditors report directly to both the ARMC and the Board.

The internal audit function is independent of the operations of the Company and provides reasonable assurance that the Company's system of internal control is satisfactory and operating effectively.

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

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

Part I – Engagement with Stakeholders

12. Continuous Communication between the Company and Stakeholders

The Board believes that a constructive and effective investor relationship is essential in enhancing shareholder value. The Board, in its best efforts, always keeps the shareholders and various stakeholders informed of the Group's business and corporate development and ensure that the communication with them is transparent and timely.

The Company maintains a website at https://www.plytec.com.my/ for shareholders, investors and general public to access information on amongst others, the Group's corporate profile, products, financial performance announcements published in Bursa Securities' website, Board Charter and Board Committees' Terms of Reference and corporate information. Shareholders may also communicate with the Company on investor relation matters by posting their enquiries to the Company through the Company's web enquiry form on its website.

The Company is not categorised as "Large companies" under the MCCG and hence, has not adopted integrated reporting based on a globally recognised framework.

Part II – Conduct of General Meetings

13. Encourage Shareholders' Participation at General Meetings

13.1 Participation at AGM

The Board of Directors acknowledges the need for shareholders to be informed of all material business matters affecting the Company. To encourage shareholders' participation, the Company had provided all shareholders an adequate notice period for the AGM of at least twenty-eight (28) days before the date of the Second AGM last year.

The Chairman of the Board and the Chairpersons of the respective Board Committees as well as the Board members were presented at the Second AGM held in 2024 to engage with the shareholders proactively.

The Board is supported by the External Auditors, the Company Secretaries, Sponsors, and senior management staff, where applicable, who were also presented at the Second AGM held in 2024 to communicate with the shareholders, investors as well as to respond to the queries raised.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Part II – Conduct of General Meetings (Cont'd)

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

13.2 Poll voting

The Company will conduct poll voting on all resolutions for all general meetings in compliance with the Bursa Securities' ACE LR requires that any resolution set out in the notice of any general meeting, or in any notice of resolution which may properly be moved and is intended to be moved at any general meeting, is voted by poll.

13.3 Voting in Absentia and Remote Shareholders' Participation at General Meeting(s)

The Company conducted its Second AGM in 2024 virtually through live streaming from the broadcast venue and online remote voting using the Remote Participation and Voting Facilities. The Company has also leveraged technology to facilitate remote shareholders' participation where shareholders are allowed to attend, participate, raise questions and vote remotely at the said AGM.

The entire AGM proceedings and poll voting were conducted entirely through Securities Services e-Portal ("**SSeP**"). The Company has engaged SS E Solutions Sdn. Bhd. to act as the Poll Administrator to provide the electronic polling services, while Commercial Quest Sdn. Bhd. was the appointed independent scrutineer to verify the poll results.

The shareholders, corporate representatives, and proxies were able to rely on real time submission of typed text to exercise their rights to speak or communicate in a virtual meeting by submitting questions or remarks in relation to the agenda items into the text box given in the live stream player within the same SSeP page.

The Board also ensured that sufficient opportunities were given to shareholders to raise issues relating to the affairs of the Company by providing ample time for the Question-and-Answer session during the General Meetings of the Company.

The Company has put in place information security measures to prevent cyber threats and data breaches.

The Securities Commission Malaysia has announced that all public listed companies will be required to conduct either hybrid or physical general meetings starting from 1 March 2025 to promote greater shareholder engagement and participation. Virtual-only general meetings will no longer be permitted.

In light of the associated costs and the available manpower for conducting hybrid general meetings, the Board is of the view that it is not economically justifiable to enable voting in absentia and remote shareholders' participation at the forthcoming Third AGM of the Company. As such, the Third AGM of the Company will be conducted in a physical format.

The Minutes of the Second AGM were made available to the shareholders within thirty (30) business days from the date of the Second AGM under the "Investor Relations" section of the Company's corporate website at https://www.plytec.com.my/.

CONCLUSION

The Board is satisfied that for FYE 2024, it complies substantially with recommendations of the Practices of the MCCG. This CG Overview Statement and the CG Report are made in accordance with the resolution of the Board passed on 25 April 2025.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

INTRODUCTION

The Board of Directors ("**the Board**") of the Company is pleased to present the report of the Audit and Risk Management Committee for the financial year ended 31 December 2024 ("**FYE 2024**").

PURPOSE

The Audit and Risk Management Committee ("**ARMC**") assists the Board in discharging its statutory and fiduciary duties and responsibilities relating to accounting and reporting practices as well as risk management policies and strategies of the Company and its subsidiaries. It reviews the quarterly financial information before recommending it to the Board for approval and releases to Bursa Malaysia Securities Berhad ("**Bursa Securities**"). In addition to this, the ARMC reviews the systems of internal controls which Management and the Board have established and makes recommendations to Management on actions to be taken, if any, based on the reports of the independent Internal and External Auditors.

COMPOSITION OF THE ARMC AND MEETINGS ATTENDANCE

The ARMC of the Company comprises three (3) Independent Non-Executive Directors. This meets the requirements of Rule 15.09 of the ACE Market Listing Requirements ("**ACE LR**") of Bursa Securities and satisfied the test of independence under the ACE LR of Bursa Securities and Step-Up Practice 9.4 of the Malaysian Code on Corporate Governance ("**MCCG**").

Ms. Anita Chew Cheng Im, the Independent Non-Executive Director is the Chairperson of the ARMC. In this respect, the Company complies with Rule 15.10 of the ACE LR of Bursa Securities where the elected chair of the ARMC is an independent director. Furthermore, in compliance with Practice 9.1 of the MCCG, the Chairperson of the ARMC is not the Chairperson of the Board.

Ms. Kow Hoay Lee, one (1) of the members of the ARMC, has been a fellow of the Association of Chartered Certified Accountants (ACCA) since May 2013. She has also been a member of the Malaysian Institute of Chartered Accountants since November 2008. In this respect, the Company complies with Rule 15.09(1)(c) of the ACE LR of Bursa Securities.

The ARMC held five (5) meetings during the financial year under review. The members of the ARMC and their attendance at the meetings are set out below:-

Name	Designation	Directorship	Attendance
Anita Chew Cheng Im	Chairperson	Independent Non-Executive Director	5/5
Kow Hoay Lee	Member	Independent Non-Executive Director	5/5
Goik Kenzu	Member	Independent Non-Executive Director	5/5

AUTHORITY, DUTIES AND RESPONSIBILITIES OF ARMC

The ARMC is governed by its Terms of Reference ("**TOR**"), which is available at the Company's website at www.plytec.com.my/.

SUMMARY OF THE WORK

During FYE 2024, the ARMC has discharged its functions and duties as set out in its TOR. The ARMC has an explicit right to convene meetings with both the Internal and External Auditors without the presence of other directors and employees.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF THE WORK (CONT'D)

A summary of the work of the ARMC in the discharge of its functions and duties for the financial year under review and how it has met its responsibilities during the financial year and up to the date of this ARMC report are as follows:-

(a) Financial reporting

- Reviewed the Group's quarterly financial results focusing particularly on changes in or implementation of major accounting policies, significant and unusual events and compliance with accounting standards and other legal requirements before recommending them for approval by the Board for releasing announcement to Bursa Securities.

(b) Corporate Reporting

- Reviewed the Statement on Risk Management and Internal Control for inclusion in the Annual Report.
- Reviewed the ARMC Report for inclusion in the Annual Report.

(c) External Audit

- Reviewed the reports and the audited financial statements of the Group together with the External Auditors prior to tabling to the Board for approval.
    - o In the review of the annual audited financial statements, the ARMC had discussed with Management and the External Auditors the accounting principles and standards that were applied and their judgement of the items that may affect the financial statements as well as issues and reservations arising from the statutory audit.
    - o The matters discussed included recoverability of trade receivables and valuation of inventories, raised by the Company's External Auditors as Key Audit Matters ("**KAM**").
    - o The audit responses to address the abovesaid issues by the Company's External Auditors was set out in the Independent Auditors' Report ("**IAR**"). For detailed information on KAM, please refer to IAR in this Annual Report.
- Reviewed and approved the External Auditors' audit plan for the Group covering the audit objectives and approach, areas of audit emphasis, timeline, relevant accounting standards issued by the Malaysian Accounting Standard Board, and other relevant technical pronouncements.
- Reviewed the statutory audit fees and non-audit service fees for FYE 2024.
- Reviewed the External Auditors' report to the ARMC of the Group for FYE 2024, covering the significant audit findings and financial reporting matters.
- Reviewed and discussed the External Auditors' audit report, covering the key audit matters raised and areas for concern highlighted in the Management letter, including Management's response to the concerns raised by the External Auditors.
- Met with the External Auditors without the presence of the Executive Directors and Management twice, on 22 February 2024 and 21 November 2024, in order to provide the External Auditors with an avenue to candidly express any concerns they may have, including those relating to their ability to perform their work without restraint or interference.
- Evaluated the External Auditors' suitability, objectivity and independence, taking into consideration their technical competencies, audit quality, manpower resource sufficiency to perform the audit of the Group, and made recommendation to the Board on their re-appointment.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF THE WORK (CONT'D)

(d) Internal audit

- Reviewed and approved the risk-based internal audit plan for FYE 2024 and the internal audit fees.
- Reviewed internal audit report issued by the outsourced internal audit function in respect of the audit activities conducted, including the observations, recommendations for improvements, Management's responses as well as actions taken to improve the system of internal control and procedures. Where appropriate, the ARMC has directed Management to rectify and improve control procedures and workflow processes based on the internal audit function's recommendations and suggestions for improvement.
- Reviewed the follow-up results on the previous internal audit reports issued by the outsourced internal audit function.
- Reviewed the adequacy of the scope, functions, resources and competency of the internal audit function.
- Reviewed the Enterprise Risk Management Framework, including the establishment of opportunity and risk register and mapping.

(e) Matters relating to related party transaction and conflict of interest ("COI")

Reviewed the quarterly and annual financial statements on the disclosures relating to related party transactions or COI situations that arose within the Group and ensure compliance with provisions of the ACE LR of Bursa Securities.

Save and except for the potential COI as disclosed below, no COI or any potential COI were identified or reported among the board members during the financial year under review:-

No.	Name of company	Principal activities/nature of transactions	Nature of interest
(i)	Yeo Cheng Choon Hardware & Machinery Sdn. Bhd.	Purchase of warehouse consumables by PLYTEC	Mr. Yang is holding an approximately 2% of shareholdings in Yeo Cheng Choon Hardware & Machinery Sdn. Bhd.
(ii)	Hanyoong Consult Sdn. Bhd.	Business of civil and structural, mechanical and electrical, professional consultant and construction management services	Ts. Ir. Edward Han Liang Kwang is a director and major shareholder of Hanyoong Consult Sdn. Bhd.

These transactions were deemed to have occurred in the normal course of business. To ensure proper management of the COI, the Company has internal governance policies and processes i.e., Conflict of Interest Policy and Related Party Transaction Policy in place to govern Directors' conflict of interest and related party transactions.

INTERNAL AUDIT FUNCTION

The internal audit function plays an important role to provide the Board, through the ARMC, reasonable assurance of the effectiveness of the system of internal control in the Group. The ARMC has appointed a professional service firm, Resolve IR Sdn. Bhd. as the outsourced internal audit function of the Group. The outsourced internal audit function is tasked to undertake independent review on the adequacy and effectiveness of internal control systems in accordance with the scope of work that is approved by the ARMC. In addition, the work of the outsourced internal audit function is guided by the International Professional Practices Framework of Internal Auditing.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

INTERNAL AUDIT FUNCTION (CONT'D)

The outsourced Internal Audit Function reports directly to the ARMC on a quarterly basis. A summary of work of the internal audit function for FYE 2024 is as follows:-

(a) Formulated a risk-based internal audit plan that focuses on key risk areas of the Group and presented the plan for the ARMC's review and approval.

(b) Executed internal audit reviews covering the following business processes or areas in accordance with the approved audit plan:-

- Health, Safety and Environment Management
- Human Resource Management
- Business Development
- Project Management/Service Delivery
- Procurement
- Warehouse and Inventory Management

(c) Results of the internal audit reviews carried out were reported to the ARMC, highlighting internal control weaknesses identified, corresponding recommendations for improvements and corrective action plans agreed by Management.

The internal audit review carried out during FYE 2024 did not reveal weaknesses that have resulted in any material losses, contingencies or uncertainties that would require separate disclosure in this annual report.

The total cost incurred for the internal audit function of the Group for FYE 2024 amounted to approximately RM60,000.

STATEMENT OF DIRECTORS' RESPONSIBILITY IN RELATION TO **THE FINANCIAL STATEMENTS**

In accordance with the provisions of the Companies Act 2016 (**"the Act"**), the applicable Malaysian Financial Reporting Standards and the International Financial Reporting Standards, the Directors are required to prepare financial statements that give a true and fair view of the state of affairs of the Group and the Company as at the end of the financial year, and of the results and cash flows for that year then ended.

The Directors consider that in preparing the Audited Annual Financial Statements:

- the Group and the Company had used appropriate accounting policies which are consistently applied;
- reasonable and prudent judgments and estimates were made; and
- complete disclosures of all information required under the Act and the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad have been made and followed.

In preparing the Audited Annual Financial Statements, the Directors are responsible for ensuring that the Group and the Company maintain accounting records that disclose with reasonable accuracy the financial position of the Group and the Company, and which enable them to ensure that the financial statements comply with the Act.

The Directors have general responsibilities for taking such steps that are reasonably available to them to safeguard the assets of the Group and the Company, and to prevent and detect fraud and other irregularities.

ADDITIONAL COMPLIANCE INFORMATION

1. Utilisation of proceeds

The Company was listed on the ACE Market of Bursa Malaysia Securities Berhad ("**Bursa Securities**") on 15 November 2023 ("**Listing**"). As part of the Listing exercise, the Company has undertaken a public issue of 106,060,600 new ordinary shares at an issue price of RM0.35 per share, raising gross proceeds of RM37.12 million ("**IPO Proceeds**").

The status of the utilisation of IPO Proceeds as at 31 December 2024 is disclosed as follows:

Details of Use of Proceeds	Proposed Utilisation (RM'000)	Actual Utilisation (RM'000)	Balance Utilisation (RM'000)	Estimated Timeframe for Utilisation from Listing
Capital expenditure	8,000	6,022	1,978	Within 24 months
Repayment of borrowings	9,000	9,000	-	Within 12 months
Construction of factories and centralised labour quarters on the Olak Lempit Land	7,800	5,668	2,132	Within 24 months
Purchase of software systems and hardware	2,000	775	1,225	Within 24 months
Working capital	6,321	6,321	-	Within 12 months
Estimated listing expenses	4,000	4,000	-	Immediate
Total Gross Proceeds	**37,121**	**31,786**	**5,335**	

The utilisation of IPO Proceeds as disclosed above should be read in conjunction with the Prospectus of the Company dated 24 October 2023.

2. Audit and non-audit fees

During the financial year ended 31 December 2024 ("**FYE 2024**"), Messrs. Crowe Malaysia PLT, the External Auditors have rendered audit and non-audit services to the Company and its subsidiaries ("**the Group**"). The breakdown of the fees payable to the External Auditors is as follows:

	The Company (RM)	The Group (RM)
Audit services rendered	37,000	201,000
Non-audit services rendered		
- Review of Statement of Risk Management and Internal Control	9,000	9,000
Total fees payable to External Auditors	**46,000**	**210,000**

3. Material contracts involving Directors', chief executive's and major shareholders' interests

There were no material contracts entered into by the Group (not being contracts entered into in the ordinary course of business) involving the interests of the Directors, chief executive and major shareholders which were still subsisting at the end of FYE 2024 or which were entered into since the end of the previous financial year.

4. Recurrent related party transactions of a revenue or trading nature ("RRPT") and related party transactions ("RPT")

The recurrent related party transactions of a revenue or trading nature incurred by the Group for FYE 2024 did not exceed the threshold prescribed under Rule 10.09(1) of the ACE Market Listing Requirements of Bursa Securities.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Introduction

The Board of Directors ("**the Board**") of PLYTEC Holding Berhad ("**PLYTEC**") is pleased to present the Statement on Risk Management and Internal Control ("**Statement**") for the financial year ended 31 December 2024 ("**FYE 2024**"), which is prepared in accordance with Rule 15.26(b) of the ACE Market Listing Requirements ("**ACE LR**") of Bursa Malaysia Securities Berhad and is guided by the Malaysian Code on Corporate Governance 2021 and the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

This Statement outlines the scope and nature of risk management and internal control of PLYTEC and its subsidiary companies ("**the Group**") during FYE 2024 and up to the date of approval of this Statement for inclusion in this Annual Report.

Board's Responsibility

The Board upholds the overall responsibility and commitment to maintain a sound risk management and internal control system by establishing a governance structure to ensure effective oversight within the Group at all levels.

In maintaining its commitment towards a sound risk management and effective internal control system, the Board continuously reviews and evaluates the adequacy and effectiveness of the Group's risk management and internal control system to ensure its effectiveness in facilitating the achievement of the Group's business objectives. In discharging the Board's stewardship responsibilities, the Board acknowledges its responsibility in establishing the tone at the top and cultivating a risk-conscious culture to proactively manage key risks in ensuring the achievement of the Group's business objectives. The Board has integrated risk management into key aspects of the Group's activities, defined its risk appetite and continuously reviews the risk management framework, processes and practices to ensure risks are managed within an acceptable range.

The Board, while retaining ultimate accountability, has delegated the oversight of risk management and internal control system to the Audit and Risk Management Committee ("**ARMC**") to oversee the Group's activities in managing significant risk areas and ensure the risk management and internal control system remains effective and adequate.

Notwithstanding the above, the Board acknowledges that such system has inherent limitations as it is designed to manage risks, rather than to eliminate the risks that may impede the achievement of the Group's business objectives. Therefore, such system can only provide reasonable but not absolute assurance against any material misstatement, loss or contingency.

