PRESS METAL®



GROWTH & SUSTAINABILITY

INTEGRATED ANNUAL REPORT 2025

40 YEARS OF JOURNEY
PRESS METAL



Growth & Sustainability

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

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

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About This Report

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

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

Reporting Philosophy and Framework

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

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

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

Scope and Boundaries

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

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

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

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

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

Materiality

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

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

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

Board Responsibility Statement

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

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

About This Report

Statement of Assurance

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

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

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

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

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

Forward-Looking Statements

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

About This Report

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

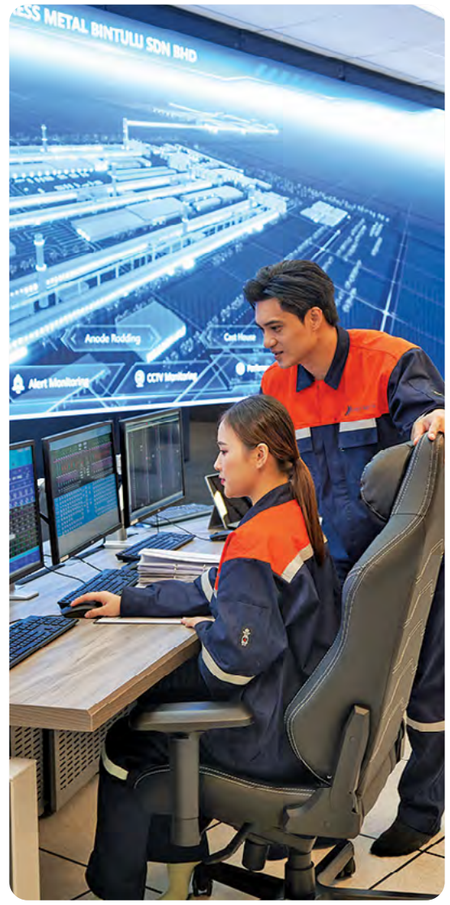
Accordingly, readers are advised to exercise caution and avoid placing undue reliance on these forward-looking statements. Such statements reflect the Group's views only as at the reporting date and may differ from actual results as conditions, judgements, and underlying assumptions change over time.

Reporting Suite

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

Feedback and Contact Point

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



Navigation Icons

Our Six (6) Capitals

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

Our Stakeholders

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

Our Material Matters

Upholding Good Governance and Economic Resilience

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

Caring for the Planet

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

Empowering Our People and Enriching Our Communities

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

Who We Are

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

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

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

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

Our Vision



Our Mission

B — Business
Establish partnerships and deliver incremental value to stakeholders

E — Environment
Mindfully consume and source natural resources to deliver our aluminium products

S — Society
Enrich the communities we operate in

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

Our Corporate Values

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

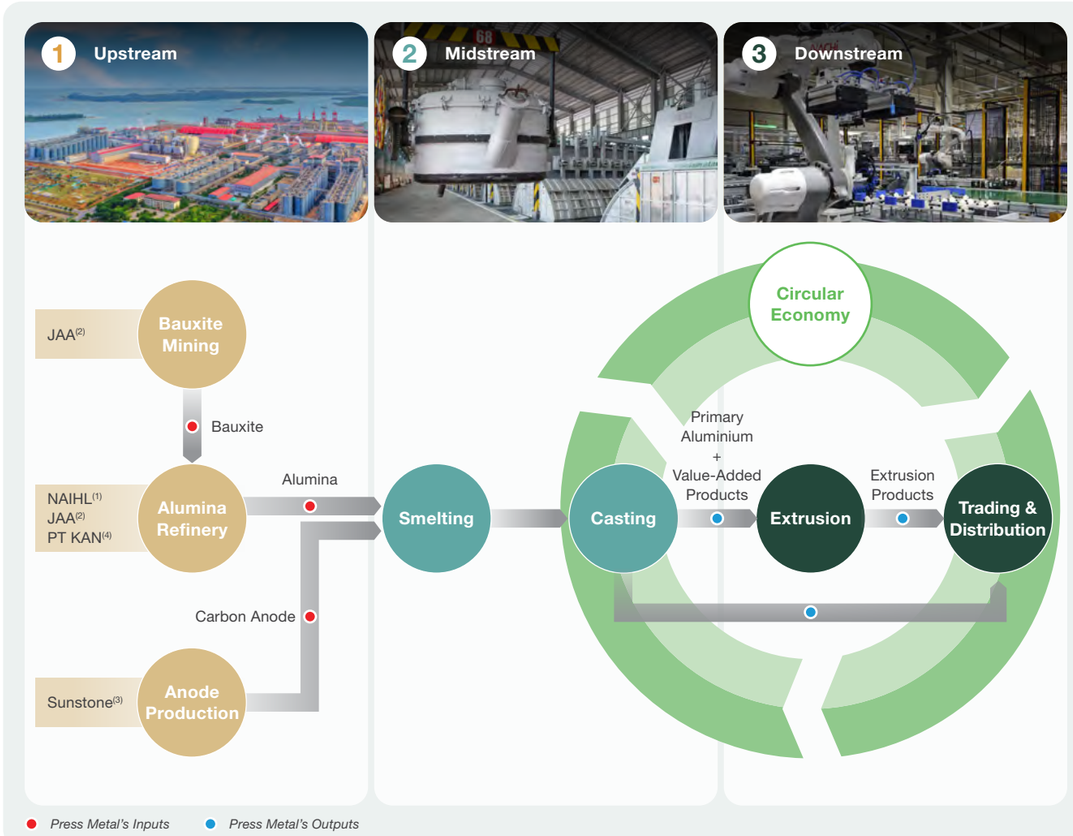
Global Outlook
To drive business growth with a global perspective and to progressively expand into a top industry player