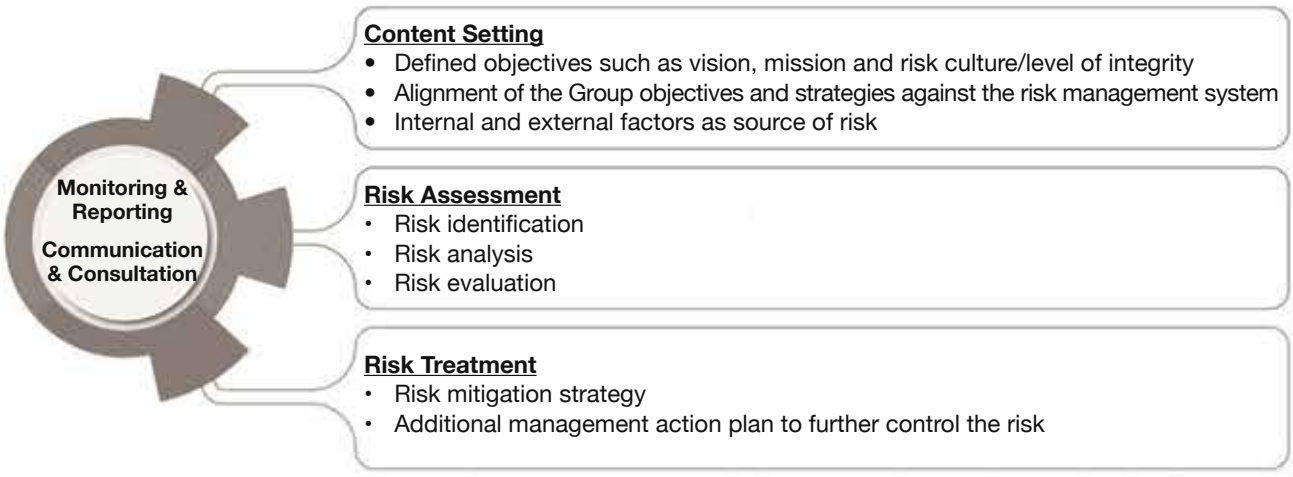
Risk Management Framework

The Board recognises the principal risks associated with the Group's business and acknowledges that effective decision-making requires balancing risk and return toward achieving its business objectives. Whilst the Board maintains ultimate control over the risk management system, the implementation of the risk management practices within an established framework has been delegated to the Management. The responsibility for managing risks at each business division lies with the Division Heads and Senior Management. The Group has adopted the Enterprise Risk Management ("**ERM**") framework that is aligned with the global risk management standard, ISO31000:2018 Risk Management - Principles and Guidelines. The ERM framework outlines the policy and ongoing process for identifying, evaluating, managing, monitoring and communicating key/significant risks faced by the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management Framework (Cont'd)

The ERM process adopted by the Group is outlined below:



These risk management processes are applied to all businesses and entities within the Group, thereby ensuring proper accountability for both risk identification and mitigation at source.

Objectives of the Group's ERM framework include:

- Safeguarding the Group's resources, people, finance, property and reputation in the industry;
- Ensuring the management of risks and opportunities are consistent and supports the achievement of the Group's business strategic objectives and to be in line with the Group's vision and mission in the context of its corporate values;
- Providing a structured and streamlined approach in identifying, assessing, mitigating, managing and monitoring risks and opportunities;
- Facilitating informed decision making within the Group's risk appetite, including identifying and leveraging on any opportunities identified;
- Advocating a healthy risk management culture and environment where relevant personnel recognise and take responsibility for managing risks and opportunities within their scope of work;
- Setting up clear reporting structures and support reporting of relevant and accurate information for timely decision making; and
- Ensuring regular review of the risk management processes to provide assurance to the Group that risk management processes and internal controls are in place and effective and adequate.

Under the Group's ERM framework, risks are categorised into strategic, operational, financial, and legal compliance matters. The significant risks that may affect the achievement of the Group's business strategic objectives are identified after considering the following factors:

- Significant changes experienced in the industry and country the Group operates in including political climate;
- New regulatory requirements and international best practices;
- Changes in legal and regulatory requirements;
- Economic capital and performance levels; and
- Stakeholders' interests and core values.

Significant risks identified are evaluated and rated in terms of their likelihood of occurrence and their impact should the said risks occur, after taking into consideration the effectiveness of existing controls in place to mitigate risks. The significant risks assessed, along with the corresponding mitigation plans are subsequently reported to the ARMC on a periodical basis. Through these mechanisms, risks identified are continuously monitored and managed to mitigate their impact, minimising the potential for loss or damage to the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management Framework (Cont'd)

During FYE 2024, an outsourced professional service provider was engaged to facilitate the Group Risk Assessment ("**GRA**"). Based on the risk assessment conducted, appropriate controls and monitoring systems have been established to manage the Group's significant risks. Additional action plans have been identified to further enhance the Group's risk management system. Results of GRA were presented to the ARMC and subsequently brought to the attention of the Board for review and monitoring.

Internal Control System

The Group has implemented an internal control system that ensures adequate and effective governance, reinforced by proper oversight. As the Group's system of internal control is embedded within its operations, the Board firmly believes that regular review of the Group's system of internal control is vital towards maintaining a sound and effective internal control system. In addition, the effectiveness and adequacy of internal control procedures are periodically tested to ensure optimal monitoring and control while maintaining operational simplicity.

The Board has entrusted this responsibility to the ARMC albeit the requirement to ensure that the Group upholds a robust internal control system that fosters good corporate governance, maintains operational agility and ensures continuous compliance with applicable laws and regulatory requirements.

Key elements of the Group's system of internal control are as follows:

1. Control Environment

    - The Group has established well-defined policies and procedures that all employees are required to adhere to. These policies and procedures are periodically reviewed to ensure they remain effective in supporting the Group's business activities and operations.

    - Proper segregation of duties is enforced through the clear delegation of responsibilities and authority across all entities and departments to mitigate potential conflicts of interest. The Group maintains organisation charts with well-defined scope of responsibility, reporting lines and accountability.

    - Performance reports such as financial, non-financial and corporate reports are regularly presented to the Board of Directors and Senior Management for their review and deliberations.

    - The respective management teams hold regular meetings to discuss, deliberate and address matters related to business development, operations, corporate affairs and other material matters.

    - The Group has established Related Party Transactions ("**RPTs**") Policy and Conflict of Interest ("**COI**") Policy (collectively, "**the Policies**") to foster continuous awareness and ensure a consistent approach in managing all RPTs, Recurrent Related Party Transactions ("**RRPTs**") and COI situations. The Policies mandate the implementation of various processes to ensure RPTs and RRPTs are conducted on an arm's length basis, under normal commercial terms, and without disadvantaging the Group's minority shareholders.

    - Employee handbook is in place to provide guidance on the Group's Code of Conduct, employment benefits as well as responsibilities of employees. The Group has also issued a Code of Conduct for employees, the Management and the Board to reflect the Group's commitment to inculcating a strong culture of integrity and good ethics. The Code of Conduct is reviewed as and when necessary to maintain its relevance.

    - Anti-Bribery and Corruption Policy has been established in line with the Group's desire to ensure zero tolerance against any form of bribery and corruption. In addition, the Group has implemented a Whistleblowing Policy, providing a secure platform for employees to report any actual or potential misconduct or malpractice while safeguarding the integrity, identity and rights of the whistleblower.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Internal Control System (Cont'd)

Key elements of the Group's system of internal control are as follows (Cont'd):

2. Information and Communication

- Relevant and material information is disseminated among the Board, Board Committees and Senior Management through established reporting lines across the Group to ensure transparency and facilitate informed deliberation and decision-making.

- Necessary communication with external parties (i.e. shareholders, auditors, etc.) regarding matters affecting the Group is undertaken by the relevant personnel and departments across the Group.

3. Monitoring Activities

- Management of the Group engages in periodic meetings to discuss, deliberate, review and decide on matters affecting operations, business development and performance of the Group and entities within the Group, including the future direction of businesses and resolving business and operational issues.

- The Board Committees and Senior Management undertake regular review of the Group's performances and operations as part of their regular monitoring of the affairs of the Group.

Assurance Mechanisms

1. Internal Audit Function

The Board recognises the significance of the internal audit function and, as part of its commitment to maintaining adequate and effective internal controls, has outsourced this function to an independent professional services firm to support the ARMC in performing regular reviews on significant areas and business processes of the Group. The scope of work undertaken by the outsourced internal audit function was set out in the internal audit plan that has been approved by the ARMC.

The results of the audit reviews undertaken were reported to the ARMC at its quarterly meeting. Significant internal audit deficiencies together with recommendations for improvement and Management's responses and action plans have been highlighted to the ARMC for their attention and deliberation.

Based on the results of internal audit reviews conducted during FYE 2024, there was no material loss due to weaknesses in the system of risk management and internal control. Notwithstanding this, Management remains committed to continually enhancing the Group's control environment and its risk management and internal control framework.

In addition to the internal audit function, the ARMC also receives reports from the external auditors that primarily communicates audit results as well as the effectiveness of financial reporting controls. Where there are incidents of non-compliances, appropriate corrective actions have been taken to rectify them.

A detailed description of the internal audit's activities undertaken during FYE 2024 can be found in the Audit and Risk Management Committee Report included in this Annual Report on page 69.

During the current financial year, there were no major internal control weaknesses which could lead to material losses, contingencies or uncertainties that require a separate disclosure in this Annual Report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Assurance Mechanisms (Cont'd)

2. Assurance from the Key Management Team

   Management is responsible for implementing processes to identify, evaluate, monitor and report risks and internal controls as outlined above. For the financial year under review and up to the date of this statement, the Group Managing Director/Chief Executive Officer and Chief Financial Officer monitor the Group's risk management and internal control systems and provides assurance to the Board that, to the best of their knowledge, these systems are functioning adequately and effectively in all material aspects.

3. Review of the Statements by External Auditors

   Pursuant to Rule 15.23 of the ACE LR, the external auditors have reviewed this Statement pursuant to the scope set out in Audit and Assurance Practice Guide 3 - Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants and reported to the Board that nothing has come to their attention that causes them to believe that the Statement, in all material aspects, has not been prepared in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is factually inaccurate.

Conclusion

The Board is of the view that the Group's system of risk management and internal control is adequate and effective in all material respects for the financial year under review. The Board acknowledges that maintaining the internal control system is an ongoing process integral to the mitigation of risks faced by the Group whilst in the pursuit of achieving its business objectives. Therefore, the Board shall continually review the Group's system of risk management and internal control and strive for continuous enhancement in the evolution of strengthening the Group's systems from time to time.

This Statement is made in accordance with the resolution of the Board dated 25 April 2025.

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DIRECTORS' **REPORT**

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 5 to the financial statements.

RESULTS

	The Group RM	The Company RM
Profit after taxation for the financial year	13,331,306	3,844,303
Attributable to:-		
Owners of the Company	13,279,880	3,844,303
Non-controlling interests	51,426	-
	13,331,306	3,844,303

DIVIDENDS

The Company paid an interim single-tier dividend of 0.50 sen per ordinary share amounting to RM3,030,303 for the financial year ended 31 December 2024 on 23 December 2024.

The directors do not recommend the payment of any further dividends for the financial year.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

(a) there were no changes in the issued and paid-up share capital of the Company; and

(b) there were no issues of debentures by the Company.

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company.

DIRECTORS' REPORT

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that there are no known bad debts and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the directors are not aware of any circumstances that would require the writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

CONTINGENT AND OTHER LIABILITIES

At the date of this report, there does not exist:-

(i) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or

(ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability of the Group and of the Company has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations when they fall due.

CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

ITEMS OF AN UNUSUAL NATURE

The results of the operations of the Group and of the Company during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature other than the acquisition of a new subsidiary as disclosed in Note 32 to the financial statements.

DIRECTORS' REPORT

ITEMS OF AN UNUSUAL NATURE (CONT'D)

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS

The names of directors of the Company who served during the financial year and up to the date of this report are as follows:-

Yang Kian Lock
Ts. Ir. Louis Tay Chee Siong
Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin Bin Ali
Anita Chew Cheng Im
Goik Kenzu
Kow Hoay Lee
Ts. Ir. Han Liang Kwang *(Resigned on 18.4.2025)*

The names of directors of the Company's subsidiaries who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:-

Chu Wai Lee
Tan Kit Lee
Yoong Lai Yee
Yu, Yi
Kenny Yong Kuet Wee *(Appointed on 13.5.2024)*
Yap Kay Soon *(Appointed on 24.9.2024)*
Ahmad Sabri Bin Che Ibrahim *(Resigned on 6.6.2024)*
Daniel Charles Underwood *(Resigned on 6.6.2024)*
Ho Yik Kit *(Resigned on 6.6.2024)*
Cheong Chew Yoke *(Resigned on 3.9.2024)*

DIRECTORS' REPORT

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares of the Company and its related corporations during the financial year are as follows:-

	<----------Number of Ordinary Shares---------->			
	At 1.1.2024	Bought	Sold	At 31.12.2024
The Company				
Direct Interests				
Yang Kian Lock	400,000	161,000	-	561,000
Ts. Ir. Louis Tay Chee Siong	-	100,000	-	100,000
Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin Bin Ali	1,000,000	-	-	1,000,000
Anita Chew Cheng Im	300,000	-	-	300,000
Goik Kenzu	300,000	-	-	300,000
Kow Hoay Lee	300,000	-	-	300,000
Ts. Ir. Han Liang Kwang *(Resigned on 18.4.2025)*	400,000	-	-	400,000
Indirect Interests				
Yang Kian Lock#	448,484,900	-	(53,000,000)	395,484,900

\# *Deemed interested by virtue of his direct substantial shareholdings in Prestij Usaha Sdn. Bhd. and Resilient Capital Holdings Sdn. Bhd.*

By virtue of his shareholdings in the Company, Yang Kian Lock is deemed to have interests in shares in its related corporations during the financial year to the extent of the Company's interests, in accordance with Section 8 of the Companies Act 2016.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from transactions entered into in the ordinary course of business with companies in which certain directors have substantial financial interests as disclosed in Note 36(b) to the financial statements.

Neither during nor at the end of the financial year was the Group or the Company a party to any arrangements whose object is to enable the directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' REPORT

DIRECTORS' REMUNERATION

The details of the directors' remuneration paid or payable to the directors of the Company during the financial year are as follows:-

	The Group RM	The Company RM
Fees	372,000	372,000
Salaries, bonuses and other benefits	2,432,524	-
Defined contribution benefits	386,103	-
	3,190,627	372,000

The estimated monetary value of benefits-in-kind provided by the Group to the directors of the Company was RM56,500.

INDEMNITY AND INSURANCE COST

During the financial year, the total amounts of indemnity coverage and insurance premium paid for the directors of the Company were RM3,000,000 and RM9,500 respectively.

No indemnity was given to or insurance effected for officers or auditors of the Company.

SUBSIDIARIES

The details of the subsidiary name, place of incorporation, principal activities and percentage of issued share capital held by the Company in each subsidiary are disclosed in Note 5 to the financial statements.

The available auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office.

The details of the auditors' remuneration for the financial year are as follows:-

	The Group RM	The Company RM
Audit fees	201,000	37,000
Non-audit fees	9,000	9,000
	210,000	46,000

Signed in accordance with a resolution of the directors dated 25 April 2025.

Yang Kian Lock **Ts. Ir. Louis Tay Chee Siong**

STATEMENT BY DIRECTORS
PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Yang Kian Lock and Ts. Ir. Louis Tay Chee Siong, being two of the directors of PLYTEC Holding Berhad, state that, in the opinion of the directors, the financial statements set out on pages 91 to 160 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2024 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 25 April 2025.

Yang Kian Lock **Ts. Ir. Louis Tay Chee Siong**

STATUTORY DECLARATION
PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Lim Boon Ping, MIA Membership Number: CA48319, being the officer primarily responsible for the financial management of PLYTEC Holding Berhad, do solemnly and sincerely declare that the financial statements set out on pages 91 to 160 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Lim Boon Ping, NRIC Number: 900506-14-5439
at Kuala Lumpur
in the Federal Territory
on this 25 April 2025

Lim Boon Ping

Before me

Shaiful Hilmi Bin Halim
W804
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF PLYTEC HOLDING BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of PLYTEC Holding Berhad, which comprise the statements of financial position of the Group and of the Company as at 31 December 2024, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 91 to 160.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws* (*on Professional Ethics, Conduct and Practice*) of the Malaysian Institute of Accountants (**"By-Laws"**) and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (**"IESBA Code"**), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PLYTEC HOLDING BERHAD

Key Audit Matters (Cont'd)

We have determined the matters described below to be the key audit matters to be communicated in our report.

Recoverability of Trade Receivables
Refer to Notes 12 and 39.1(b)(iii) to the financial statements

Key Audit Matter	How our audit addressed the key audit matter
As at 31 December 2024, trade receivables that were past due and not impaired amounted to RM57,980,405. The details of the trade receivables and their credit risks are disclosed in Notes 12 and 39.1(b)(iii) to the financial statements. The management recognised the allowance for impairment losses on trade receivables based on the following:- 1. Measure lifetime expected credit losses using simplified approach; 2. Customers' payment and credit history; and 3. Specific known facts or circumstances on customers' ability to pay. We determined this to be a key audit matter due to the significant judgements and level of uncertainty involved in assessing the recoverability of trade receivables.	Our procedures included, amongst others: • Reviewed the ageing analysis of receivables and tested its reliability; • Reviewed and assessed the expected credit losses model and assumptions prepared by the management; • Reviewed subsequent collections for major receivables and overdue amounts; • Made inquiries of management regarding the action plans to recover overdue amounts; • Examined, where applicable, other evidence including customers' correspondences, proposed or existing settlement plans and repayment schedules; and • Evaluated, where applicable, the reasonableness and tested the adequacy of the Group's impairment losses recognised for identified exposure on trade receivables by assessing the relevant assumptions and historical data from the Group's previous collection experience.

Valuation of Inventories
Refer to Note 11 to the financial statements

Key Audit Matter	How our audit addressed the key audit matter
As at 31 December 2024, the carrying value of inventories stood at RM13,248,533. Inventories are carried at the lower of cost or net realisable value. We focused on this area as the assessment of net realisable value and the estimation of allowances for obsolete and slow-moving inventories are areas involved of significant judgement.	Our procedures included, amongst others: • Obtained an understanding of the Group's process for measuring the amount of inventories write down; • Attended the year-end inventory count to identify slow moving and obsolete inventories; • Reviewed the net realisable value of the inventories; • Reviewed the ageing analysis of inventories and tested its reliability; and • Evaluated the reasonableness and adequacy of the allowance for obsolete and slow-moving inventories recognised for identified exposure.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PLYTEC HOLDING BERHAD

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PLYTEC HOLDING BERHAD

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also (Cont'd):

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

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

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENT

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that a subsidiary of which we have not acted as auditors, are disclosed in Note 5 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Tan Keng Chiew
03709/01/2027 J
Chartered Accountant

Kuala Lumpur

25 April 2025

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024

	Note	The Group 2024 RM	The Group 2023 RM	The Company 2024 RM	The Company 2023 RM
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	5	-	-	54,188,399	53,587,399
Property, plant and equipment	6	145,150,527	103,086,085	-	-
Investment properties	7	3,109,006	2,419,564	-	-
Right-of-use assets	8	3,009,618	3,020,108	-	-
Other investments	9	715,100	573,245	73,000	78,000
Goodwill	10	2,026,168	1,955,898	-	-
		154,010,419	111,054,900	54,261,399	53,665,399
CURRENT ASSETS					
Inventories	11	13,248,533	6,266,239	-	-
Trade receivables	12	86,725,298	74,326,297	-	-
Other receivables, deposits and prepayments	13	15,654,255	5,748,771	96,446	1,000
Amount owing by subsidiaries	14	-	-	30,604,078	22,528,000
Current tax assets		149,098	647,746	-	-
Fixed deposits with licensed banks	15	8,133,251	20,761,922	-	-
Cash and bank balances		9,811,595	14,018,191	7,381,138	11,499,329
		133,722,030	121,769,166	38,081,662	34,028,329
Asset classified as held for sale	16	-	479,498	-	-
TOTAL ASSETS		287,732,449	233,303,564	92,343,061	87,693,728

The annexed notes form an integral part of these financial statements.

STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

	Note	The Group 2024 RM	The Group 2023 RM	The Company 2024 RM	The Company 2023 RM
EQUITY AND LIABILITIES					
EQUITY					
Share capital	17	85,565,822	85,565,822	85,565,822	85,565,822
Merger deficit	18	(38,490,399)	(38,490,399)	-	-
Retained profits/(Accumulated losses)		88,691,646	78,442,069	(3,054,152)	(3,868,152)
Equity attributable to owners of the Company		135,767,069	125,517,492	82,511,670	81,697,670
Non-controlling interests	5	648,530	497,104	-	-
TOTAL EQUITY		136,415,599	126,014,596	82,511,670	81,697,670
NON-CURRENT LIABILITIES					
Lease liabilities	19	242,580	253,165	-	-
Hire purchase payables	20	10,560,647	14,975,387	-	-
Term loans	21	10,466,576	5,053,236	-	-
Deferred tax liabilities	22	3,194,000	2,358,209	-	-
		24,463,803	22,639,997	-	-
CURRENT LIABILITIES					
Trade payables	23	22,300,972	15,742,997	-	-
Other payables and accruals	24	23,744,199	15,700,539	245,314	87,058
Amount owing to subsidiaries	14	-	-	9,547,077	5,874,000
Lease liabilities	19	110,986	70,612	-	-
Hire purchase payables	20	14,949,920	11,699,100	-	-
Short-term borrowings	25	53,846,958	40,112,001	-	-
Term loans	21	1,595,951	1,147,662	-	-
Bank overdrafts	26	9,329,145	-	-	-
Current tax liabilities		974,916	176,060	39,000	35,000
		126,853,047	84,648,971	9,831,391	5,996,058
TOTAL LIABILITIES		151,316,850	107,288,968	9,831,391	5,996,058
TOTAL EQUITY AND LIABILITIES		287,732,449	233,303,564	92,343,061	87,693,728

The annexed notes form an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	The Group 2024 RM	The Group 2023 RM	The Company 2024 RM	The Company 2023 RM
REVENUE	27	201,111,980	164,773,654	5,000,000	-
COST OF SALES		(148,641,845)	(125,252,729)	-	-
GROSS PROFIT		52,470,135	39,520,925	5,000,000	-
OTHER INCOME		1,753,035	1,095,845	252,756	154,804
		54,223,170	40,616,770	5,252,756	154,804
SELLING AND DISTRIBUTION EXPENSES		(2,316,668)	(1,483,270)	-	-
ADMINISTRATIVE EXPENSES		(21,933,217)	(21,818,809)	(1,099,453)	(3,570,174)
OTHER EXPENSES		(2,589,430)	(2,143,347)	(305,000)	(811,500)
FINANCE COSTS		(4,300,291)	(4,501,791)	-	-
NET IMPAIRMENT LOSSES ON FINANCIAL ASSET	28	(3,387,435)	(555,169)	-	-
PROFIT/(LOSS) BEFORE TAXATION	29	19,696,129	10,114,384	3,848,303	(4,226,870)
INCOME TAX EXPENSE	30	(6,364,823)	(3,526,033)	(4,000)	(35,000)
PROFIT/(LOSS) AFTER TAXATION/TOTAL COMPREHENSIVE INCOME/(EXPENSES) FOR THE FINANCIAL YEAR		13,331,306	6,588,351	3,844,303	(4,261,870)
PROFIT/(LOSS) AFTER TAXATION/TOTAL COMPREHENSIVE INCOME/(EXPENSES) ATTRIBUTABLE TO:-					
Owners of the Company		13,279,880	6,460,728	3,844,303	(4,261,870)
Non-controlling interests		51,426	127,623	-	-
		13,331,306	6,588,351	3,844,303	(4,261,870)
EARNINGS PER SHARE					
- Basic (Sen)	31	2.19	1.26		
- Diluted (Sen)	31	2.19	1.26		

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Share Capital RM	Non-Distributable Merger Deficit RM	Distributable Retained Profits RM	Attributable to the Owners of the Company RM	Non-controlling Interests RM	Total Equity RM
The Group							
Balance at 1.1.2023		50,000,000	(38,490,399)	71,981,341	83,490,942	369,481	83,860,423
Profit after taxation/Total comprehensive income for the financial year		-	-	6,460,728	6,460,728	127,623	6,588,351
Contributions by owners of the Company:							
- Issuance of shares		37,121,210	-	-	37,121,210	-	37,121,210
Share issuance expenses		(1,555,388)	-	-	(1,555,388)	-	(1,555,388)
Balance at 31.12.2023 /1.1.2024		85,565,822	(38,490,399)	78,442,069	125,517,492	497,104	126,014,596
Profit after taxation/Total comprehensive income for the financial year		-	-	13,279,880	13,279,880	51,426	13,331,306
Distribution to owners of the Company:							
- Dividends	33	-	-	(3,030,303)	(3,030,303)	-	(3,030,303)
Issuance of ordinary shares by a subsidiary		-	-	-	-	100,000	100,000
Balance at 31.12.2024		85,565,822	(38,490,399)	88,691,646	135,767,069	648,530	136,415,599

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Share Capital RM	Retained Profit/ (Accumulated Losses) RM	Total Equity RM
The Company				
Balance at 1.1.2023		50,000,000	393,718	50,393,718
Contributions by owners of the Company:				
- Issuance of shares		37,121,210	-	37,121,210
Share issuance expenses		(1,555,388)	-	(1,555,388)
Loss after taxation/Total comprehensive expenses for the financial year		-	(4,261,870)	(4,261,870)
Balance at 31.12.2023/1.1.2024		85,565,822	(3,868,152)	81,697,670
Distribution to owners of the Company:				
- Dividends	33	-	(3,030,303)	(3,030,303)
Profit after taxation/Total comprehensive income for the financial year		-	3,844,303	3,844,303
Balance at 31.12.2024		85,565,822	(3,054,152)	82,511,670

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES				
Profit/(Loss) before taxation	19,696,129	10,114,384	3,848,303	(4,226,870)
Adjustments for:-				
Bad debts written off	-	1,438	-	-
Deposit written off	1,540	-	-	-
Depreciation of investment properties	49,733	30,506	-	-
Depreciation of property, plant and equipment	14,269,306	10,921,915	-	-
Depreciation of right-of-use assets	119,821	110,178	-	-
Impairment loss:				
- investments in subsidiaries	-	-	300,000	800,000
- other investments	3,400	500	-	-
- trade receivables	3,431,813	592,618	-	-
Interest expense	4,166,449	4,474,327	-	-
Property, plant and equipment written off	646,464	132,576	-	-
Share issuance expenses	-	2,707,940	-	2,707,940
Dividend income	(1,120)	(1,456)	-	-
Fair value (gain)/loss on other investments	(206,875)	33,976	5,000	11,500
Gain on disposal of property, plant and equipment	(162,895)	(103,833)	-	-
Gain on disposal of other investments	(44,992)	-	-	-
Interest income	(602,868)	(616,588)	(252,756)	(154,804)
Reversal of impairment losses on trade receivables	(44,378)	(37,449)	-	-
Operating profit/(loss) before working capital changes	41,321,527	28,361,032	3,900,547	(862,234)
(Increase)/Decrease in inventories	(2,876,393)	1,029,547	-	-
(Increase)/Decrease in trade and other receivables	(25,747,985)	(11,712,654)	(95,446)	1,638,107
Increase in amount owing by subsidiaries	-	-	(8,076,078)	(21,130,000)
Increase/(Decrease) in trade and other payables	13,389,620	2,408,001	158,256	(428,909)
Increase/(Decrease) in amount owing to subsidiaries	-	-	3,673,077	(742,000)
CASH FROM/(FOR) OPERATIONS	26,086,769	20,085,926	(439,644)	(21,525,036)
Interest paid	(417,567)	(406,273)	-	-
Income tax paid	(4,488,475)	(4,219,479)	-	-
Interest received	262,662	158,519	252,756	154,804
NET CASH FROM/(FOR) OPERATING ACTIVITIES	21,443,389	15,618,693	(186,888)	(21,370,232)

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	The Group 2024 RM	The Group 2023 RM	The Company 2024 RM	The Company 2023 RM
CASH FLOWS FOR INVESTING ACTIVITIES					
Acquisition of a subsidiary, net of cash and cash equivalents acquired	32	(172,012)	-	-	-
Incorporation of subsidiaries		-	-	(901,000)	-
Dividend received		1,120	1,456	-	-
Increase in pledged fixed deposits with licensed banks		(170,000)	(463,940)	-	-
Interest income received		15,873	-	-	-
Withdrawal of pledged fixed deposits with licensed banks		13,269,957	-	-	-
Proceeds from disposal of property, plant and equipment		166,784	125,500	-	-
Proceeds from disposal of other investment		106,612	-	-	-
Purchase of investment properties		(168,440)	(1,087,406)	-	-
Purchase of property, plant and equipment	34(a)	(48,776,400)	(16,859,913)	-	-
NET CASH FOR INVESTING ACTIVITIES		(35,726,506)	(18,284,303)	(901,000)	-
CASH FLOWS FROM/(FOR) FINANCING ACTIVITIES					
Dividends paid	33	(3,030,303)	-	(3,030,303)	-
Drawdown of bankers' acceptances	34(b)	116,537,258	108,317,012	-	-
Drawdown of hire purchase payables	34(b)	1,530,962	370,454	-	-
Drawdown of revolving credits	34(b)	46,689,466	41,746,681	-	-
Drawdown of term loans	34(b)	9,385,491	164,215	-	-
Interest paid	34(b)	(3,748,882)	(4,068,054)	-	-
Proceeds from issuance of ordinary shares		-	37,121,210	-	37,121,210
Proceeds from issuance of ordinary shares by a subsidiary		100,000	-	-	-
Repayment of bankers' acceptances	34(b)	(110,126,258)	(106,397,012)	-	-
Repayment of lease liabilities	34(b)	(79,542)	(67,450)	-	-
Repayment of hire purchase payables	34(b)	(13,621,445)	(9,543,323)	-	-
Repayment of revolving credits	34(b)	(39,365,509)	(38,448,538)	-	-
Repayment of term loans	34(b)	(3,523,862)	(8,622,254)	-	-
Payment of share issuance expenses		-	(4,263,328)	-	(4,263,328)
NET CASH FROM/(FOR) FINANCING ACTIVITIES		747,376	16,309,613	(3,030,303)	32,857,882
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(13,535,741)	13,644,003	(4,118,191)	11,487,650
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		14,018,191	374,188	11,499,329	11,679
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	34(d)	482,450	14,018,191	7,381,138	11,499,329

The annexed notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the ACE Market of Bursa Malaysia Securities Berhad. The registered office and principal place of business are as follows:-

Registered office	:	Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur.
Principal place of business	:	No. 19, Jalan Meranti Permai 3, Meranti Permai Industrial Park, Batu 15, Jalan Puchong, 47100 Puchong, Selangor.

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiaries as of the end of the reporting period. The Company and its subsidiaries are collectively referred to as "the Group".

The financial statements of the Company and of the Group are presented in Ringgit Malaysia (**"RM"**), which is the Company's functional and presentation currency.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 25 April 2025.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 5 to the financial statements.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards (**"MFRSs"**), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

3.1 During the current financial year, the Group and the Company have adopted the following new accounting standards and/or interpretations (including the consequential amendments, if any):-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)

Amendments to MFRS 16: Lease Liability in a Sale and Leaseback

Amendments to MFRS 101: Classification of Liabilities as Current or Non-current

Amendments to MFRS 101: Non-current Liabilities with Covenants

Amendments to MFRS 107 and MFRS 7: Supplier Finance Arrangements

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

3. BASIS OF PREPARATION (CONT'D)

3.2 The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board (MASB) but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	**Effective Date**
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application except as follows:-

MFRS 18 Presentation and Disclosure of Financial Statements

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing" and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and the accompanying notes. The statements of financial position and the statements of cash flows will also be affected. The potential impact of the new standard on the financial statements of the Group and of the Company have yet to be assessed.

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:-

(a) Depreciation of Property, Plant and Equipment and Investment Properties

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment and investment properties are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group anticipates that the residual values of its property, plant and equipment and investment properties will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amounts of property, plant and equipment and investment properties as at the reporting date are disclosed in Notes 6 and 7 to the financial statements respectively.

(b) Impairment of Goodwill

The assessment of whether goodwill is impaired requires an estimation of the value in use of the cash-generating unit to which the goodwill is allocated. Estimating a value in use amount requires management to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill as at the reporting date and the key assumptions is disclosed in Note 10 to the financial statements.

(c) Impairment of Property, Plant and Equipment, Investment Properties and Right-of-use Assets

The Group determines whether an item of its property, plant and equipment, investment properties and right-of-use assets is impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amount, such as valuation reports and discounted cash flows. The carrying amounts of property, plant and equipment, investment properties and right-of-use assets as at the reporting date are disclosed in Notes 6, 7 and 8 to the financial statements respectively.

(d) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 11 to the financial statements.

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(e) Impairment of Trade Receivables

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables. The carrying amount of trade receivables as at the reporting date is disclosed in Note 12 to the financial statements.

(f) Impairment of Non-Trade Receivables

The loss allowances for non-trade financial assets are based on assumptions about risk of default (probability of default) and expected loss if a default happens (loss given default). It also requires the Group and the Company to assess whether there is a significant increase in credit risk of the non-trade financial asset at the reporting date. The Group and the Company use judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions and forward-looking information. The carrying amounts of other receivables and amount owing by subsidiaries as at the reporting date are disclosed in Notes 13 and 14 to the financial statements respectively.

(g) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognise tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made. The carrying amounts of current tax assets and current tax liabilities of the Group and of the Company as at the reporting date are as follows:-

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Current tax assets	149,098	647,746	-	-
Current tax liabilities	974,916	176,060	39,000	35,000

(h) Purchase Price Allocation

Purchase prices related to business combinations are allocated to the underlying acquired assets and liabilities based on their estimated fair value at the time of acquisition. The determination of fair value required the Group to make assumptions, estimates and judgements regarding future events. The allocation process is inherently subjective and impacts the amount assigned to individually identifiable assets and liabilities. As a result, the purchase price allocation impacts the Group's reported assets (including goodwill) and liabilities, future net earnings due to the impact on future depreciation and amortisation expense and impairment tests. The fair values of the assets acquired and liabilities assumed under the business combinations made during the current financial year are disclosed in Note 32 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(i) Discount Rates used in Leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

Lease Terms

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances including the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

4.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

(b) Financial Liabilities

Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.2 FINANCIAL INSTRUMENTS (CONT'D)

(c) Equity

Ordinary Shares

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

(d) Financial Guarantee Contracts

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to the initial recognition, the financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee or, when there is no specific contractual period, recognised in profit or loss upon discharge of the guarantee. If the debtor fails to make payment relating to a financial guarantee contract when it is due and the Company, as the issuer, is required to reimburse the holder for the associated loss, the reimbursement is recognised as a liability and measured at the higher of the amount of loss allowance determined using the expected credit loss model and the amount of financial guarantee initially recognised less cumulative amortisation.

4.3 BASIS OF CONSOLIDATION

The Group applies the acquisition method of accounting for those business combinations except for those involving entities under common control which are accounted for applying the merger method of accounting.

Under the merger method of accounting, the assets and liabilities of the merger entities are reflected in the financial statements of the Group at their carrying amounts reported in the individual financial statements. The consolidated statement of profit or loss and other comprehensive income reflects the results of the merger entities for the full reporting period (irrespective of then the combination takes place) and comparatives are presented as if the entities had always been combined since the date for which the entities had come under common control.

The difference between the cost of the merger and the share capital of the merger entities is reflected within equity as merger reserve or merger deficit, as appropriate. The merger deficit is adjusted against suitable reserves of the merger entities to the extent that laws or statues do not prohibit the use of such reserves.

4.4 GOODWILL

Goodwill is initially measured at cost. Subsequent to the initial recognition, the goodwill is measured at cost less accumulated impairment losses, if any. A bargain purchase gain is recognised in profit or loss immediately.

4.5 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any.

4.6 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost.

Subsequent to the initial recognition, all property, plant and equipment, other than freehold land, are stated at cost less accumulated depreciation and any accumulated impairment losses.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Freehold land is not depreciated. Depreciation on other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Freehold buildings	2%
Leasehold buildings	2%
Warehouse buildings	10%
Computers and software	10% - 20%
Formworks	12.50% - 20%
Furniture and fittings	10% - 20%
Motor vehicles	20%
Office and store equipment	10% - 20%
Plant and machinery	10% - 20%
Signboard	10% - 20%
Renovation	10% - 20%

Capital work-in-progress represent factory buildings under construction. They are not depreciated until such time when the asset is available for use.

4.7 INVESTMENT PROPERTIES

Investment properties are initially measured at cost. Subsequent to the initial recognition, the investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated using the straight-line method to allocate the depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Freehold buildings	2%
Leasehold buildings	2%

Property under construction is not depreciated until such time when the asset is available for use.

4.8 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Short-term Leases and Leases of Low-value Assets

The Group applies the "short-term lease" and "lease of low-value assets" recognition exemption. For these leases, the Group recognises the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

(b) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.8 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

(c) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

4.9 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the first-in, first-out method and comprises all costs of purchase plus other costs incurred in bringing the inventories to their present location and condition.

4.10 OTHER INVESTMENTS

Other investment is not classified as financial assets, financial liabilities or equity instruments in accordance with the definitions stated under MFRS 132 due to the substance of the contractual arrangement definitions in MFRS 132.

In general, contracts purchased for own use are not accounted for as financial instruments.

5. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2024	**2023**
	RM	**RM**
Unquoted shares, at cost:-		
At 1 January	55,240,399	55,240,399
Additions during the financial year	901,000	-
	56,141,399	55,240,399
Accumulated impairment losses	(1,953,000)	(1,653,000)
At 31 December	54,188,399	53,587,399

NOTES TO THE FINANCIAL STATEMENTS
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5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2024	2023	
Subsidiaries of the Company				
PLYTEC Formwork System Industries Sdn. Bhd.	Malaysia	100%	100%	Trading in and rental of temporary formworks equipment and safety protection equipment and related transportation services. Involved also in the provision of engineering services.
Sudut Swasta Sdn. Bhd.	Malaysia	100%	100%	Trading and distribution of building materials and related transportation services.
BIM Engineering Solution & Technology Sdn. Bhd. (**"BEST"**)	Malaysia	100%	100%	Provision of Building Information Modelling (BIM) and engineering services.
PC Forging Malaysia Sdn. Bhd. (**"PCFM"**)	Malaysia	75%	75%	Trading in prefabricated structural components, lifting and connection accessories and provision of engineering services.
PLYTEC IBS System MFG Sdn. Bhd. (**"PISM"**)	Malaysia	100%	100%	Manufacture, design and assemble of Industrialised Building System products and provision of warehouse management services.
Sudut Swasta Property Sdn. Bhd.	Malaysia	100%	100%	Investment holding and property investment.
PLYTEC Fencing System Industries Sdn. Bhd.	Malaysia	100%	100%	Trading in fencing system.
PLYTEC (EM) Sdn. Bhd. *(Formerly known as PLYTEC Sarawak Sdn. Bhd.)* (**"PEM"**)	Malaysia	100%	-	Trading in and rental of temporary formworks equipment and falsework and access equipment and related transportation services. Involved also in the provision of engineering services and distribution of building materials.