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

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

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

Our Integrated Value Chain



Entities Outside the Group's Operational and Management Control

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

Entities Within the Group's Operational and Management Control

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

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

Our Key Strengths

Integrated Aluminium Operations

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

Smelting Capacity
1.08 Million MT

Extrusion Capacity
230 k MT



Responsible Aluminium Production

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

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

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

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

www.pressmetal.com/esg/membership



Sustainability-Driven Approach

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

FTSE4Good

A constituent of the FTSE4Good Bursa Malaysia Index

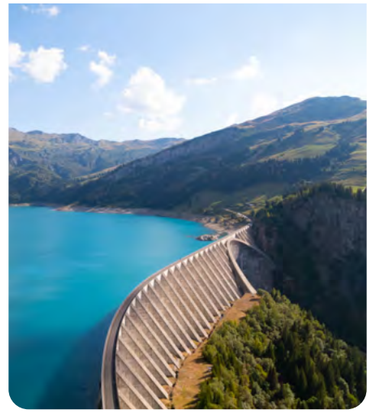
Maintained a 4-star rating since our debut in June 2022



Renewable and Reliable Resource

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

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



Key Highlights 2025

Key Highlights 2025



Revenue

RM16.2 Billion

Total Equity

RM11.5 Billion

PATAMI

RM2.1 Billion

Dividends

RM638.6 Million

Earnings per Share

25.48 Sen

Net Gearing Ratio

0.15 Times

FTSE4Good ESG Rating

FTSE4Good

ESG Grading Band: **4 Stars**

MSCI ESG Rating

MSCI

AA

2025 rating

Associations and Memberships

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

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

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

Aluminium Stewardship Initiative

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

United Nations Global Compact

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

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

Malaysia

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

China

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

Awards and Accolades

Press Metal Aluminium Holdings Berhad

The EDGE Malaysia ESG Awards 2025

Best of the Best Category

The EDGE Billion Ringgit Club 2025

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

Transition Pathway Initiative

Upgraded Management Quality
from level 4 to level 5

UNGCMYB ESG Select List 2025

5-Star Lister

National Corporate Governance & Sustainability Awards 2025

Overall Excellence Award (Top 50)

Happy Companies to Work For

Excellence in Talent Management
and Succession Planning

Press Metal Bintulu Sdn. Bhd.

Prime Minister's Hibiscus Award 2024/ 2025

Notable Achievement in
Environmental Performance

Press Metal International Limited

Outstanding ESG Practice in China Nonferrous Metals Industry

Guangdong Annual Exceptional Employer Award

Chairman's Statement

Chairman's Statement



Dear Valued Stakeholders,

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

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

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

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

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

Operational Strength & Competitive Positioning

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

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

Strengthening Supply Security & Expanding Strategic Reach

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

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

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

Chairman's Statement

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

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

Digital & Cyber Resilience

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

Advancing Our Sustainability Agenda

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

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

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



Social & Governance Stewardship

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

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

Appreciation

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

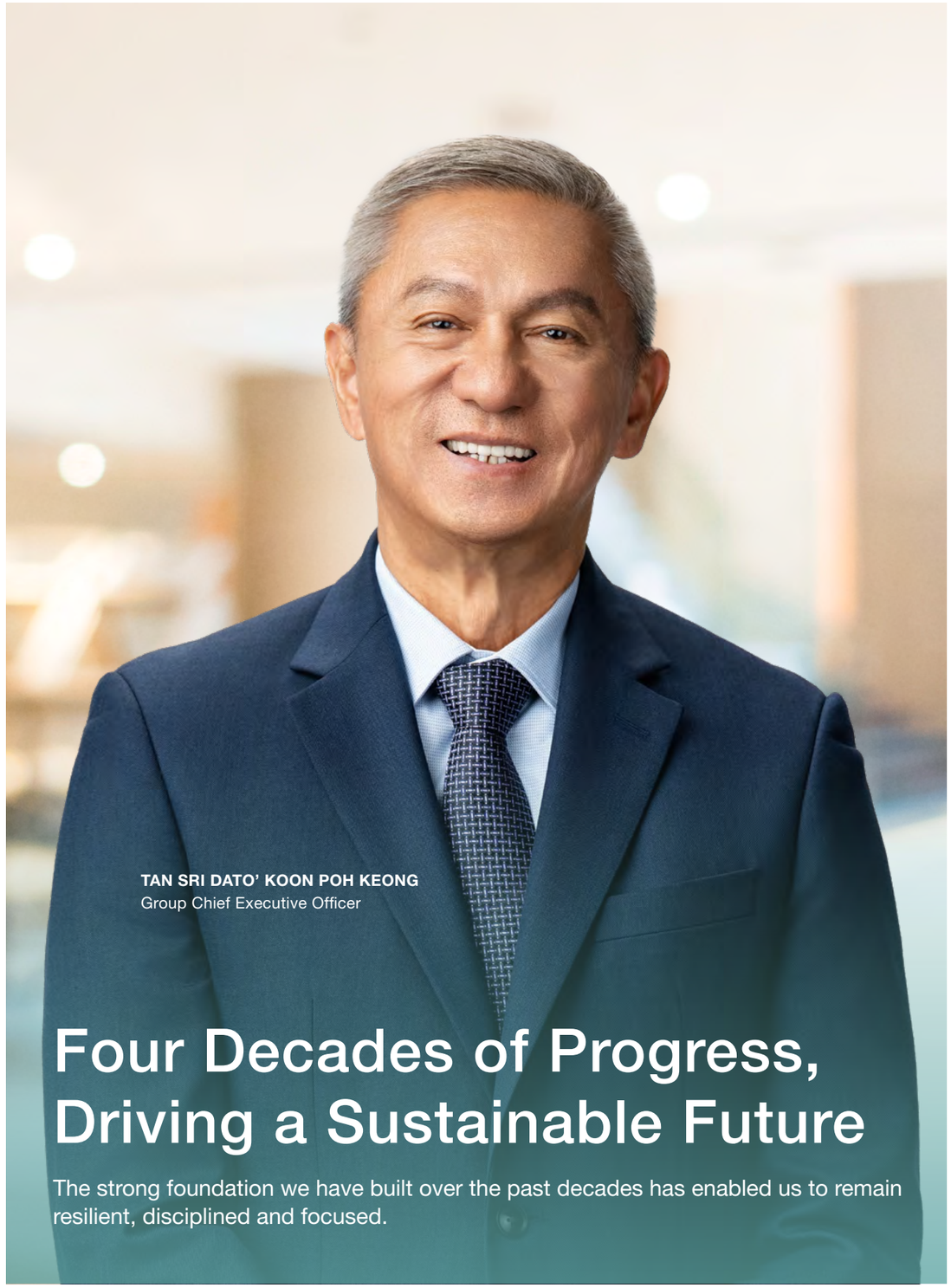
On behalf of the Board, I extend my sincere appreciation to our management team and employees for their dedication and execution excellence. I also thank our customers, business and banking partners for their continued trust and support. To our shareholders, I am deeply grateful for your confidence in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

Thank you.

DATUK (DR) YVONNE CHIA
Independent Non-Executive Chairman

Chairman's Statement

Management Discussion and Analysis by Group CEO



Management Discussion and Analysis by Group CEO

Foreword by Group CEO

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

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

Key Highlights of 2025

Achieved record PATAMI of RM2.1 billion

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

Strategic expansion in upstream alumina refineries

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

Increasing capacity in downstream extrusion segment

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

Continued ESG progress and recognition

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

Industry Trends & Market Dynamics

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

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

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

Management Discussion and Analysis by Group CEO

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

Strategic Focus Areas

Enhancing Upstream Capacity

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

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

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

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

Sustainable Aluminium Solutions

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

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

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

Harnessing Opportunities in Renewables

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

Management Discussion and Analysis by Group CEO

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

Advancement in Sustainability

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

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

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

Updates on Operational Activities

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

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

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

Management Discussion and Analysis by Group CEO

Review on Financial Performance

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

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

Revenue

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

Costs

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

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

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

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

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

Management Discussion and Analysis by Group CEO

Profitability

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

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

Dividends

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

Borrowings & Gearing

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

Market Outlook

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

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

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

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

Management Discussion and Analysis by Group CEO

Appreciation

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

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

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

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

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

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

TAN SRI DATO' KOON POH KEONG
Group CEO

The Market We Operate In

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

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

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

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

Aluminium Demand and Price Fluctuations

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

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

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

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

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

Impact on Business Operations

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

The Market We Operate In

Outlook for 2026

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

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

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

Supply Chain

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

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

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

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

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

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

The Market We Operate In

Impact on Business Operations

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

Outlook for 2026

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

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

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

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

Transition to a Low-Carbon Economy

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

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

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

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

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

Impact on Business Operations

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

Outlook for 2026

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

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

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

Geopolitical Tension

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

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

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

Impact on Business Operations

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

Outlook for 2026

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

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

The Market We Operate In

Digital Transformation and Industry 4.0

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

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

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

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

Impact on Business Operations

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

Outlook for 2026

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

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

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

The Market We Operate In

Energy Security and Power Market Dynamics

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

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

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

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

Impact on Business Operations

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

Outlook for 2026

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

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

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

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Engaging with Our Stakeholders

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

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

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

Board of Directors

Why They Matter

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

Engagement Channels

- Quarterly Board meetings
- Periodic management updates and reports

Expectations and Areas of Interest

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

Our Responses

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

Key Management

Why They Matter

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

Engagement Channels

- Management meetings and operational briefings
- Quarterly Board meetings
- Executive Committee meetings