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2024	2023	
Subsidiaries of the Company (Cont'd)				
PLYTEC Polymer Sdn. Bhd. (**"PPSB"**)#	Malaysia	90%	-	Manufacturing of plastic resin and customised plastic raw materials as well as buyers, sellers and dealers in all kind of plastics, new and used or scrap resin products.
Subsidiary of BEST				
Integrated BIM Academy (M) Sdn. Bhd.	Malaysia	100%	100%	Providing architectural and engineering activities and related technical consultancy and education.
Subsidiary of PISM				
Dansea Construction Products Sdn. Bhd. (**"DANSEA"**)	Malaysia	100%	-	Manufacturing, purchasing and selling of concrete accessories for use in Malaysia and export purposes.

\# *The financial statement of the subsidiary has not been audited in accordance with Section 248 of the Companies Act 2016*

(a) During the financial year:-

i. On 13 May 2024, the Company has incorporated a new subsidiary, PEM with an issued share capital of RM1,000 divided into 1,000 ordinary shares and it is a wholly-owned subsidiary of the Company.

ii. On 30 May 2024, the Company through its subsidiary, PISM, acquired 100% equity interests in DANSEA for a cash consideration of RM272,602. The details of the acquisition are disclosed in Note 32 to the financial statements.

iii. On 10 September 2024, the Company through its subsidiary, PISM, subscribed for additional 499,995 new ordinary shares in DANSEA for the cash consideration of RM499,995. There is no change in the equity interest held by PISM.

iv. On 24 September 2024, the Company has incorporated a new subsidiary, PPSB with an issued share capital of RM10,000 divided into 10,000 ordinary shares. The Company hold 90% equity interest in PPSB with a cash consideration of RM9,000.

v. On 15 October 2024, the Company subscribed for additional 891,000 new ordinary shares in PPSB for the cash consideration of RM891,000. There is no change in the equity interest held by the Company.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(b) During the financial year, the Company has carried out a review of the recoverable amounts of its investments in certain subsidiaries that had been persistently making losses. A total impairment losses of RM300,000 (2023 - RM800,000), representing the write-down of the investments to their recoverable amounts, was recognised in "Other Expenses" line item of the statement of profit or loss and other comprehensive income.

(c) The non-controlling interests at the end of the reporting period comprise the following:-

	Effective Equity Interest		The Group	
	2024 %	2023 %	2024 RM	2023 RM
PCFM	25	25	578,686	497,104
PPSB	10	-	69,844	-
			648,530	497,104

(d) Summarised financial information of non-controlling interests has not been presented as the non-controlling interests of the subsidiaries are not individually material to the Group.

6. PROPERTY, PLANT AND EQUIPMENT

	At 1.1.2024 RM	Acquisition of A Subsidiary (Note 32) RM	Additions RM	Disposals RM	Transfer to Inventories RM	Write Off RM	Depreciation Charges RM	At 31.12.2024 RM
The Group								
2024								
Carrying Amount								
Freehold land and buildings	29,827,704	-	-	-	-	-	(59,242)	29,768,462
Leasehold buildings	5,808,260	-	-	-	-	-	(161,493)	5,646,767
Warehouse buildings	298,348	-	-	-	-	-	(61,044)	237,304
Computers and software	565,504	1	85,767	(1,975)	-	(1)	(205,885)	443,411
Formworks	53,873,282	-	41,436,045	-	(3,852,448)	(579,825)	(11,613,303)	79,263,751
Furniture and fittings	889,757	1	35,920	-	-	(1)	(200,012)	725,665
Motor vehicles	2,599,856	-	828,099	-	-	-	(757,103)	2,670,852
Office and store equipment	633,861	720	240,749	(1,914)	-	(399)	(187,075)	685,942
Plant and machinery	1,312,939	1,132,863	53,745	-	-	(66,237)	(575,487)	1,857,823
Signboard	26,057	-	-	-	-	-	(6,488)	19,569
Renovation	2,628,941	1	60,330	-	-	(1)	(442,174)	2,247,097
Capital work-in-progress	4,621,576	-	16,962,308	-	-	-	-	21,583,884
	103,086,085	1,133,586	59,702,963	(3,889)	(3,852,448)	(646,464)	(14,269,306)	145,150,527

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

	At 1.1.2023 RM	Additions RM	Disposal RM	Transfer to Inventories RM	Write Off RM	Depreciation Charges RM	At 31.12.2023 RM
The Group							
2023							
Carrying Amount							
Freehold land and buildings	29,886,944	-	-	-	-	(59,240)	29,827,704
Leasehold buildings	5,969,755	-	-	-	-	(161,495)	5,808,260
Warehouse buildings	359,391	-	-	-	-	(61,043)	298,348
Computers and software	728,427	102,576	-	-	-	(265,499)	565,504
Formworks	25,760,362	38,138,937	-	(1,439,279)	(132,576)	(8,454,162)	53,873,282
Furniture and fittings	1,056,730	38,363	-	-	-	(205,336)	889,757
Motor vehicles	1,075,596	2,259,883	(21,667)	-	-	(713,956)	2,599,856
Office and store equipment	759,270	32,169	-	-	-	(157,578)	633,861
Plant and machinery	1,371,976	336,810	-	-	-	(395,847)	1,312,939
Signboard	32,545	-	-	-	-	(6,488)	26,057
Renovation	3,043,134	27,078	-	-	-	(441,271)	2,628,941
Capital work-in-progress	2,490,945	2,130,631	-	-	-	-	4,621,576
	72,535,075	43,066,447	(21,667)	(1,439,279)	(132,576)	(10,921,915)	103,086,085

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

	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
The Group			
2024			
Freehold land and buildings	30,073,401	(304,939)	29,768,462
Leasehold buildings	8,074,630	(2,427,863)	5,646,767
Warehouse buildings	610,436	(373,132)	237,304
Computers and software	2,649,400	(2,205,989)	443,411
Formworks	109,414,389	(30,150,638)	79,263,751
Furniture and fittings	2,041,065	(1,315,400)	725,665
Motor vehicles	7,120,679	(4,449,827)	2,670,852
Office and store equipment	1,518,419	(832,477)	685,942
Plant and machinery	4,836,104	(2,978,281)	1,857,823
Signboard	39,080	(19,511)	19,569
Renovation	4,248,424	(2,001,327)	2,247,097
Capital work-in-progress	21,583,884	-	21,583,884
	192,209,911	(47,059,384)	145,150,527
2023			
Freehold land and buildings	30,073,401	(245,697)	29,827,704
Leasehold buildings	8,074,630	(2,266,370)	5,808,260
Warehouse buildings	610,436	(312,088)	298,348
Computers and software	2,568,571	(2,003,067)	565,504
Formworks	76,909,543	(23,036,261)	53,873,282
Furniture and fittings	2,005,145	(1,115,388)	889,757
Motor vehicles	6,950,140	(4,350,284)	2,599,856
Office and store equipment	1,280,999	(647,138)	633,861
Plant and machinery	3,484,666	(2,171,727)	1,312,939
Signboard	39,080	(13,023)	26,057
Renovation	4,188,094	(1,559,153)	2,628,941
Capital work-in-progress	4,621,576	-	4,621,576
	140,806,281	(37,720,196)	103,086,085

(a) Certain freehold land and certain leasehold buildings of the Group have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Notes 21, 25 and 26 to the financial statements.

(b) Included in the property, plant and equipment of the Group were computers and software, formworks, motor vehicles and plant and machinery held under hire purchase arrangements with a total carrying amount of RM37,712,624 (2023 - RM34,857,267). These assets have had been pledged as security for the hire purchase payables of the Group as disclosed in Note 20 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

7. INVESTMENT PROPERTIES

	The Group	
	2024 RM	2023 RM
Cost:-		
At 1 January	2,455,909	1,855,303
Additions	1,460,500	1,087,406
Disposal	(738,558)	-
Property classified as held for sale	-	(486,800)
At 31 December	3,177,851	2,455,909
Accumulated depreciation:-		
At 1 January	(36,345)	(13,141)
Depreciation during the financial year	(49,733)	(30,506)
Disposal	17,233	-
Property classified as held for sale	-	7,302
At 31 December	(68,845)	(36,345)
	3,109,006	2,419,564
Represented by:-		
Freehold buildings, at cost	1,821,253	1,914,246
Freehold building under construction, at cost	-	505,318
Leasehold buildings, at cost	1,287,753	-
	3,109,006	2,419,564
Fair value	3,212,060	2,475,318

The fair values of the investment properties are within level 2 of the fair value hierarchy and are arrived at by reference to market evidence of transaction prices for similar properties and are performed by registered valuers having appropriate recognised professional qualification and recent experience in the locations and category of properties being valued. The most significant input into this valuation approach is the price per square foot of comparable properties. Adjustments are then made for differences in location, size, facilities available, market conditions and other factors in order to arrive at a common basis.

8. RIGHT-OF-USE ASSETS

	At 1.1.2024 RM	Addition RM	Depreciation Charges RM	At 31.12.2024 RM
The Group				
2024				
Carrying Amount				
Leasehold land	2,708,566	-	(36,870)	2,671,696
Offices	311,542	109,331	(82,951)	337,922
	3,020,108	109,331	(119,821)	3,009,618

	At 1.1.2023 RM	Depreciation Charges RM	At 31.12.2023 RM
2023			
Carrying Amount			
Leasehold land	2,745,440	(36,874)	2,708,566
Offices	384,846	(73,304)	311,542
	3,130,286	(110,178)	3,020,108

(a) The Group leases certain pieces of leasehold land and various offices of which the leasing activities are summarised below:-

Leasehold land	The Group has entered into 4 (2023 - 4) non-cancellable operating lease agreements for the use of land. The leases are for a period ranging from 75 to 96 (2023 - 75 to 96) years with no renewal or purchase option included in the agreements.
Offices	The Group has leased 2 (2023 - 1) offices that run between 2 and 3 (2023 - 3) years, with an option to renew the lease after that date. The Group is not allowed to sublease the offices.

(b) The Group also has leases with lease terms of 12 months or less and leases of office equipment with low value. The Group has applied the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

(c) Certain leasehold land of the Group has been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 25 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

9. OTHER INVESTMENTS

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-current				
Club membership, at cost	238,000	238,000	-	-
Accumulated impairment losses	(29,400)	(26,000)	-	-
	208,600	212,000	-	-
Quoted shares, at fair value	506,500	361,245	73,000	78,000
	715,100	573,245	73,000	78,000

10. GOODWILL

	The Group	
	2024 RM	2023 RM
Cost:-		
At 1 January	1,955,898	1,955,898
Acquisition of a subsidiary (Note 32)	70,270	-
At 31 December	2,026,168	1,955,898

(a) The carrying amounts of goodwill allocated to each cash-generating unit are as follows:-

	The Group	
	2024 RM	2023 RM
BEST	1,955,898	1,955,898
DANSEA	70,270	-
	2,026,168	1,955,898

(b) The Group has assessed the recoverable amount of goodwill allocated and determined that no impairment is required. The recoverable amount of the cash-generating unit is determined using the value in use approach, and this is derived from the present value of the future cash flows from each cash-generating unit computed based on the projections of financial budgets approved by management covering a period of 5 years.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

10. GOODWILL (CONT'D)

(b) The key assumptions used in the determination of the recoverable amount are as follows:-

	Gross Margins		Growth Rates		Discount Rates	
	2024 %	2023 %	2024 %	2023 %	2024 %	2023 %
BEST	83 - 84	72 - 75	2	5	11.92	13.42

(i) Budgeted gross margins

The basis used to determine the value assigned to the budgeted gross profit margin is the average gross profit margin based on past performance.

(ii) Growth rates

Based on the expected projection of the type of business. There is no growth rate in perpetuity to arrive at terminal value.

(iii) Pre-tax discount rates

The rate reflects specific risks relating to the cash-generating unit.

The values assigned to the key assumptions represent management's assessment of future trends in the cash-generating unit and is based on both external sources and internal historical data.

No impairment testing is done on DANSEA which is considered immaterial to the Group.

(c) Management believes that there is no reasonably possible change in the above key assumptions applied that is likely to materially cause the respective cash-generating unit carrying amount to exceed its recoverable amount.

11. INVENTORIES

	The Group	
	2024 RM	2023 RM
Raw materials	1,251,521	-
Goods-in-transit	331,688	-
Finished goods	11,665,324	6,266,239
	13,248,533	6,266,239
Recognised in profit or loss:-		
Inventories recognised as cost of sales	114,088,234	94,589,893

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

12. TRADE RECEIVABLES

	The Group	
	2024 RM	2023 RM
Trade receivables	90,931,676	75,121,991
Retention sums	145,601	168,850
	91,077,277	75,290,841
Allowance for impairment losses (Note 39.1(b)(iii))	(4,351,979)	(964,544)
	86,725,298	74,326,297

(a) The Group's normal trade credit terms ranging from cash on delivery ("COD") to 90 (2023 - COD to 60) days. Other credit terms are assessed and approved on a case-by-case basis.

(b) The retention sums are expected to be recovered within the periods ranging from 12 to 24 (2023 - 12 to 24) months.

13. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Other receivables	2,764,114	1,493,414	-	-
Advances to suppliers	7,435,179	-	-	-
Deposits	460,227	454,130	1,000	1,000
Prepayments	4,994,735	3,801,227	95,446	-
	15,654,255	5,748,771	96,446	1,000

The advances to suppliers are unsecured and interest-free. The amout owing will be offset against future purchases from the suppliers.

14. AMOUNTS OWING BY/(TO) SUBSIDIARIES

	The Company	
	2024 RM	2023 RM
Amount Owing by Subsidiaries		
Non-trade balances	30,604,078	22,528,000
Amount Owing to Subsidiaries		
Non-trade balances	(9,547,077)	(5,874,000)

The non-trade balances represent unsecured interest-free advances and payments made on behalf. These amounts owing are repayable on demand and are to be settled in cash.

15. FIXED DEPOSITS WITH LICENSED BANKS

The fixed deposits with licensed banks of the Group at the end of the reporting period bore effective interest rates ranging from 2.15% to 2.90% (2023 - 2.00% to 2.90%) per annum. The fixed deposits have maturity periods ranging from 30 to 365 (2023 - 30 to 365) days.

The fixed deposits with licensed banks of the Group at the end of the reporting period have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Notes 21, 25 and 26 to the financial statements.

16. ASSET CLASSIFIED AS HELD FOR SALE

In the previous financial year, the Group had entered into a sales and purchase agreement for the disposal of an investment property located at Kuala Lumpur for a total cash consideration of RM500,000. Accordingly, the carrying amount of this property had classified as asset held for sale. The disposal was completed in the current financial year.

17. SHARE CAPITAL

	The Group/The Company			
	2024	2023	2024	2023
	Number Of Shares		RM	RM
Issued and Fully Paid-Up				
Ordinary Shares				
At 1 January	606,060,600	100,000,000	85,565,822	50,000,000
Share split	-	400,000,000	-	-
Issuance of new shares for cash	-	106,060,600	-	37,121,210
Share issuance expenses	-	-	-	(1,555,388)
At 31 December	606,060,600	606,060,600	85,565,822	85,565,822

(a) The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

(b) In the previous financial year:-

(i) On 1 August 2023, the Company undertook a subdivision of one (1) existing ordinary share into five (5) ordinary shares to enhance the liquidity of the Company's ordinary shares at the time of admission to the official list and listing of and quotation for the entire enlarged issued share capital of the Company on ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") ("Listing"). Following the completion of the share split, the total issued share capital increased to 500,000,000 ordinary shares.

(ii) On 15 November 2023, the Company increased its issued and paid-up share capital from RM50,000,000 to RM85,565,822 by way of the issuance of 106,060,600 new ordinary shares at an issue price of RM0.35 per share pursuant to the Listing for a total cash consideration of RM37,121,210. The listing expenses arising from the issuance of new ordinary shares amounting to RM1,555,388 were offset against share capital and the remaining listing expenses of RM2,707,940 were expensed off to profit or loss.

The new ordinary shares issued rank equally in all respects with the existing ordinary shares of the Company.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

18. MERGER DEFICIT

The merger deficit arose from the difference between the carrying value of the investment and the nominal value of the shares of the subsidiaries upon consolidation under the merger accounting principles.

19. LEASE LIABILITIES

	The Group	
	2024 RM	2023 RM
At 1 January	323,777	391,227
Addition	109,331	-
Interest expense recognised in profit or loss	14,958	16,550
Repayment of principal	(79,542)	(67,450)
Repayment of interest expense	(14,958)	(16,550)
At 31 December	353,566	323,777
Analysed by:-		
Current liabilities	110,986	70,612
Non-current liabilities	242,580	253,165
	353,566	323,777

20. HIRE PURCHASE PAYABLES

	The Group	
	2024 RM	2023 RM
Current liabilities	14,949,920	11,699,100
Non-current liabilities	10,560,647	14,975,387
	25,510,567	26,674,487

(a) The hire purchase payables of the Group are secured by the following:-

(i) certain plant and equipment of the Group as disclosed in Note 6 to the financial statements;
(ii) a joint and several guarantee by certain directors of the Group and a shareholder; and
(iii) a corporate guarantee by the Company.

(b) The interest rate profile of the hire purchase payables of the Group is summarised below:-

	The Group	
	2024 %	2023 %
Fixed rate	2.18 - 3.55	2.18 - 3.55

21. TERM LOANS

	The Group	
	2024 RM	2023 RM
Current liabilities	1,595,951	1,147,662
Non-current liabilities	10,466,576	5,053,236
	12,062,527	6,200,898

(a) The term loans of the Group are secured by the following:-

(i) a legal charge over certain properties of the Group as disclosed in Note 6 to the financial statements;
(ii) a joint and several guarantee by certain directors of the Group and a shareholder;
(iii) fixed deposits with licensed banks of the Group as disclosed in Note 15 to the financial statements;
(iv) a corporate guarantee by the Company; and
(v) a corporate guarantee by Syarikat Jaminan Pembiayaan Perniagaan Berhad.

(b) The major covenants of the term loans are as follows:-

(i) Subsidiaries' gearing ratio shall not exceed 2.0 to 3.5 times.
(ii) A subsidiary shall maintain positive shareholders' equity at all times.
(iii) Dividend payment made by subsidiaries shall not exceed 50% of its current financial year's profit after tax.
(iv) Subsidiaries shall maintain a tangible net worth ranging from not less than RM15,000,000 to RM24,000,000 at all times.