Expectations and Areas of Interest

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

Our Responses

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

Engaging with Our Stakeholders

Employees

Why They Matter

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

Engagement Channels

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

Expectations and Areas of Interest

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

Our Responses

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

Business Partners

Why They Matter

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

Engagement Channel

- Meetings

Expectations and Areas of Interest

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

Our Responses

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

Engaging with Our Stakeholders

Capital Providers (Financiers, Shareholders, Investors)

Why They Matter

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

Engagement Channels

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

Expectations and Areas of Interest

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

Our Responses

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

Customers/ Distributors

Why They Matter

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

Engagement Channels

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

Expectations and Areas of Interest

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

Our Responses

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

Engaging with Our Stakeholders

Government/ Regulatory Authorities

Why They Matter

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

Engagement Channels

- Dialogues and meetings
- Government/ regulatory events/ visits

Expectations and Areas of Interest

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

Our Responses

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

Industry Association

Why They Matter

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

Engagement Channels

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

Expectations and Areas of Interest

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

Our Responses

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

Engaging with Our Stakeholders

Local Communities

Why They Matter

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

Engagement Channels

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

Expectations and Areas of Interest

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

Our Responses

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

Media/ Analysts

Why They Matter

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

Engagement Channels

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

Expectations and Areas of Interest

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

Our Responses

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

Engaging with Our Stakeholders

Suppliers/ Contractors/ Service Providers

Why They Matter

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

Engagement Channels

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

Expectations and Areas of Interest

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

Our Responses

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

PRESS METAL®

Material Matters at Our Core

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

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

Step 1

Reviewing Material Matters and Identifying SROs

Review of Material Matters

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

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

Sustainability-related Risks and Opportunities

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

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

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

Material Matters at Our Core

Material Matters at Our Core

Step 2

Integrating Stakeholder Perspectives

Stakeholder Engagement

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

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

Stakeholder Prioritisation

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

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

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

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

Step 3

Assessing Impact and Financial Materiality

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

Impact Materiality

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

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

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

Financial Materiality

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

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

Step 4

Development of Double Materiality Matrix

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

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

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

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

Step 5

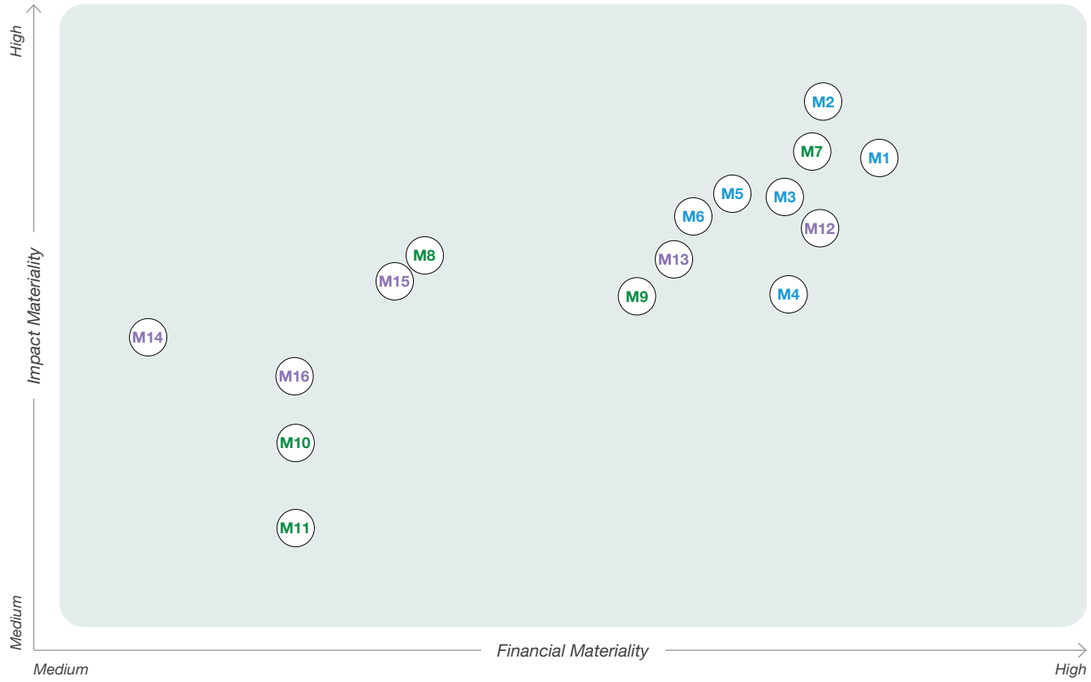
Validation by the Board of Directors and Key Management

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

Material Matters at Our Core

Outcome of Double Materiality Assessment

Double Materiality Matrix



● *Upholding Good Governance and Economic Resilience* ● *Caring for the Planet* ● *Empowering Our People and Enriching Our Communities*

High Priority

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

Medium Priority

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

Material Matters at Our Core

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

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

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

Material Information for Disclosure

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

The process involved:

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

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

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

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

Managing Our Risks and Opportunities Effectively

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

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

Environment

Climate Change Risks

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

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals: F M H I SR N

Link to Material Matter: M4 M7 M8 M9 M10 M11

Key Stakeholder Groups

Governance/ Reputational

Corporate Governance and Ethical Practices Risks

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

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals: F H SR

Link to Material Matter: M2 M3

Key Stakeholder Groups

Managing Our Risks and Opportunities Effectively

Human Capital

Talent Management and Retention Capability Risks

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

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals: H, I, SR

Link to Material Matter: M13, M14, M15

Key Stakeholder Groups

Managing Our Risks and Opportunities Effectively

Occupational Health and Safety

Workplace Health and Safety Risks

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals: H, SR

Link to Material Matter: M12

Key Stakeholder Groups

Managing Our Risks and Opportunities Effectively

Regulatory/ Social

Modern Slavery Risks

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals

H SR

Link to Material Matter

M3 M13 M15

Key Stakeholder Groups

Managing Our Risks and Opportunities Effectively

Technology

Information Security Risks

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

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals

F H I

Link to Material Matter

M6

Key Stakeholder Groups

Managing Our Risks and Opportunities Effectively

Market

Supply Chain Security Risks

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

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals: M H I SR

Link to Material Matter: M3 M7 M13

Key Stakeholder Groups

Managing Our Risks and Opportunities Effectively

Financial

Economic and Financial Risks

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals: F M

Link to Material Matter: M1

Key Stakeholder Groups

Managing Our Risks and Opportunities Effectively

Investment

Investment Performance and Financial Returns Risks

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals

F M

Link to Material Matter

M1

Key Stakeholder Groups

Managing Our Risks and Opportunities Effectively

Operational

Product Quality and Manufacturing Efficiency Risks

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

Impact

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

Mitigation Actions

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

Opportunities

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

Link to Capitals

M H I SR

Link to Material Matter

M4 M5

Key Stakeholder Groups

Fuelling Growth through Our Strategic Priority Areas

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

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

F M I N H

GHG Emissions Reduction

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

Aim

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

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

Going Forward

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

Fuelling Growth through Our Strategic Priority Areas

F N SR

Supply Chain Continuity

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

Aim

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

Going Forward

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

F M I N

Business Resiliency

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

Aim

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

Going Forward

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

Fuelling Growth through Our Strategic Priority Areas

M SR

Strategic Partnership

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

Aim

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

Going Forward

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

F H M I

Human Capital Enhancement

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

Aim

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

Going Forward

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

Fuelling Growth through Our Strategic Priority Areas

F SR H

Positive Societal Impact

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

Aim

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

Going Forward

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

Our Value Creation Model

Our Value Creation Model

OUR INPUTS

F

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

M

- Nine (9) manufacturing plants

Production Capacity:

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

I

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

Note:

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

H

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

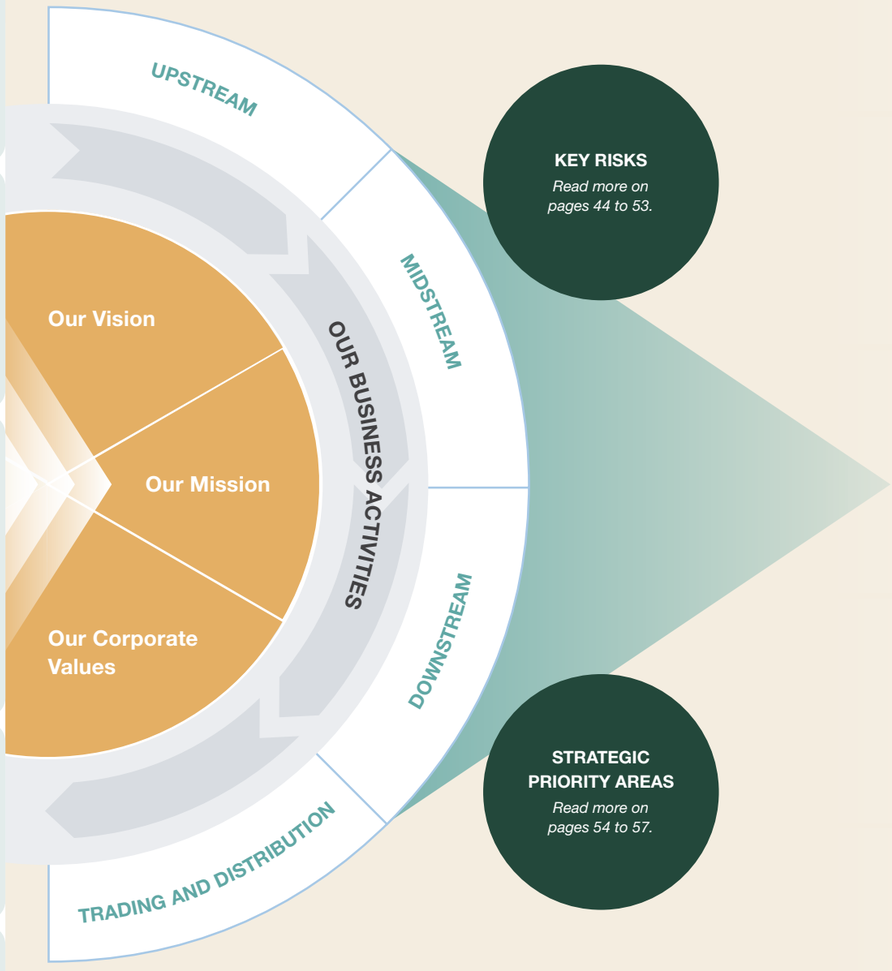
N

- 55.3 million GJ of energy consumed
- 2.5 million m^3 of water consumed
- 25,852.1 GJ of solar energy generated
- Approximately 25,400 tonnes of aluminium scrap purchased