The covenants are tested quarterly, at 31 March, 30 June, 30 September and 31 December. The Group has complied with the covenants throughout the reporting periods.

There are no indicators that the Group would have difficulties complying with the upcoming covenant assessments.

(c) The interest rate profile of the term loans of the Group is summarised below:-

	Effective Interest Rate		The Group	
	2024 %	2023 %	2024 RM	2023 RM
Fixed rate term loan	3.00	3.00	401,371	605,552
Floating rate term loans	4.61 - 5.90	4.70 - 7.20	11,661,156	5,595,346
			12,062,527	6,200,898

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

22. DEFERRED TAX LIABILITIES

	At 1.1.2024 RM	Recognised in Profit or Loss (Note 30) RM	Acquistion of A Subsidiary (Note 32) RM	At 31.12.2024 RM
The Group				
2024				
Deferred Tax Liabilities				
Property, plant and equipment	2,358,209	1,299,441	242,054	3,899,704
Deferred Tax Assets				
Provisions	-	(705,704)	-	(705,704)
	2,358,209	593,737	242,054	3,194,000

	At 1.1.2023 RM	Recognised in Profit or Loss (Note 30) RM	At 31.12.2023 RM
2023			
Deferred Tax Liabilities			
Property, plant and equipment	1,865,209	493,000	2,358,209

23. TRADE PAYABLES

The normal trade credit terms granted to the Group ranging from 30 to 60 (2023 - 30 to 60) days.

24. OTHER PAYABLES AND ACCRUALS

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Other payables:-				
Third parties	4,609,927	1,454,582	192,410	57,233
Retention sums	979,135	-	-	-
Sales and service tax payable	401,829	194,189	-	-
	5,990,891	1,648,771	192,410	57,233
Accruals	4,971,528	2,931,271	52,904	29,825
Deposits received	12,781,780	11,120,497	-	-
	23,744,199	15,700,539	245,314	87,058

The retention sums are expected to be settled within the periods ranging from 12 to 24 months.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

25. SHORT-TERM BORROWINGS

	Note	The Group 2024 RM	2023 RM
Bankers' acceptances	(a)	34,048,000	27,637,000
Revolving credits	(b)	19,798,958	12,475,001
		53,846,958	40,112,001

(a) The bankers' acceptances of the Group are secured by following:-

(i) a legal charge over certain properties of the Group as disclosed in Notes 6 and 8 to the financial statements;
(ii) a joint and several guarantee by certain directors of the Group and a shareholder;
(iii) fixed deposits with licensed banks of the Group as disclosed in Note 15 to the financial statements;
(iv) a corporate guarantee by the Company; and
(v) a corporate guarantee by Syarikat Jaminan Pembiayaan Perniagaan Berhad.

The bankers' acceptances of the Group at the end of the reporting period bore effective interest rates ranging from 3.26% to 4.31% (2023 - 3.33% to 4.70%) per annum.

(b) The revolving credits of the Group are secured by the following:-

(i) a legal charge over a piece of freehold land of the Group as disclosed in Note 6 to the financial statements;
(ii) a joint and several guarantee by certain directors of the Group and a shareholder; and
(iii) a corporate guarantee by the Company.

The revolving credits of the Group at the end of the reporting period bore effective interest rates ranging from 5.28% to 5.82% (2023 - 5.42% to 6.31%) per annum.

26. BANK OVERDRAFTS

(a) The bank overdrafts of the Group are secured by the following:-

(i) a legal charge over certain properties of the Group as disclosed in Note 6 to the financial statements;
(ii) a joint and several guarantee by certain directors of the Group and a shareholder;
(iii) fixed deposits with licensed banks of the Group as disclosed in Note 15 to the financial statements;
(iv) a corporate guarantee by the Company; and
(v) a corporate guarantee by Syarikat Jaminan Pembiayaan Perniagaan Berhad.

(b) The bank overdrafts of the Group at the end of the reporting period bore floating interest rates ranging from 6.76% to 8.49% (2023 - Nil) per annum.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

27. REVENUE

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Revenue from Contracts with Customers				
Recognised at a point in time				
Sale of goods	147,638,984	117,463,195	-	-
Sale of investment properties	1,325,000	-	-	-
Recognised over time				
Design consultancy and architecture works	6,187,839	6,040,253	-	-
Rental income	45,960,157	41,270,206	-	-
Revenue from Other Sources				
Dividend income from subsidiaries	-	-	5,000,000	-
	201,111,980	164,773,654	5,000,000	-

(a) The information on the disaggregation of revenue by geographical market is disclosed in Note 37.2 to the financial statements.

(b) The information about the performance obligations in contracts with customers is summarised below:-

Nature of Goods or Services	Timing and Method of Revenue Recognition	Significant Payment Terms	Variable Considerations	Warranty and Obligation for Returns or Refunds
Sale of Goods	When the goods are delivered and accepted by customers	Credit period of COD to 60 days from the invoice date	Not applicable	Not applicable
Sale of investment properties	When the vacant possession are delivered to customers	Credit period of 90 days from the date of Sale and Purchase Agreement	Not applicable	Not applicable
Design consultancy and architecture works	Recognise on a straight-line method over the period of service; Recognise using the amount of work certified by consultants	Credit period of 30 to 60 days from the invoice date	Not applicable	Not applicable
Rental Income	Recognise on a straight-line method over the lease term	Credit period of 60 days from the invoice date	Not applicable	Not applicable

27. REVENUE (CONT'D)

(c) The information of the revenue from other sources is summarised below:-

Dividend Income from subsidiaries

Dividend income is recognised when the right to receive dividend payment is established.

28. NET IMPAIRMENT LOSSES ON FINANCIAL ASSET

	The Group	
	2024 RM	2023 RM
Impairment losses on trade receivables	3,431,813	592,618
Reversal of impairment losses on trade receivables	(44,378)	(37,449)
	3,387,435	555,169

29. PROFIT/(LOSS) BEFORE TAXATION

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit/(Loss) before taxation is arrived at after charging/ (crediting):-				
Auditors' remuneration:				
- audit fees:				
- current financial year	201,000	187,500	37,000	24,000
- (over)/underprovision in the previous financial year	-	(9,000)	11,500	5,000
- non-audit fees	9,000	7,500	9,000	7,500
Directors' remuneration (Note 35(a))	3,190,627	2,728,104	372,000	363,161
Material Expenses/(Income)				
Bad debts written off	-	1,438	-	-
Depreciation:				
- property, plant and equipment	14,269,306	10,921,915	-	-
- investment properties	49,733	30,506	-	-
- right-of-use assets	119,821	110,178	-	-
Deposit written off	1,540	-	-	-
Direct operating expenses on investment properties	24,329	12,674	-	-
Impairment loss:				
- investments in subsidiaries	-	-	300,000	800,000
- other investments	3,400	500	-	-
Initial public offering ("IPO") listing expenses	-	2,707,940	-	2,707,940
Interest expense on lease liabilities	14,958	16,550	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

29. PROFIT/(LOSS) BEFORE TAXATION (CONT'D)

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit/(Loss) before taxation is arrived at after charging/ (crediting) (Cont'd):-				
Material Expenses/(Income) (Cont'd)				
Interest expense on financial liabilities that are not at fair value through profit or loss:				
- bank overdrafts	417,567	406,273	-	-
- bankers' acceptances	1,515,329	1,488,028	-	-
- hire purchase payables	1,340,621	1,112,413	-	-
- revolving credits	630,566	732,896	-	-
- term loans	247,408	718,167	-	-
Lease expenses:				
- short-term leases	203,800	96,800	-	-
- low-value assets	126,835	68,929	-	-
Property, plant and equipment written off	646,464	132,576	-	-
Staff costs (including other key management personnel as disclosed in Note 35(b)):				
- short-term employee benefits	12,932,779	11,400,240	-	-
- defined contribution benefits	1,412,203	1,266,846	-	-
Dividend income:				
- other investments	(1,120)	(1,456)	-	-
Fair value (gain)/loss on financial assets measured at fair value through profit or loss mandatorily:				
- other investments	(206,875)	33,976	5,000	11,500
Gain on disposal of property, plant and equipment	(162,895)	(103,833)	-	-
Gain on disposal of other investments	(44,992)	-	-	-
Interest income on financial assets measured at amortised cost:				
- fixed deposits with licensed banks	(340,206)	(458,069)	-	-
- cash and bank balances	(262,662)	(158,519)	(252,756)	(154,804)
Realised (gain)/loss on foreign exchange	(603,063)	53,098	-	-
Rental income from investment properties	(13,200)	(19,200)	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

30. INCOME TAX EXPENSE

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Current tax expense	5,625,000	3,370,300	39,000	35,000
Under/(Over)provision in the previous financial years	144,539	(337,267)	(35,000)	-
	5,769,539	3,033,033	4,000	35,000
Real property gains tax	1,547	-	-	-
	5,771,086	3,033,033	4,000	35,000
Deferred tax (Note 22):				
- origination and reversal of temporary differences	593,737	493,000	-	-
	6,364,823	3,526,033	4,000	35,000

A reconciliation of income tax expense applicable to the profit/(loss) before taxation at the statutory tax rate to income tax expense at the effective tax rate of the Group and of the Company is as follows:-

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit/(Loss) before taxation	19,696,129	10,114,384	3,848,303	(4,226,870)
Tax at the statutory tax rate of 24% (2023 - 24%)	4,727,071	2,427,452	923,593	(1,014,449)
Tax effects of:-				
Non-deductible expenses	1,344,681	1,471,328	315,407	1,049,449
Non-taxable income	(21,495)	(24,920)	(1,200,000)	-
Utilisation of deferred tax assets previously not recognised	-	(10,560)	-	-
Deferred tax assets not recognised during the year	168,480	-	-	-
Real property gains tax arising from disposal of investment properties	1,547	-	-	-
Under/(Over)provision of current tax in the previous financial years	144,539	(337,267)	(35,000)	-
	6,364,823	3,526,033	4,000	35,000

NOTES TO THE FINANCIAL STATEMENTS
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30. INCOME TAX EXPENSE (CONT'D)

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2023 - 24%) of the estimated assessable profit for the financial year.

At the end of the reporting period, the amounts of deferred tax assets not recognised (stated at gross) due to uncertainty of their realisation are as follows:-

	The Group	
	2024 RM	2023 RM
Unused tax losses:		
- expires year of assessment 2028	3,000	3,000
- expires year of assessment 2030	62,000	62,000
- expires year of assessment 2031	30,000	30,000
- expires year of assessment 2032	311,000	311,000
- expires year of assessment 2033	318,000	318,000
- expires year of assessment 2034	613,000	-
Unabsorbed capital allowances	248,000	159,000
	1,585,000	883,000

Based on the current legislation, the unused tax losses up to the year of assessment 2018 can be carried forward until the year of assessment 2028 and the unused tax losses for 2019 onwards are allowed to be utilised for 10 consecutive years of assessment immediately following that year of assessment; whereas, the unabsorbed capital allowances are allowed to be carried forward indefinitely.

31. EARNINGS PER SHARE

(a) Basic Earnings Per Share

The basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares in issue during the financial year.

	The Group	
	2024 RM	2023 RM
Profit after taxation attributable to owners of the Company (Basic)	13,279,880	6,460,728
Weighted average number of ordinary shares in issue	606,060,600	513,657,118
Basic earnings per share (Sen)	2.19	1.26

(b) Diluted Earnings Per Share

The diluted earnings per share is equal to the basic earnings per share because there were no potential ordinary shares during the financial year.

32. ACQUISITION OF A SUBSIDIARY

On 30 May 2024, PISM acquired 100% equity interests in DANSEA. The acquisition of this subsidiary is to improve vertical integration of the Group.

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

(a) Identifiable Assets Acquired and Liabilities Assumed

	The Group 2024 RM
Plant and equipment (Note 6)	1,133,586
Inventories	253,453
Trade and other receivables	183,665
Cash and bank balances	100,590
Trade payables	(163,741)
Other payables and accruals	(57,534)
Amount owing to holding company	(124,008)
Amount owing to a director	(866,732)
Current tax liabilities	(14,893)
Deferred tax liabilities (Note 22)	(242,054)
Net identifiable assets acquired	202,332
Add: Goodwill on acquisition (Note 10)	70,270
Total purchase consideration, settled by cash	272,602
Less: Cash and bank balances of subsidiary acquired	(100,590)
Net cash outflow from the acquisition of a subsidiary	172,012

(b) The goodwill is attributable mainly to the control premium paid. In addition, the purchase consideration also included benefits derived from the expected revenue growth of the Group. These benefits are not recognised separately from goodwill because they do not meet the recognition criteria for identifiable intangible assets. The goodwill is not deductible for tax purposes.

(c) The subsidiary has contributed revenue of RM984,777 and profit after taxation of RM278,923 to the Group since date of acquisition.

If the acquisition was effective at the beginning of the current financial year, the Group's revenue and profit after taxation for the current financial year would have been RM1,688,189 and RM478,154 respectively.

There were no acquisitions of new subsidiaries in the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

33. DIVIDENDS

	The Group/The Company	
	2024	2023
	RM	RM
Ordinary Shares		
Interim single-tier dividend of 0.50 (2023 - Nil) sen per ordinary share in respect of the current financial year	3,030,303	-

34. CASH FLOW INFORMATION

(a) The cash disbursed for the purchase of property, plant and equipment and the addition of right-of-use assets are as follows:-

	The Group	
	2024	2023
	RM	RM
Property, plant and equipment		
Cost of property, plant and equipment purchased (Note 6)	59,702,963	43,066,447
Less: Acquired through hire purchase arrangements	(10,926,563)	(26,206,534)
	48,776,400	16,859,913
Right-of-use assets		
Cost of right-of-use assets acquired (Note 8)	109,331	-
Less: Addition of new lease liabilities	(109,331)	-
	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

34. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows:-

	Hire Purchase Payables RM	Lease Liabilities RM	Bankers' Acceptances RM	Revolving Credits RM	Term Loans RM	Total RM
The Group						
2024						
At 1 January	26,674,487	323,777	27,637,000	12,475,001	6,200,898	73,311,163
Changes in Financing Cash Flows						
Proceeds from drawdown	1,530,962	-	116,537,258	46,689,466	9,385,491	174,143,177
Repayment of principal	(13,621,445)	(79,542)	(110,126,258)	(39,365,509)	(3,523,862)	(166,716,616)
Repayment of interests	(1,340,621)	(14,958)	(1,515,329)	(630,566)	(247,408)	(3,748,882)
	(13,431,104)	(94,500)	4,895,671	6,693,391	5,614,221	3,677,679
Other Changes						
Acquisition of new leases (Note 19 and 34(a))	-	109,331	-	-	-	109,331
New hire purchase (Note 34(a))	10,926,563	-	-	-	-	10,926,563
Interest expense recognised in profit or loss (Note 29)	1,340,621	14,958	1,515,329	630,566	247,408	3,748,882
	12,267,184	124,289	1,515,329	630,566	247,408	14,784,776
At 31 December	25,510,567	353,566	34,048,000	19,798,958	12,062,527	91,773,618

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

34. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

	Hire Purchase Payables RM	Lease Liabilities RM	Bankers' Acceptances RM	Revolving Credits RM	Term Loans RM	Total RM
The Group						
2023						
At 1 January	9,640,822	391,227	25,717,000	9,176,858	14,658,937	59,584,844
Changes in Financing Cash Flows						
Proceeds from drawdown	370,454	-	108,317,012	41,746,681	164,215	150,598,362
Repayment of principal	(9,543,323)	(67,450)	(106,397,012)	(38,448,538)	(8,622,254)	(163,078,577)
Repayment of interests	(1,112,413)	(16,550)	(1,488,028)	(732,896)	(718,167)	(4,068,054)
	(10,285,282)	(84,000)	431,972	2,565,247	(9,176,206)	(16,548,269)
Other Changes						
New hire purchase (Note 34(a))	26,206,534	-	-	-	-	26,206,534
Interest expense recognised in profit or loss (Note 29)	1,112,413	16,550	1,488,028	732,896	718,167	4,068,054
	27,318,947	16,550	1,488,028	732,896	718,167	30,274,588
At 31 December	26,674,487	323,777	27,637,000	12,475,001	6,200,898	73,311,163

(c) The total cash outflows for leases as a lessee are as follows:-

	The Group	
	2024 RM	2023 RM
Payment of short-term leases	203,800	96,800
Payment of low-value assets	126,835	68,929
Interest paid on lease liabilities	14,958	16,550
Payment of lease liabilities	79,542	67,450
	425,135	249,729

34. CASH FLOW INFORMATION (CONT'D)

(d) The cash and cash equivalents comprise the following:-

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Fixed deposits with licensed banks	8,133,251	20,761,922	-	-
Cash and bank balances	9,811,595	14,018,191	7,381,138	11,499,329
Bank overdrafts	(9,329,145)	-	-	-
	8,615,701	34,780,113	7,381,138	11,499,329
Less: Fixed deposits pledged to licensed banks (Note 15)	(8,133,251)	(20,761,922)	-	-
	482,450	14,018,191	7,381,138	11,499,329

35. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

(a) Directors of the Company

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Short-term employee benefits:				
- fees	372,000	360,161	372,000	360,161
- salaries, bonuses and other benefits	2,432,524	2,044,301	-	3,000
	2,804,524	2,404,462	372,000	363,161
Defined contribution benefits	386,103	323,642	-	-
Total directors' remuneration (Note 29)	3,190,627	2,728,104	372,000	363,161

The estimated monetary value of benefits-in-kind provided by the Group to the directors of the Company was RM56,500 (2023 - RM41,825).

NOTES TO THE FINANCIAL STATEMENTS
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35. KEY MANAGEMENT PERSONNEL COMPENSATION (CONT'D)

The key management personnel compensation during the financial year are as follows (Cont'd):

(b) Other Key Management Personnel

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Short-term employee benefits	1,700,755	1,213,497	-	-
Defined contribution benefits	203,497	145,124	-	-
Total compensation for other key management personnel (Note 29)	1,904,252	1,358,621	-	-

36. RELATED PARTY DISCLOSURES

(a) Subsidiaries

The subsidiaries are disclosed in Note 5 to the financial statements.

(b) Significant Related Party Transactions and Balances

In addition to the related party transactions information disclosed in the statements of cash flows and Note 27 to the financial statements, the Group and the Company also carried out the following transactions with the related parties during the financial year:-

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Subsidiaries				
Net advances from	-	-	3,683,000	-
Net advances to	-	-	7,828,390	21,130,000
Dividend from	-	-	5,000,000	-
Related Parties				
Purchase from	158,484	315,880	-	-
Short-term leases expenses paid or payables to	38,400	38,400	-	-

The significant outstanding balances of the related parties together with their terms and conditions are disclosed in Note 14 to the financial statements.

37. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the Board of Directors as its chief operating decision maker in order to allocate resources to segments and to assess their performance on a quarterly basis. For management purposes, the Group is organised into business units based on their products and services provided. In addition, the businesses are also considered from a geographical perspective.

37. OPERATING SEGMENTS (CONT'D)

The Group is organised into 5 main reportable segments as follows:-

- Construction method engineering solutions - provision of new and refurbished temporary works equipment for sale and rental together with the provision of solutions that support the forming and erection of concrete structures.

- Manufacturing, trading and distribution of building materials - manufacture, trade and distribute building materials for construction projects.

- Digital design and engineering solutions - provision of digital construction designs and engineering solutions.

- Prefabricated construction solutions - planning, designing, production planning and coordination throughout the manufacturing process of prefabricated components, trading of lifting and connection accessories for precast concrete construction.

- Polymer material compounding and product - manufacturing of plastic resin and customised plastic raw materials as well as buyers, sellers and dealers in all kind of plastics, new and used or scrap resin products.

- All other segments - include investment holding and property investment which are not separately reported as the segment's operations are not material to the Group.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Transactions between reportable segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation.

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Segments RM	Consolidation Adjustments RM	The Group RM
2024								
Revenue								
External revenue	93,492,657	96,449,762	6,000,202	3,155,402	688,957	1,325,000	-	201,111,980
Inter-segment revenue	3,793,457	5,627,677	75,771	-	-	5,000,000	(14,496,905)	-
Total revenue	97,286,114	102,077,439	6,075,973	3,155,402	688,957	6,325,000	(14,496,905)	201,111,980
Results								
Segment profit/(loss)	20,303,255	4,955,765	(163,083)	428,152	(301,555)	3,832,087	(5,058,201)	23,996,420
Finance costs	(2,762,694)	(1,514,438)	(23,159)	-	-	-	-	(4,300,291)
Profit/(Loss) before taxation	17,540,561	3,441,327	(186,242)	428,152	(301,555)	3,832,087	(5,058,201)	19,696,129

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Segments RM	Consolidation Adjustments RM	The Group RM
2024								
Other Information								
Depreciation:								
- property, plant and equipment	12,858,157	1,104,102	317,718	968	278	83	(12,000)	14,269,306
- investment properties	4,307	-	-	-	-	45,426	-	49,733
- right-of-use assets	83,258	21,952	73,304	-	-	-	(58,693)	119,821
Impairment losses on investments in subsidiaries	-	-	-	-	-	300,000	(300,000)	-
Impairment losses on:								
- other investments	-	-	-	-	-	3,400	-	3,400
- trade receivables	1,945,622	357,304	1,128,887	-	-	-	-	3,431,813
Interest expense on financial liabilities that are not at fair value through profit or loss:								
- bank overdrafts	298,328	119,239	-	-	-	-	-	417,567
- bankers' acceptances	412,061	1,103,268	-	-	-	-	-	1,515,329
- hire purchase	1,283,978	46,872	9,771	-	-	-	-	1,340,621
- revolving credits	630,566	-	-	-	-	-	-	630,566
- term loans	116,745	130,663	-	-	-	-	-	247,408
Interest expense on lease liabilities	1,570	-	13,388	-	-	-	-	14,958

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Segments RM	Consolidation Adjustments RM	The Group RM
2024								
Other Information (Cont'd)								
Dividend income	-	(1,120)	-	-	-	-	-	(1,120)
Reversal of impairment losses on trade receivables	-	(44,378)	-	-	-	-	-	(44,378)
Interest income on financial assets measured at amortised cost:								
- fixed deposits with licensed banks	(190,367)	(149,839)	-	-	-	-	-	(340,206)
- cash and bank balances	(350)	(8,063)	(343)	-	(1,150)	(252,756)	-	(262,662)
Income tax expense	5,177,799	931,375	148,278	101,824	-	5,547	-	6,364,823

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Segments RM	Consolidation Adjustments RM	The Group RM
2024								
Assets								
Segment assets/ Consolidated total assets	212,047,229	78,122,612	8,182,556	2,673,781	1,396,365	100,912,445	(115,602,539)	287,732,449
Additions to non-current assets other than financial instruments								
Property, plant and equipment	59,179,956	162,065	212,699	139,900	8,343	-	-	59,702,963
Investment properties	1,292,060	-	-	-	-	168,440	-	1,460,500
Right-of-use assets	109,331	-	-	-	-	-	-	109,331
Liabilities								
Segment liabilities/ Consolidated total liabilities	136,544,331	52,251,352	5,318,374	359,040	697,920	12,191,146	(56,045,313)	151,316,850

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	All Other Segments RM	Consolidation Adjustments RM	The Group RM
2023							
Revenue							
External revenue	64,006,215	92,448,316	5,612,280	2,706,843	-	-	164,773,654
Inter-segment revenue	50,860	1,574,207	182,400	-	540,000	(2,347,467)	-
Total revenue	64,057,075	94,022,523	5,794,680	2,706,843	540,000	(2,347,467)	164,773,654
Results							
Segment profit/(loss)	12,469,149	5,149,632	212,656	681,792	(4,707,922)	810,868	14,616,175
Finance costs	(2,810,551)	(1,657,995)	(30,748)	-	(2,497)	-	(4,501,791)
Profit/(Loss) before taxation	9,658,598	3,491,637	181,908	681,792	(4,710,419)	810,868	10,114,384

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	All Other Segments RM	Consolidation Adjustments RM	The Group RM
2023							
Other Information							
Depreciation:							
- property, plant and equipment	9,576,765	901,064	369,096	826	86,164	(12,000)	10,921,915
- investment properties	-	-	-	-	30,506	-	30,506
- right-of-use assets	73,612	21,955	73,304	-	-	(58,693)	110,178
Fair value loss on other investments	-	22,476	-	-	11,500	-	33,976
Impairment losses on investments in subsidiaries	-	-	-	-	800,000	(800,000)	-
Impairment losses on:							
- other investments	-	-	-	-	500	-	500
- trade receivables	400,000	119,618	73,000	-	-	-	592,618
Interest expense on financial liabilities that are not at fair value through profit or loss:							
- bank overdrafts	215,940	190,333	-	-	-	-	406,273
- bankers' acceptances	270,652	1,217,376	-	-	-	-	1,488,028
- hire purchase payables	1,068,555	29,660	14,198	-	-	-	1,112,413
- revolving credits	730,399	-	-	-	2,497	-	732,896
- term loans	511,484	206,683	-	-	-	-	718,167
Interest expense on lease liabilities	-	-	16,550	-	-	-	16,550
IPO listing expenses	-	-	-	-	2,707,940	-	2,707,940
Realised loss/(gain) on foreign exchange	89,881	(25,492)	-	(11,291)	-	-	53,098
Gain on disposal of property, plant and equipment	(42,333)	(61,500)	-	-	-	-	(103,833)
Dividend income	-	(1,456)	-	-	-	-	(1,456)
Reversal of impairment losses on trade receivables	-	(37,449)	-	-	-	-	(37,449)

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	All Other Segments RM	Consolidation Adjustments RM	The Group RM
2023							
Other Information (Cont'd)							
Interest income on financial assets measured at amortised cost:							
- fixed deposits with licensed banks	(161,681)	(296,388)	-	-	-	-	(458,069)
- cash and bank balances	(146)	(3,052)	(450)	-	(154,871)	-	(158,519)
Income tax expense	2,225,254	1,014,368	80,111	171,300	35,000	-	3,526,033
Assets							
Segment assets/Consolidated total assets	141,546,908	76,519,903	6,808,213	2,155,187	100,893,355	(94,620,002)	233,303,564
Additions to non-current assets other than financial instruments							
Property, plant and equipment	40,060,679	1,441,758	(4,714)	3,400	1,625,149	(59,825)	43,066,447
Investment properties	-	-	-	-	1,087,406	-	1,087,406
Liabilities							
Segment liabilities/Consolidated total liabilities	77,812,882	50,931,192	3,609,511	166,774	11,563,183	(36,794,574)	107,288,968

37. OPERATING SEGMENTS (CONT'D)

37.2 GEOGRAPHICAL INFORMATION

Revenue is based on the country in which the customers are located.

Non-current assets are determined according to the country where these assets are located. The amounts of non-current assets do not include financial instruments.

	Revenue		Non-current Assets	
	2024 RM	2023 RM	2024 RM	2023 RM
The Group				
Malaysia	199,824,017	158,464,896	153,503,919	110,693,655
Australia	229,032	-	-	-
Hungary	21,729	60,498	-	-
India	70,951	-	-	-
Philippines	147,781	-	-	-
Singapore	86,247	4,365	-	-
Taiwan	42,929	-	-	-
Thailand	219,069	6,243,895	-	-
Uganda	470,225	-	-	-
	201,111,980	164,773,654	153,503,919	110,693,655

The information on the disaggregation of revenue based on geographical region is summarised below:-

	At A Point in Time RM	Over Time RM	Total RM
The Group			
2024			
Malaysia	147,926,782	51,897,235	199,824,017
Australia	-	229,032	229,032
Hungary	-	21,729	21,729
India	70,951	-	70,951
Philippines	147,781	-	147,781
Singapore	86,247	-	86,247
Taiwan	42,929	-	42,929
Thailand	219,069	-	219,069
Uganda	470,225	-	470,225
	148,963,984	52,147,996	201,111,980

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37. OPERATING SEGMENTS (CONT'D)

37.2 GEOGRAPHICAL INFORMATION (CONT'D)

The information on the disaggregation of revenue based on geographical region is summarised below (Cont'd):-

	At A Point in Time RM	Over Time RM	Total RM
The Group			
2023			
Malaysia	111,214,935	47,249,961	158,464,896
Hungary	-	60,498	60,498
Singapore	4,365	-	4,365
Thailand	6,243,895	-	6,243,895
	117,463,195	47,310,459	164,773,654

37.3 MAJOR CUSTOMER

The following is major customer with revenue equal to or more than 10% of the Group's total revenue:-

	The Group		
	2024 RM	2023 RM	Segment
Customer #1	-	16,811,281	Construction Method Engineering Solutions and Manufacturing, Trading and Distribution of Building Materials

38. CAPITAL COMMITMENTS

	The Group	
	2024 RM	2023 RM
Purchase of investment properties	-	168,440
Purchase of property, plant and equipment	20,893,490	6,652,497
Construction of building	6,637,438	19,609,833
	27,530,928	26,430,770

39. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

39.1 FINANCIAL RISK MANAGEMENT POLICIES

The policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group is exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the functional currency of entities within the Group. The currencies giving rise to this risk are primarily Australian Dollar (**"AUD"**), Philippine Peso (**"PHP"**), Euro (**"EUR"**), China Yuan Renminbi (**"CNY"**) and United States Dollar (**"USD"**). Foreign currency risk is monitored closely on an ongoing basis to ensure that the net exposure is at an acceptable level. The Group also holds cash and cash equivalents denominated in foreign currencies for working capital purposes.

The exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below:-

Foreign Currency Exposure

	AUD RM	PHP RM	EUR RM	CNY RM	USD RM	Total RM
The Group						
2024						
Financial Assets						
Trade receivables	47,692	-	53,298	-	232,105	333,095
Cash and bank balances	2,669	4,603	3,766	12,090	460,127	483,255
	50,361	4,603	57,064	12,090	692,232	816,350
Financial Liability						
Trade payables	-	-	-	(8,134,047)	(90,576)	(8,224,623)
Net financial assets/ (liabilities)/ Currency Exposure	50,361	4,603	57,064	(8,121,957)	601,656	(7,408,273)

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

The exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below (Cont'd):-

Foreign Currency Exposure (Cont'd)

	PHP RM	EUR RM	CNY RM	USD RM	Total RM
The Group					
2023					
Financial Assets					
Trade receivables	-	60,498	-	-	60,498
Cash and bank balances	2,046	-	12,090	971,556	985,692
	2,046	60,498	12,090	971,556	1,046,190
Financial Liability					
Trade payables	-	-	(2,446,597)	-	(2,446,597)
Net financial assets/ (liabilities)/Currency Exposure	2,046	60,498	(2,434,507)	971,556	(1,400,407)

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the foreign currencies at the end of the reporting period, with all other variables held constant:-

	The Group	
	2024 RM	**2023 RM**
Effects on Profit After Taxation		
AUD/RM		
- strengthened by 10%	5,036	-
- weakened by 10%	(5,036)	-
PHP/RM		
- strengthened by 10%	460	205
- weakened by 10%	(460)	(205)
EUR/RM		
- strengthened by 10%	5,706	6,050
- weakened by 10%	(5,706)	(6,050)
CNY/RM		
- strengthened by 10%	(812,196)	(243,451)
- weakened by 10%	812,196	243,451
USD/RM		
- strengthened by 10%	60,166	97,156
- weakened by 10%	(60,166)	(97,156)

There is no impact on the Group's equity.

The Company does not have any transactions or balances denominated in foreign currencies and hence, is not exposed to foreign currency risk.

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group adopts a policy of obtaining the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The fixed rate debt instruments of the Group is not subject to interest rate risk since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

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39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk (Cont'd)

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period are disclosed in Notes 21 and 26 to the financial statements.

Interest Rate Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the interest rates at the end of the reporting period, with all other variables held constant:-

	The Group	
	2024 RM	2023 RM
Effects on Profit After Taxation		
Increase of 100 basis points	(209,903)	(55,953)
Decrease of 100 basis points	209,903	55,953

There is no impact on the Group's equity.

The Company does not have any interest-bearing borrowings and hence, is not exposed to interest rate risk.

(iii) Equity Price Risk

The exposure to equity price risk arises mainly from changes in quoted investment prices of the Group and of the Company. The Group and the Company manage their exposure to equity price risk by maintaining a portfolio of equities with different risk profiles.

Equity Price Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the prices of the quoted investments classified as fair value through profit or loss at the end of the reporting period, with all other variables held constant:-

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Effects on Profit/(Loss) After Taxation				
Increase of 10%	50,650	36,125	7,300	7,800
Decrease of 10%	(50,650)	(36,125)	(7,300)	(7,800)

There is no impact on the Group's and the Company's equity.

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group and the Company manage their exposures to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

(i) Credit Risk Concentration Profile

At the end of the reporting period, the Group's major concentration of credit risk relates to the amounts owing by 2 (2023 - 2) customers which constituted approximately 21% (2023 - 24%) of its trade receivables, net of loss allowance.

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

In addition, the Company's maximum exposure to credit risk also includes corporate guarantees provided to its subsidiaries of RM73,877,803 (2023 - RM41,299,536) and corporate guarantees to suppliers for purchases made by a subsidiary of RM1,993,440 (2023 - Nil), representing the outstanding banking facilities of the subsidiaries and the amounts owing to suppliers by its subsidiary as at the end of the reporting period respectively. These corporate guarantees have not been recognised in the Company's financial statements since their fair values on initial recognition were not material.

(iii) Assessment of Impairment Losses

The Group and the Company have an informal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the receivables. The Group and the Company closely monitor the receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group and the Company evaluate whether any of the financial assets at amortised cost are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficult of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group and the Company consider a receivable to be in default when the receivable is unlikely to repay its debt to the Group and the Company in full or is more than 365 days past due unless the Group and the Company have reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Trade Receivables

The Group applies the simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for all trade receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on individual basis.

The expected loss rates are based on the payment profiles of sales over 12 (2023 - 12) months before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts using the linear regressive analysis. The Group has identified the Gross Domestic Product (GDP) and inflation rate as the key macroeconomic factors of the forward-looking information.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

Allowance for Impairment Losses

The reconciliations of allowance for impairment losses are as follows:-

	Non-credit Impaired RM	Credit Impaired RM	Total RM
The Group			
Trade Receivables			
Balance at 1.1.2023	262,748	554,232	816,980
Additions	73,000	519,618	592,618
Reversal	-	(37,449)	(37,449)
Written off	-	(407,605)	(407,605)
Balance at 31.12.2023/1.1.2024	335,748	628,796	964,544
Acquisition of a subsidiary	-	18,037	18,037
Additions	2,867,064	564,749	3,431,813
Reversal	-	(44,378)	(44,378)
Written off	-	(18,037)	(18,037)
Balance at 31.12.2024	3,202,812	1,149,167	4,351,979

The information about the credit exposure and loss allowances recognised for trade receivables are as follows:-

	Gross Amount RM	Lifetime Individual Allowance RM	Lifetime Collective Allowance RM	Carrying Amount RM
The Group				
2024				
Current (not past due)	28,638,906	-	(39,614)	28,599,292
1 to 30 days past due	15,135,567	-	(44,239)	15,091,328
31 to 60 days past due	8,830,514	-	(31,531)	8,798,983
61 to 90 days past due	6,059,242	-	(31,531)	6,027,711
Over 90 days past due	31,118,280	(2,362,550)	(693,347)	28,062,383
Credit impaired	1,149,167	(1,149,167)	-	-
Trade receivables	90,931,676	(3,511,717)	(840,262)	86,579,697
Retention sums	145,601	-	-	145,601
	91,077,277	(3,511,717)	(840,262)	86,725,298

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables (Cont'd)

Allowance for Impairment Losses (Cont'd)

The information about the credit exposure and loss allowances recognised for trade receivables are as follows (Cont'd):-

	Gross Amount RM	Lifetime Individual Allowance RM	Lifetime Collective Allowance RM	Carrying Amount RM
The Group				
2023				
Current (not past due)	21,666,005	-	(2,575)	21,663,430
1 to 30 days past due	11,992,220	-	(2,843)	11,989,377
31 to 60 days past due	7,964,446	-	(2,510)	7,961,936
61 to 90 days past due	7,314,929	-	(3,498)	7,311,431
Over 90 days past due	25,555,595	-	(324,322)	25,231,273
Credit impaired	628,796	(628,796)	-	-
Trade receivables	75,121,991	(628,796)	(335,748)	74,157,447
Retention sums	168,850	-	-	168,850
	75,290,841	(628,796)	(335,748)	74,326,297

Trade receivables that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables that are collectively determined to be impaired relate to expected credit losses measured based on the Group's observed default rates.

The changes in the allowance for impairment losses were impacted by the following significant changes in the gross carrying amounts of trade receivables during the reporting period:

- The growth of revenue in 2024 resulted in increases of trade receivables and allowance for impairment losses of RM15,955,286 and RM3,387,435 respectively.

Other Receivables

The Group applies the 3-stage general approach to measuring expected credit losses for its other receivables.

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Other Receivables (Cont'd)

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

Under this approach, the Group assess whether there is a significant increase in credit risk for receivables by comparing the risk of a default as at the reporting date with the risk of default as at the date of initial recognition. The Group considers there has been a significant increase in credit risk when there are changes in contractual terms or delay in payment. Regardless of the assessment, a significant increase in credit risk is presumed if a receivable is more than 30 days past due in making a contractual payment.

The Group uses 3 categories to reflect their credit risk and how the loss allowance is determined for each category:-

Category	Definition of Category	Loss Allowance
Performing:	Receivables have a low risk of default and a strong capacity to meet contractual cash flows	12-months expected credit losses
Underperforming:	Receivables for which there is a significant increase in credit risk	Lifetime expected credit losses
Non-performing:	There is evidence indicating the receivable is credit impaired or more than 90 days past due	Lifetime expected credit losses

The Group measures the expected credit losses of receivables having significant balances, receivables that are credit impaired and receivables with a high risk of default on an individual basis. The remaining receivables are grouped based on shared credit risk characteristics and assessed on a collective basis.

Loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group considers the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

Based on the assessment performed, the identified impairment loss was immaterial and hence, it is not provided for.

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Fixed Deposits with Licensed Banks, Cash and Bank Balances

The Group and the Company consider the licensed banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount Owing by Subsidiaries (Non-trade Balances)

The Company also applies the 3-stage general approach (see information in other receivables above) to measuring expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company measures the expected credit losses on individual basis, which is aligned with its credit risk management practices on the inter-company balances.

The Company considers advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the advances when they are payables, the Company considers the advances to be in default when the subsidiaries are not able to pay when demanded.

For advances that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the subsidiary.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

Based on the assessment performed, the identified impairment loss was immaterial and hence, it is not provided for.

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Financial Guarantee Contracts (Cont'd)

Inputs, Assumptions and Techniques used for Estimating Impairment Losses (Cont'd)

The Company considers there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:

- The subsidiary is unlikely to repay its obligation to the bank and suppliers in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

Allowance for Impairment Losses

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

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39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

	Contractual Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 - 5 Years RM	Over 5 Years RM
The Group						
2024						
Non-derivative Financial Liabilities						
Lease liabilities	4.59 - 5.91	353,566	381,500	126,000	255,500	-
Hire purchase payables	2.18 - 3.55	25,510,567	27,058,510	16,022,174	11,036,336	-
Term loans	3.00 - 5.90	12,062,527	15,440,550	2,244,607	7,249,207	5,946,736
Trade payables	-	22,300,972	22,300,972	22,300,972	-	-
Other payables and accruals	-	9,581,455	9,581,455	9,581,455	-	-
Bankers' acceptances	3.26 - 4.31	34,048,000	34,048,000	34,048,000	-	-
Revolving credits	5.28 - 5.82	19,798,958	20,153,169	20,153,169	-	-
Bank overdrafts	6.76 - 8.49	9,329,145	9,329,145	9,329,145	-	-
		132,985,190	138,293,301	113,805,522	18,541,043	5,946,736
2023						
Non-derivative Financial Liabilities						
Lease liabilities	4.59	323,777	357,000	84,000	273,000	-
Hire purchase payables	2.18 - 3.55	26,674,487	28,637,198	12,937,763	15,699,435	-
Term loans	3.00 - 7.20	6,200,898	7,368,655	1,445,262	3,792,028	2,131,365
Trade payables	-	15,742,997	15,742,997	15,742,997	-	-
Other payables and accruals	-	4,385,853	4,385,853	4,385,853	-	-
Bankers' acceptances	3.33 - 4.70	27,637,000	27,637,000	27,637,000	-	-
Revolving credits	5.42 - 6.31	12,475,001	12,547,427	12,547,427	-	-
		93,440,013	96,676,130	74,780,302	19,764,463	2,131,365

39. FINANCIAL INSTRUMENTS (CONT'D)

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (Cont'd):-

	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM
The Company			
2024			
Non-derivative Financial Liabilities			
Other payables and accruals	245,314	245,314	245,314
Amount owing to subsidiaries	9,547,077	9,547,077	9,547,077
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries	-	73,877,803	73,877,803
Financial guarantee contracts in relation to corporate guarantee extended to suppliers for purchases made by a subsidiary	-	1,993,440	1,993,440
	9,792,391	85,663,634	85,663,634
2023			
Non-derivative Financial Liabilities			
Other payables and accruals	87,058	87,058	87,058
Amount owing to subsidiaries	5,874,000	5,874,000	5,874,000
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries	-	41,299,536	41,299,536
	5,961,058	47,260,594	47,260,594

The contractual undiscounted cash flows represent the outstanding credit facilities of the subsidiaries at the end of the reporting period. The financial guarantees have not been recognised in the financial statements since their fair values on initial recognition were not material.

39.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support their businesses and maximise shareholders value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

39. FINANCIAL INSTRUMENTS (CONT'D)

39.2 CAPITAL RISK MANAGEMENT (CONT'D)

The Group and the Company manage their capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group and the Company include within net debt, loans and borrowings from financial institutions less cash and bank balances and fixed deposits with licensed banks. Capital includes equity attributable to the owners of the parent and non-controlling interest. The debt-to-equity ratio of the Group at the end of the reporting period are as follows:-

	The Group	
	2024 RM	2023 RM
Lease liabilities	353,566	323,777
Hire purchase payables	25,510,567	26,674,487
Term loans	12,062,527	6,200,898
Bankers' acceptances	34,048,000	27,637,000
Revolving credits	19,798,958	12,475,001
Bank overdrafts	9,329,145	-
	101,102,763	73,311,163
Less: Cash and bank balances	(9,811,595)	(14,018,191)
Less: Fixed deposits with licensed banks	(8,133,251)	(20,761,922)
Net debt	83,157,917	38,531,050
Total equity	136,415,599	126,014,596
Debt-to-equity ratio	0.61	0.31

The debt-to-equity ratio of the Company is not presented as the Company does not have borrowings.

There were no changes in the Group's approach to capital management during the financial year.

39.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Financial Assets				
Fair Value Through Profit or Loss				
Quoted shares	506,500	361,245	73,000	78,000
Amortised Cost				
Trade receivables	86,579,697	74,157,447	-	-
Other receivables	2,764,114	1,493,414	-	-
Amount owing by subsidiaries	-	-	30,604,078	22,528,000
Fixed deposits with licensed banks	8,133,251	20,761,922	-	-
Cash and bank balances	9,811,595	14,018,191	7,381,138	11,499,329
	107,288,657	110,430,974	37,985,216	34,027,329

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

39. FINANCIAL INSTRUMENTS (CONT'D)

39.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS (CONT'D)

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Financial Liability				
Amortised Cost				
Hire purchase payables	25,510,567	26,674,487	-	-
Term loans	12,062,527	6,200,898	-	-
Trade payables	22,300,972	15,742,997	-	-
Other payables and accruals	9,581,455	4,385,853	245,314	87,058
Amount owing to subsidiaries	-	-	9,547,077	5,874,000
Bankers' acceptances	34,048,000	27,637,000	-	-
Revolving credits	19,798,958	12,475,001	-	-
Bank overdrafts	9,329,145	-	-	-
	132,631,624	93,116,236	9,792,391	5,961,058

39.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	The Group		The Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Financial Assets				
Fair Value Through Profit or Loss				
Net gain/(losses) recognised in profit or loss	252,987	(32,520)	(5,000)	(11,500)
Amortised Cost				
Net (loss)/gains recognised in profit or loss	(2,778,392)	61,568	252,756	154,804
Financial Liability				
Amortised Cost				
Net losses recognised in profit or loss	(3,554,603)	(4,512,462)	-	-

39. FINANCIAL INSTRUMENTS (CONT'D)

39.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period:-

	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM	Level 2 RM	Level 3 RM	Level 1 RM	Level 2 RM	Level 3 RM	RM	RM
The Group								
2024								
Financial Asset								
Other investments:								
- quoted shares	506,500	-	-	-	-	-	506,500	506,500
Financial Liabilities								
Hire purchase payables	-	-	-	-	25,339,649	-	25,339,649	25,510,567
Term loans:								
- fixed rate	-	-	-	-	383,356	-	383,356	401,371
- floating rate	-	-	-	-	11,661,156	-	11,661,156	11,661,156
2023								
Financial Asset								
Other investments:								
- quoted shares	361,245	-	-	-	-	-	361,245	361,245

39. FINANCIAL INSTRUMENTS (CONT'D)

39.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period (Cont'd):-

	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM	Level 2 RM	Level 3 RM	Level 1 RM	Level 2 RM	Level 3 RM	RM	RM
The Group								
2023								
Financial Liabilities								
Hire purchase payables	-	-	-	-	26,682,182	-	26,682,182	26,674,487
Term loans:								
- fixed rate	-	-	-	-	590,450	-	590,450	605,552
- floating rate	-	-	-	-	5,595,346	-	5,595,346	5,595,346
The Company								
2024								
Financial Asset								
Other investment:								
- quoted shares	73,000	-	-	-	-	-	73,000	73,000
2023								
Financial Asset								
Other investment:								
- quoted shares	78,000	-	-	-	-	-	78,000	78,000

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

39. FINANCIAL INSTRUMENTS (CONT'D)

39.5 FAIR VALUE INFORMATION (CONT'D)

(a) Fair Value of Financial Instruments Carried at Fair Value

The fair value of quoted equity investments is determined at their quoted closing bid prices at the end of the reporting period.

There were no transfer between level 1 and level 2 during the financial year.

(b) Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, have been determined using the following basis:-

(i) The fair value of the term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.

(ii) The fair value of hire purchase payables and term loan that carry fixed interest rates are determined by discounting the relevant future contractual cash flows using current market interest rates for similar instruments at the end of the reporting period. The interest rates used to discount the estimated cash flows are as follows:-

	The Group	
	2024	**2023**
	%	**%**
Hire purchase payables	2.22 - 3.85	2.18 - 3.55
Term loan (fixed rate)	4.58	3.50

LIST OF TOP 10 PROPERTIES
AS AT 31 DECEMBER 2024

No.	Address/Title	Description	Land Area/ Built-up Area	Existing Use	Tenure	Carrying Amount as at 31 December 2024	Approximate Age of Building (Years)	Date of Valuation (V)/ Date of Acquisition (A)
1	GRN 232387, Lot 19 Seksyen 2, Pekan Bukit Changgang, District of Kuala Langat, State of Selangor **Postal address:** No. 1, Jalan 13, Kawasan Perindustrian Olak Lempit, 42700 Banting, Kuala Langat, Selangor Darul Ehsan	Industrial land	**Land area:** 74,500 square metres **Built-up area:** 1,487 square metres	A warehouse and workshop for refurbishment of the Group's trading inventories and workers accomodation	Freehold	24,379,389	9	26/08/2022 (A)
2	HS(D) 4228, PT 9502 Mukim Dengkil, District of Sepang, State of Selangor **Postal address:** No. 19, Jalan Meranti Permai 3, Meranti Permai Industrial Park, Batu 15, Jalan Puchong, 47100 Puchong, Selangor (referred to as Puchong Land 1)	Industrial land	**Land area:** 3,928 square metres **Built-up area:** 1,745 square metres	Warehouse and office	Leasehold for 99 years expiring on 13 June 2095	6,432,953	22	30/06/2016 (V)

LIST OF TOP 10 PROPERTIES AS AT 31 DECEMBER 2024

No.	Address/Title	Description	Land Area/ Built-up Area	Existing Use	Tenure	Carrying Amount as at 31 December 2024	Approximate Age of Building (Years)	Date of Valuation (V)/ Date of Acquisition (A)
3	(1) GRN 58722, Lot 22476 (2) GRN 58723, Lot 22477 (3) GRN 58724, Lot 22478 (4) GRN 58725, Lot 22479 (5) GRN 58726, Lot 22480 (6) GRN 58728, Lot 22482 (7) GRN 58729, Lot 22483 (8) GRN 58730, Lot 22484 (9) GRN 58731, Lot 22485 Mukim Tanjung Minyak, District of Melaka Tengah, State of Melaka **Postal address:** Jalan Nobat 1 & 4, Taman Bukit Rambai, Melaka	Industrial land	**Land area:** 22,246 square metres **Built-up area:** Not applicable	Currently vacant	Freehold	4,050,347	-	9/11/2012 (A)
4	GRN 537263, Lot 159701, Mukim Tebrau, District of Johor Bahru, State of Johor **Postal address:** No. 3, Jalan Perniagaan Setia 1/1, Taman Perniagaan Setia, Setia Business Park II, 81100 Johor Bahru, Johor	A 1½-storey semidetached cluster factory	**Land area:** 1,070 square metres **Built-up area:** 521 square metres	Warehouse and office	Freehold	1,826,353	9	11/9/2013 (A)

LIST OF TOP 10 PROPERTIES AS AT 31 DECEMBER 2024

No.	Address/Title	Description	Land Area/ Built-up Area	Existing Use	Tenure	Carrying Amount as at 31 December 2024	Approximate Age of Building (Years)	Date of Valuation (V)/ Date of Acquisition (A)
5	HS(D) 4226 PT 9500 Mukim Dengkil, District of Sepang, State of Selangor **Postal address:** No. 4, Jalan Meranti Permai 1, Meranti Permai Industrial Park, 47100 Puchong, Selangor (referred to as Puchong Land 2)	Industrial land	**Land area:** 3,080 square metres **Built-up area:** 2,475 square metres	Warehouse and workers accomodation	Leasehold for 99 years expiring on 13 June 2095	1,062,130	28	4/12/2019 (A)
6	Geran 80418, Lot 50085 Seksyen 92, Bandar Kuala Lumpur, District of Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur **Postal address:** A-40-01, Trion2@KL Apartment, Jalan Sungai Besi, Off Chan Sow Lin, 55200 Kuala Lumpur	Serviced apartment	**Land area:** Not applicable **Built-up area:** 86 square metres	Currently vacant	Freehold	663,652	-	18/12/2020 (A)

LIST OF TOP 10 PROPERTIES AS AT 31 DECEMBER 2024

No.	Address/Title	Description	Land Area/ Built-up Area	Existing Use	Tenure	Carrying Amount as at 31 December 2024	Approximate Age of Building (Years)	Date of Valuation (V)/ Date of Acquisition (A)
7	PN 53336/ M1C/47/1265 Lot No. 20015 Seksyen 48, Bandar Kuala Lumpur, District of Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur **Postal address:** A-46-03A, Residensi Duta Park, No.11, Jalan Kuching, 51200 Kuala Lumpur	Serviced apartment	**Land area:** Not applicable **Built-up area:** 89 square metres	Currently vacant	Leasehold for 99 years expiring on 30 January 2115	650,592	-	30/6/2024 (A)
8	PN 53336/ M1C/48/1277 Lot No. 20015 Seksyen 48, Bandar Kuala Lumpur, District of Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur **Postal address:** A-47-03A, Residensi Duta Park, No.11, Jalan Kuching, 51200 Kuala Lumpur	Serviced apartment	**Land area:** Not applicable **Built-up area:** 89 square metres	Currently vacant	Leasehold for 99 years expiring on 30 January 2115	637,161	-	30/6/2024 (A)

LIST OF TOP 10 PROPERTIES AS AT 31 DECEMBER 2024

No.	Address/Title	Description	Land Area/ Built-up Area	Existing Use	Tenure	Carrying Amount as at 31 December 2024	Approximate Age of Building (Years)	Date of Valuation (V)/ Date of Acquisition (A)
9	Geran 76064/ M1B/30/1348, Lot 80012, Mukim Ampang, District of Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur **Postal address:** No. 1-29-17, M City Ampang, No. 326 Jalan Ampang, 50450 Kuala Lumpur	Apartment	**Land area:** Not applicable **Built-up area:** 73 square metres	Currently vacant	Freehold	632,668	2	26/1/2021 (A)
10	Geran 321926/ M1/1/6, Lot 42126, Section 4, Bandar Cheras, District of Hulu Langat, State of Selangor **Postal address:** No. R-06, Blok A, Parkland Residence, Jalan SS 2/2, Batu 11 Cheras, 43200 Cheras, Selangor	Retail shop lot	**Land area:** Not applicable **Built-up area:** 86 square metres	Currently vacant	Freehold	524,933	-	15/3/2023 (A)
						40,860,178		

ANALYSIS OF SHAREHOLDINGS

STATISTICS OF SHAREHOLDINGS AS AT 26 MARCH 2025

Class of Shares	:	Ordinary Shares
Total Number of Issued Shares	:	606,060,600
Voting Rights	:	One vote per ordinary share

ANALYSIS OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares Held	%
1 - 99	1	0.07	1	Negligible
100 - 1,000	203	13.61	86,599	0.01
1,001 - 10,000	553	37.06	3,356,200	0.55
10,001 - 100,000	542	36.33	21,288,100	3.51
100,001 - 30,303,029 (*)	191	12.80	185,844,800	30.66
30,303,030 and above (**)	2	0.13	395,484,900	65.26
Total	**1,492**	**100.00**	**606,060,600**	**100.00**

Remark : * Less than 5% of Issued Shares
: ** 5% and above of Issued Shares

SUBSTANTIAL SHAREHOLDERS

The substantial shareholders of PLYTEC Holding Berhad and their respective shareholdings based on the Register of Substantial Shareholders of the Company as at 26 March 2025 are as follows:-

	Direct Interest		Indirect Interest	
	No. of Shares Held	%	No. of Shares Held	%
Yang Kian Lock	561,000	0.09	395,484,900[1]	65.26
Resilient Capital Holdings Sdn. Bhd.	250,756,900	41.37	-	-
Prestij Usaha Sdn. Bhd.	144,728,000	23.88	-	-

Note:-
(1) Deemed interest by virtue of his direct shareholdings in Resilient Capital Holdings Sdn. Bhd. and Prestij Usaha Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.

DIRECTORS' SHAREHOLDINGS

The Directors' Shareholdings based on the Register of Directors' Shareholdings of the Company as at 26 March 2025 are as follows:-

	Direct Interest		Indirect Interest	
Directors	No. of Shares Held	%	No. of Shares Held	%
Tan Sri Datuk Dr. Ir Ahmad Tajuddin bin Ali	1,000,000	0.17	-	-
Yang Kian Lock	561,000	0.09	395,484,900[1]	65.26
Ts. Ir. Louis Tay Chee Siong	300,000	0.05	-	-
Ts. Ir. Han Liang Kwang *(Resigned w.e.f. 18 April 2025)*	400,000	0.07	-	-
Anita Chew Cheng Im	300,000	0.05	-	-
Kow Hoay Lee	300,000	0.05	-	-
Goik Kenzu	300,000	0.05	-	-

Note:-
(1) Deemed interest by virtue of his direct shareholdings in Resilient Capital Holdings Sdn. Bhd. and Prestij Usaha Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.