SR

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

OUR MANAGEMENT APPROACH



MATERIAL MATTERS

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

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

OUR OUTPUTS

F

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

M

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

I

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

H

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

N

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

SR

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

VALUE CREATED

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

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

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

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

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

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

TRADE-OFFS AND INTERDEPENDENCIES

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

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

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

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

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

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

Corporate Information

Board of Directors

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

Audit Committee

Chairman
Lim Hun Soon @ David Lim

Members
Susan Yuen Su Min
Chong Kin Leong

Nomination and Corporate Governance Committee

Chairman
Susan Yuen Su Min

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

Remuneration Committee

Chairman
Amnah Apasra Emir Binti Moehamad Izat Emir

Members
Lim Hun Soon @ David Lim
Susan Yuen Su Min

Risk Management Committee

Chairman
Chong Kin Leong

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

Corporate Office

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

Registered Office

12th Floor, Menara Symphony
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Selangor Darul Ehsan, Malaysia
Tel : +603 - 7890 4800
Fax : +603 - 7890 4650
Email : boardroom-kl@boardroomlimited.com

Company Registration No.

201601027232 (1198171-H)

Share Registrar

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

Stock Exchange Listing

Main Market of Bursa Malaysia Securities Berhad

Auditors

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

Company Secretaries

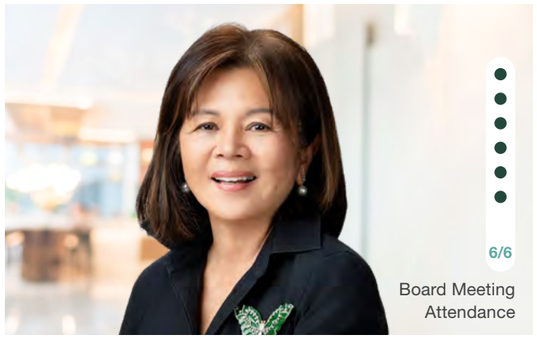
Tai Yit Chan *(MAICSA 7009143)*
(SSM PC No. 202008001023)

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

Principal Bankers

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

Profile of Our Board of Directors



6/6 Board Meeting Attendance

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

Independent Non-Executive Chairman

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

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

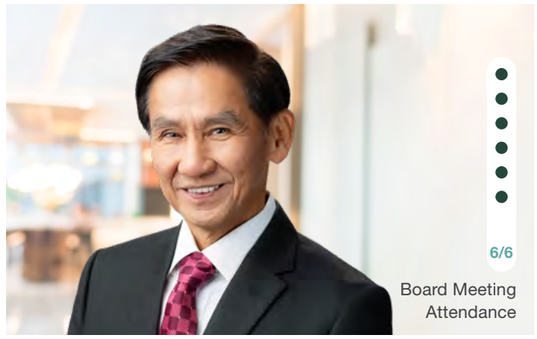
She brings over 40 years of experience in the financial services industry, having held senior leadership roles in both international and domestic institutions. A Fellow Chartered Banker, she holds a Bachelor of Economics (Hons) from the University of Malaya. She began her career with Bank of America,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

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

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

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

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



6/6 Board Meeting Attendance

Datuk Koon Poh Ming

Executive Vice Chairman

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

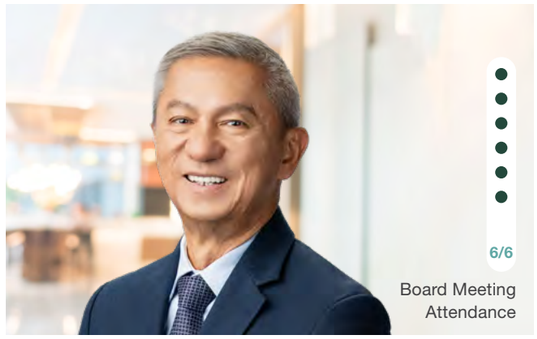
Datuk Koon Poh Ming is a founding Board member of Press Metal Berhad ("PMB") since its inception on 13 May 1986. He was appointed to the Board on 4 July 2017 as an Executive Vice Chairman; ahead of the Company's assumption of the listing status of PMB pursuant to the internal reorganisation on 10 July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

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

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

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

Profile of Our Board of Directors



6/6 Board Meeting Attendance

Tan Sri Dato' Koon Poh Keong

Group Chief Executive Officer

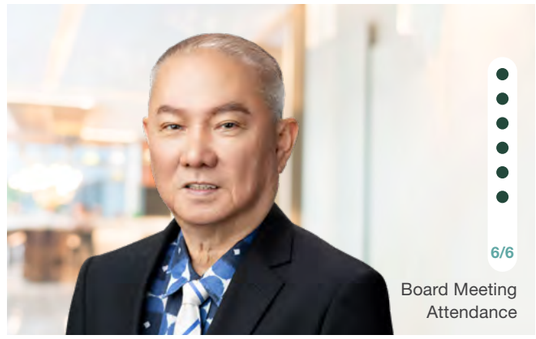
Age: **65** | Nationality: **Malaysian** | Gender: **Male**

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

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

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

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



6/6 Board Meeting Attendance

Dato' Koon Poh Tat

Executive Director

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

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

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

He is currently the Executive Director of PMB Technology Berhad.