ANALYSIS OF SHAREHOLDINGS

THIRTY LARGEST SECURITIES ACCOUNT HOLDERS

No.	Shareholders	No. of Shares	%
1.	Resilient Capital Holdings Sdn. Bhd.	250,756,900	41.37
2.	Prestij Usaha Sdn. Bhd.	144,728,000	23.88
3.	Chan Wah Kiang	16,499,200	2.72
4.	Citigroup Nominees (Asing) Sdn. Bhd. *Exempt AN for Citibank New York (Norges Bank 22)*	15,000,000	2.47
5.	Goh Ten Fook	14,129,800	2.33
6.	Universal Trustee (Malaysia) Berhad *KAF Core Income Fund*	8,000,000	1.32
7.	Yap Nam Fee	7,850,000	1.30
8.	Kuan Ah Hock	7,309,000	1.21
9.	Tokio Marine Life Insurance Malaysia Bhd. *As Beneficial Owner (TMEF)*	6,500,000	1.07
10.	UOBM Nominees (Asing) Sdn. Bhd. *UOB Asset Management (Malaysia) Berhad for Fwd Aggressive Fund*	4,200,000	0.69
11.	Maybank Nominees (Tempatan) Sdn. Bhd. *National Trust Fund (IFM KAF) (446190)*	4,000,000	0.66
12.	Tokio Marine Life Insurance Malaysia Bhd. *As Beneficial Owner (PF)*	3,500,000	0.58
13.	Lee Heuk Ping	3,250,000	0.54
14.	Citigroup Nominees (Tempatan) Sdn. Bhd. *Employees Provident Fund Board (UOBESGSCEQ)*	3,200,000	0.53
15.	Arthur Yong King Lumn	3,088,100	0.51
16.	M & A Nominee (Tempatan) Sdn. Bhd. *Pledged Securities Account for Tan Wai Quan (M&A)*	3,052,500	0.50
17.	E&J Damai Sdn. Bhd.	3,000,000	0.50
18.	Pua Kock Boon @ Phua Kock Boon	2,957,200	0.49
19.	AMSEC Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Choong See Way*	2,800,000	0.46
20.	Chew Wai Meng	2,445,000	0.40
21.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. *Pledged Securities Account for Chong Chee Choon (MY3397)*	2,400,000	0.40
22.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Lai Cheng Kuan (8058893)*	2,375,000	0.39
23.	Victory Platinum Sdn. Bhd.	2,000,000	0.33
24.	Chay Chee Ken	1,900,000	0.31
25.	Maybank Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Soh Tong Hwa*	1,504,800	0.25
26.	Choo Kok Beng	1,500,000	0.25
27.	Public Nominees (Tempatan) Sdn. Bhd. *Pledged Securities Account for Su Suit Chai (E-BSA/PKG)*	1,500,000	0.25
28.	Heng Mun Peng	1,460,600	0.24
29.	UOBM Nominees (Tempatan) Sdn. Bhd. *UOB Asset Management (Malaysia) Berhad for IGRS Equity Portfolio 1*	1,220,000	0.20
30.	Lim Chin Kean	1,130,000	0.19
	TOTAL	**523,256,100**	**86.34**

NOTICE OF
3RD ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Third ("**3rd**") Annual General Meeting ("**AGM**") of the Company will be held at Function Room 2 & 3, Level 1, Main Lobby, Kuala Lumpur Golf & Country Club (KLGCC), 10, Jalan 1/70D, Off Jalan Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan, Malaysia on Tuesday, 24 June 2025 at 10:00 a.m. for the following purposes:-

AGENDA

1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and the Auditors thereon. **(Please refer to Explanatory Note 1)**

2. To approve the payment of Directors' fees amounting to RM378,000.00 for the financial year ending 31 December 2025. **(Ordinary Resolution 1)**

3. To approve the payment of benefits payable to the Non-Executive Directors up to an amount of RM20,000.00 for the period from 25 June 2025 until the date of the next Annual General Meeting of the Company. **(Ordinary Resolution 2)**

4. To re-elect the following Directors, who are due to retire pursuant to Clause 21.7 of the Company's Constitution, and being eligible, have offered themselves for re-election:-

   (a) Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali; and **(Ordinary Resolution 3)**

   (b) Mr. Yang Kian Lock. **(Ordinary Resolution 4)**

5. To re-appoint Messrs. Crowe Malaysia PLT as Auditors of the Company until the conclusion of the next Annual General Meeting of the Company and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 5)**

As Special Business

To consider and if thought fit, with or without any modification, to pass the following Ordinary and Special Resolutions: -

6. **ORDINARY RESOLUTION** **(Ordinary Resolution 6)**
   - AUTHORITY TO ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016 AND WAIVER OF PRE-EMPTIVE RIGHTS

   "**THAT** pursuant to the Companies Act 2016 ("**the Act**"), ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), the Constitution of the Company, and subject to the approvals of the relevant governmental/regulatory authorities, the Directors of the Company be and are hereby empowered to issue and allot shares in the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors of the Company may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being;

   THAT in connection with the above, pursuant to Section 85 of the Act to be read together with Clause 16.6 of the Constitution of the Company, that approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to the Act;

   AND THAT the Directors of the Company be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities; **AND FURTHER THAT** such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company."

NOTICE OF 3RD ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Third ("**3rd**") Annual General Meeting ("**AGM**") of the Company will be held at Function Room 2 & 3, Level 1, Main Lobby, Kuala Lumpur Golf & Country Club (KLGCC), 10, Jalan 1/70D, Off Jalan Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan, Malaysia on Tuesday, 24 June 2025 at 10:00 a.m. for the following purposes (Cont'd):-

AGENDA

7. **SPECIAL RESOLUTION** **(Special Resolution 1)**
- PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE COMPANY

"**THAT** the proposed amendments to the Constitution of the Company, as annexed as Appendix I of the Annual Report for the financial year ended 31 December 2024, be and are hereby approved and come into effect upon transfer listing of the Company.

AND THAT the Directors be and are hereby authorised to do all acts, deeds and things as are necessary and/or expedient in order to give full effect to the proposed amendments to the Constitution of the Company with full powers to assent to any conditions, modifications, variations and/or amendments as may be required by any relevant authorities."

8. To transact any other ordinary business of which due notice shall have been given.

By Order of the Board

YEOW SZE MIN (MAICSA 7065735) (SSM PC NO. 201908003120)
YEE KIT YENG (MAICSA 7068292) (SSM PC NO. 202208000022)
Company Secretaries

Kuala Lumpur
Dated: 30 April 2025

Explanatory Notes: -

1. Audited Financial Statements for the financial year ended 31 December 2024

This Agenda item is meant for discussion only, as the provision of Section 340(1)(a) of the Companies Act 2016 does not require a formal approval of the members/shareholders for the Audited Financial Statements. Hence, this Agenda item is not put forward for voting.

2. Ordinary Resolutions 3 to 4 - Re-election of Directors

For the purpose of determining the eligibility of the Director to stand for re-election at the 3rd AGM of the Company, the Board of Directors through its Nomination Committee had reviewed and assessed each of the retiring Directors from the annual assessment and evaluation of the Board of Directors for the financial year ended 31 December 2024.

Based on the results of the annual evaluations, the Board of Directors is satisfied with the performance and contributions of the retiring Directors namely, Tan Sri Datuk Dr. Ts. Ir. Ahmad Tajuddin bin Ali and Mr. Yang Kian Lock, and supports their re-election as Directors of the Company based on the following considerations:

(i) able to meet the Board of Directors' expectations in terms of character, experience, integrity, competency and time commitment in discharging their roles as Directors of the Company;
(ii) exercised due care and carried out professional duties proficiently; and
(iii) level of independence demonstrated by the Independent Non-Executive Director, where relevant.

NOTICE OF 3RD ANNUAL GENERAL MEETING

Explanatory Notes (Cont'd):-

2. Ordinary Resolutions 3 to 4 - Re-election of Directors (Cont'd)

The retiring Directors have consented to their re-election and abstained from deliberations and decisions on their own eligibility to stand for re-election at the meetings of the Board and Nomination Committee, where relevant.

The profiles of the retiring Directors are set out in the Annual Report in respect of the financial year ended 31 December 2024.

3. Ordinary Resolution 6 - Authority to Issue Shares pursuant to the Companies Act 2016 and Waiver of Pre-emptive Rights

The Company had been granted a general mandate on the authority to issue shares pursuant to the Act by its shareholders at the Second AGM of the Company held on 20 June 2024 (hereinafter referred to as the "**Previous Mandate**"). The Company wishes to renew the Previous Mandate at the 3rd AGM of the Company (hereinafter referred to as the "**New Mandate**") and seek for waiver of pre-emptive rights under Section 85 of the Act read together with Clause 16.6 of the Constitution of the Company.

The Previous Mandate granted by the shareholders of the Company had not been utilised and hence no proceed was raised therefrom.

The purpose of seeking the New Mandate is to provide flexibility to the Directors of the Company for allotment of shares for any possible fund-raising activities for the purpose of funding future investment project(s), working capital, acquisition(s) and/or such other purposes as the Directors may deem fit without convening a general meeting as it would be both time and cost-consuming to organise a general meeting.

Pursuant to Section 85 of the Act read together with Clause 16.6 of the Constitution of the Company, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company or other securities.

That proposed Ordinary Resolution 6, if passed, would allow the Directors to issue new shares to any person under authority to issue shares pursuant to the Companies Act 2016 without having to offer new shares to be issued equally to all existing shareholders of the Company prior to issuance.

4. Special Resolution 1 – Proposed Amendments to the Constitution of the Company

The Proposed adoption of Special Resolution 1 is to streamline the Company's existing Constitution with the Main Market Listing Requirements of Bursa Securities and other prevailing statutory and regulatory requirements, while facilitate any future transfer of the listing of the Company from ACE Market to the Main Market of Bursa Securities, as well as to enhance administrative efficiency.

That Special Resolution 1, if passed, will take effect only on the date of listing of the Company on the Main Market of Bursa Securities.

Notes to the Notice of the 3rd AGM:-

1. In respect of deposited securities, only members whose names appear in the Record of Depositors on 17 June 2025 (*General Meeting Record of Depositors*) shall be eligible to attend, speak and vote at this Meeting.

2. A member of the Company entitled to attend and vote at the Meeting shall be entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote in his stead. A member may appoint more than one (1) proxy in relation to a meeting, provided that the member specifies the proportion of the member's shareholdings to be represented by each proxy, failing which the appointment shall be invalid.

NOTICE OF 3RD ANNUAL GENERAL MEETING

Notes to the Notice of the 3rd AGM (Cont'd):-

3. A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the members to attend, participate, speak and vote at the Meeting and upon appointment a proxy shall be deemed to confer authority to demand or join in demanding a poll.

4. Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

5. The instrument appointing a proxy shall be in writing under the hand of the appointor or his/her attorney duly authorised in writing or, if the appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised in writing.

6. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a duly notarised certified copy of that power or authority, shall be deposited at Securities Services (Holdings) Sdn. Bhd. of Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan not less than forty-eight (48) hours before the time appointed for holding the Meeting or adjournment thereof.

   The lodging of the Form of Proxy does not preclude a member from attending and voting at the 3rd AGM should he subsequently decides to do so, provided a notice of termination of proxy authority in writing is given to the Company and deposited at Securities Services (Holdings) Sdn. Bhd. of Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan prior to the time stipulated for holding the 3rd AGM or any adjournment thereof.

DETAILS OF THE PROPOSED AMENDMENTS TO THE **CONSTITUTION OF THE COMPANY**

Appendix I

The Clauses of the Constitution of the Company are proposed to be amended in the following manner, and to take effect on the date of listing of the Company on the Main Market of Bursa Malaysia Securities Berhad:-

Clause No.	Existing Clause	Proposed changes to the Clause
3	"Listing Requirements" means ACE Market Listing Requirements of Bursa Securities, including any amendment that may be made from time to time.	"Listing Requirements" means ~~**ACE**~~ **Main** Market Listing Requirements of Bursa Securities, including any amendment that may be made from time to time.
7.2	(c) every issue of Shares or options to employees and/or Directors shall be approved by the Members in a meeting of Members and such approval shall specifically detail the amount of Shares or options to be issued to such employees and/or Directors; and only Directors holding office in an executive capacity shall participate in such an issue of Shares or options provided always that a Director not holding office in an executive capacity may so participate in an issue of Shares pursuant to public offer or a public issue;	(c) every issue of Shares or options to employees and/or Directors shall be approved by the Members in a meeting of Members and **no Directors shall participate in such issue of Shares or options unless the Members in a meeting of Members have approved of the specific allotment to be made** ~~**such approval shall specifically detail the amount of Shares or options to be issued to such employees and/or Directors; and only Directors holding office in an executive capacity shall participate in such an issue of Shares or options provided always that a Director not holding office in an executive capacity may so participate in an issue of Shares pursuant to public offer or a public issue;**~~
8.1	The Company shall have first and paramount lien on every Share (not being a fully paid Shares) and dividends from time to time declared in respect of such Shares, provided that the Company's lien on Shares and dividends from time to time declared in respect of such Shares shall be restricted to:- (a) unpaid calls and instalments upon the specific Shares in respect of which such moneys are due and unpaid; (b) if the Shares were acquired under an Employee Share Scheme, amounts which are owed to the Company for acquiring them; and (c) such amounts as the Company are required by law to pay and has paid in respect of the Shares of the Member or deceased Member. The lien in each of the above cases should also extend to reasonable interest and expenses incurred because of the unpaid amount.	The **Company's** ~~**shall have first and paramount**~~ lien on ~~**every**~~ **Shares** ~~**(not being a fully paid Shares)**~~ and dividends from time to time declared in respect of such Shares, ~~**provided that the Company's lien on Shares and dividends from time to time declared in respect of such Shares**~~ shall be restricted to:- (a) unpaid calls and instalments upon the specific **S**~~**s**~~**hares** in respect of which such moneys are due and unpaid; **and** ~~**(b) if the Shares were acquired under an Employee Share Scheme, amounts which are owed to the Company for acquiring them; and**~~ **(b)** ~~**(c)**~~ such amounts as the Company ~~**are required**~~ **may be called upon** by law to pay and has paid in respect of the Shares of the Member or deceased Member. The lien in each of the above cases should also extend to reasonable interest and expenses incurred because of the unpaid amount.

DETAILS OF THE PROPOSED AMENDMENTS TO THE CONSTITUTION OF THE COMPANY

Appendix I

Clause No.	Existing Clause	Proposed changes to the Clause
18.6	Every notice of an annual general meeting shall be issued in accordance with the Applicable Laws and shall specify the meeting as such and every meeting convened for passing a Special Resolution shall state the intention to propose such resolution as a Special Resolution. The notice convening meeting of Members shall specify the place, date, day and time of the meeting, and the general nature of business of the meeting. Notice shall be given to all Members, Directors and auditors of the Company at least fourteen (14) days before the meeting or at least twenty-one (21) days before the meeting where any Special Resolution is to be proposed or where it is an annual general meeting. Any notice of a meeting called to consider special business shall be accompanied by a statement regarding the effect of any proposed resolution in respect of such special business. At least fourteen (14) days' notice or twenty-one (21) days' notice in the case where any Special Resolution is proposed or where it is the annual general meeting, of every such meeting shall be given by advertisement in at least one (1) nationally circulated Bahasa Malaysia or English daily newspaper and in writing to each stock exchange upon which the Company is listed.	Every notice of an annual general meeting shall be issued in accordance with the Applicable Laws and shall specify the meeting as such and every meeting convened for passing a Special Resolution shall state the intention to propose such resolution as a Special Resolution. The notice convening meeting of Members shall specify the place, date, day and time of the meeting, and the general nature of business of the meeting. Notice shall be given to all Members, Directors and auditors of the Company **either in hard copy, publication on the Company's website or in Electronic Form, or partly in hard copy and partly in Electronic Form** at least fourteen (14) days before the meeting or at least twenty-one (21) days before the meeting where any Special Resolution is to be proposed or where it is an annual general meeting. Any notice of a meeting called to consider special business shall be accompanied by a statement regarding the effect of any proposed resolution in respect of such special business. At least fourteen (14) days' notice or twenty-one (21) days' notice in the case where any Special Resolution is proposed or where it is the annual general meeting, of every such meeting shall be given by advertisement in at least one (1) nationally circulated Bahasa Malaysia or English daily newspaper and in writing to each stock exchange upon which the Company is listed.

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PLYTEC®

PLYTEC HOLDING BERHAD
[Registration No. 201801020016 (1282035-P)]
(Incorporated in Malaysia)

Number of Ordinary Shares Held	CDS Account No.

Contact No.	Email Address

PROXY FORM

I / We, _____
(FULL NAME AND NRIC / PASSPORT NO. / REGISTRATION NO.)

of _____
(FULL ADDRESS)

being a member of **PLYTEC HOLDING BERHAD** hereby appoint:-

***First Proxy "A"**

Full Name (in Block):-	**NRIC/ Passport No.:-**	**Proportion of Shareholdings Represented**	
		No. of Shares	**%**
Full Address:-			

*and

***Second Proxy "B"**

Full Name (in Block):-	**NRIC/ Passport No.:-**	**Proportion of Shareholdings Represented**	
		No. of Shares	**%**
Full Address:-			

100%

*or failing him/her, the CHAIRMAN OF THE MEETING, as *my / our proxy to attend and vote for *me / us and on *my / our behalf at the Third Annual General Meeting ("**AGM**") of PLYTEC Holding Berhad to be held at Function Room 2 & 3, Level 1, Main Lobby, Kuala Lumpur Golf & Country Club (KLGCC), 10, Jalan 1/70D, Off Jalan Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan, Malaysia on Tuesday, 24 June 2025 at 10:00 a.m. and at any adjournment thereof.

Mark X under 'For' or 'Against' for each Resolution if you wish to direct the proxy on how to vote. If no mark is made, the proxy may vote on the resolution or abstain from voting as the proxy thinks fit. If you appoint two (2) proxies and wish them to vote differently, this should be specified.

My / our proxy / proxies is / are to vote as indicated below:

No.	**Agenda**			
1.	To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and the Auditors thereon. (Note 1)			
		Resolution	**For**	**Against**
2.	To approve the payment of Directors' fees amounting to RM378,000.00 for the financial year ending 31 December 2025.	Ordinary Resolution 1		
3.	To approve the payment of benefits payable to the Non-Executive Directors up to an amount of RM20,000.00 for the period from 25 June 2025 until the date of the next Annual General Meeting of the Company.	Ordinary Resolution 2		
4(a).	To re-elect Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali, who is due to retire pursuant to Clause 21.7 of the Company's Constitution.	Ordinary Resolution 3		
4(b).	To re-elect Mr. Yang Kian Lock, who is due to retire pursuant to Clause 21.7 of the Company's Constitution.	Ordinary Resolution 4		
5.	To re-appoint Messrs. Crowe Malaysia PLT as Auditors of the Company until the conclusion of the next Annual General Meeting of the Company and to authorise the Directors to fix their remuneration.	Ordinary Resolution 5		
Special Business				
6.	**Ordinary Resolution:** Authority to Issue Shares pursuant to the Companies Act 2016 and Waiver of Pre-emptive Rights.	Ordinary Resolution 6		
7.	**Special Resolution:** Proposed amendments to the Constitution of the Company	Special Resolution 1		

* Strike out whichever not applicable

Signed this _____ day of _____ 2025

_____
* Signature of Member/Common Seal

Fold This Flap For Sealing

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AFFIX
STAMP

The Share Registrar
PLYTEC HOLDING BERHAD
[Registration No. 201801020016 (1282035-P)]

c/o Securities Services (Holdings) Sdn. Bhd.
Level 7, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
Damansara Heights,
50490 Kuala Lumpur,
Wilayah Persekutuan

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PLYTEC®

PLYTEC HOLDING BERHAD
Registration No. 201801020016 (1282035-P)
Incorporated in Malaysia under the Companies Act 2016

No. 19, Jalan Meranti Permai 3, Meranti Permai Industrial Park,
Batu 15, Jalan Puchong, 47100 Puchong, Selangor Darul Ehsan
Tel: 603-8061 2888 Fax: 603-8061 4888
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