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

Profile of Our Board of Directors



6/6 Board Meeting Attendance

Koon Poh Weng

Executive Director

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

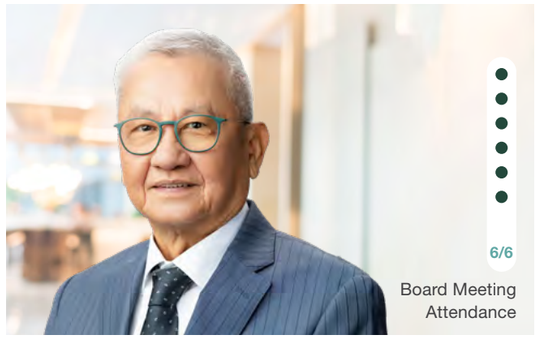
Mr. Koon Poh Weng was a Board member of PMB since 13 May 1986. Being a key founder of PMB, Mr. Koon Poh Weng was pivotal to the Group's aluminium façade and curtain wall business.

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

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

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

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



6/6 Board Meeting Attendance

Datuk Koon Poh Kong

Executive Director

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

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

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

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

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

Profile of Our Board of Directors



6/6 Board Meeting Attendance

Lim Hun Soon @ David Lim

Independent Non-Executive Director

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

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

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

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

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

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



6/6 Board Meeting Attendance

Susan Yuen Su Min

Independent Non-Executive Director

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

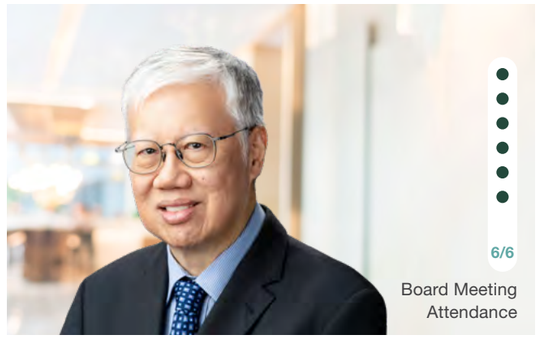
Ms. Susan Yuen Su Min was appointed to the Board on 1 July 2020. She is the Chairman of the Nomination and Corporate Governance Committee, and also serves as a member of the Audit Committee, Risk Management Committee and Remuneration Committee of the Company.

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

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

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

Profile of Our Board of Directors



6/6
Board Meeting Attendance

Chong Kin Leong

Independent Non-Executive Director

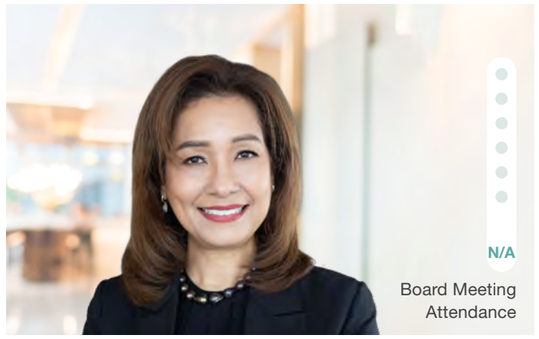
Age: **67** | Nationality: **Malaysian** | Gender: **Male**

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

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

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

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



N/A
Board Meeting Attendance

Amnah Apasra Emir Binti Moehamad Izat Emir

Independent Non-Executive Director

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

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

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

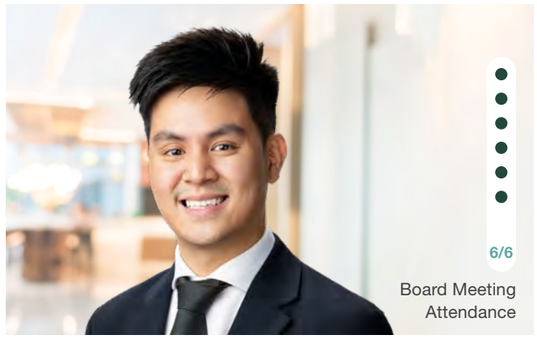
Puan Amnah is a placemaking advocate and has provided strategic advice to government-linked companies in the area of urban regeneration of brownfield sites such as the conservation, restoration and space reuse of Bangunan Sultan Abdul Samad and Bangunan Pejabat Pos at Dataran Merdeka Heritage Area, Kuala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

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

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

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

Profile of Our Board of Directors



6/6
Board Meeting Attendance

John Koon Tzer Lim

Alternate Director to Datuk Koon Poh Ming

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

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

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

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

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

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

PRESS METAL®

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

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



Choa Wei Keong

Deputy Chief Executive Officer

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

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

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



Ooi Beng Guan

Deputy Chief Executive Officer

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

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

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

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



David Tan Hung Hoe

Senior Advisor

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

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

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



Loo Tai Choong

Chief Financial Officer

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

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

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



Lim Heng Kam

Chief Operating Officer (Extrusion Business Unit)

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

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

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

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

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

AUSTRALIA



Paul Ingram

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

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

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

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

UNITED KINGDOM



Andrew Clarke

Operations Director
Press Metal UK Limited

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

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

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

NORTH AMERICA



Keith Burlingame

Director
Press Metal North America Inc.

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

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

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

Corporate Governance Overview Statement

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

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

Principle A	Principle B	Principle C
Board leadership and effectiveness	Effective audit and risk management	Integrity in corporate reporting and meaningful relationship with stakeholders

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

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

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

Corporate Governance Approach

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

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

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

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

Corporate Governance Overview Statement

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

Principle A: Board Leadership and Effectiveness

I. Board Responsibilities

Board Roles and Responsibilities

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

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

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

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

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

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

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

Board Committees

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

Corporate Governance Overview Statement

I. Board Responsibilities *(cont'd)*

Board Roles and Responsibilities (cont'd)

Management Committees

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

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

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

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

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

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

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

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

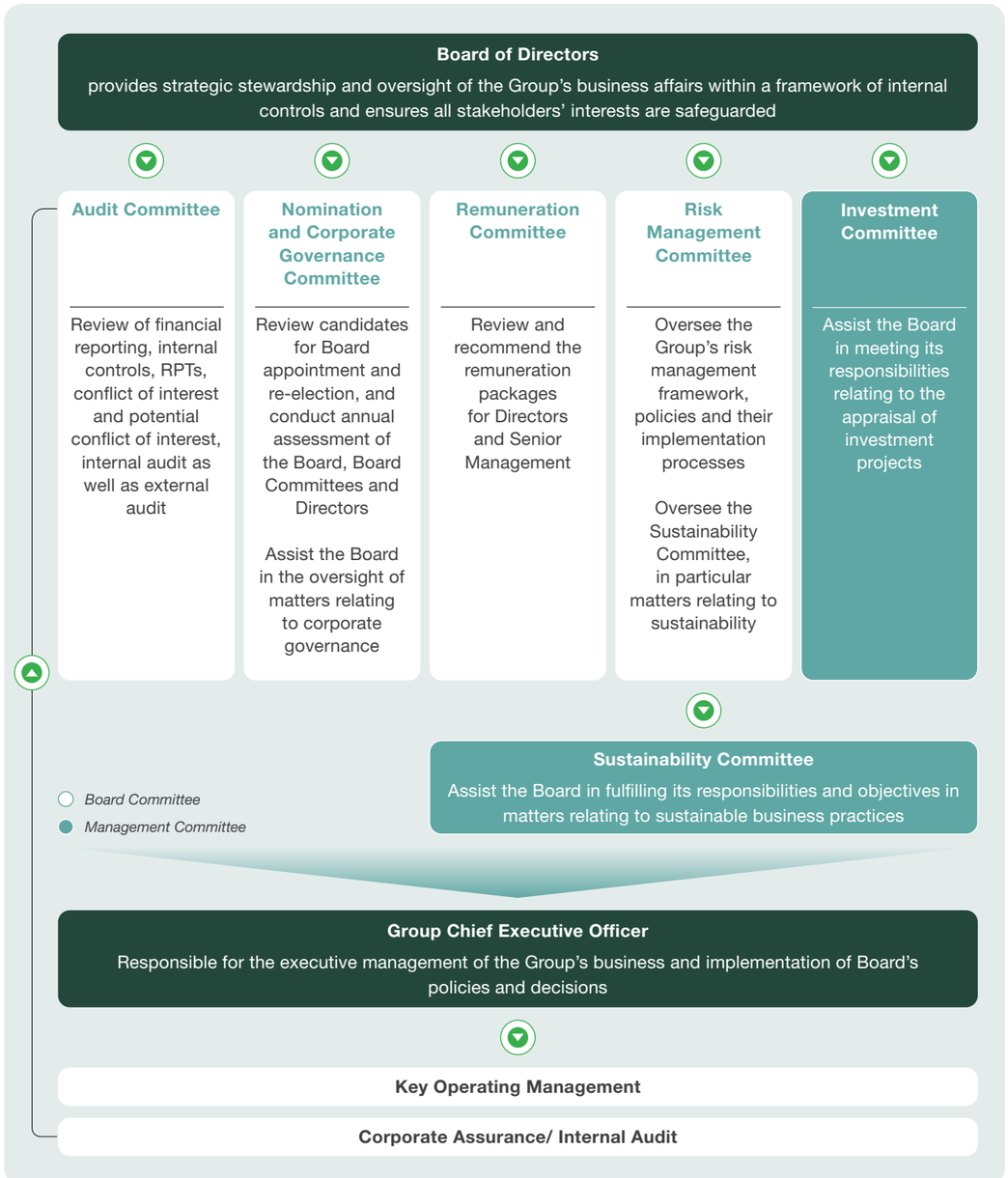
Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

I. Board Responsibilities *(cont'd)*

Board Roles and Responsibilities (cont'd)

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



Corporate Governance Overview Statement

I. Board Responsibilities *(cont'd)*

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

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

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

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

Company Secretary

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

In FYE2025, the Company Secretaries carried out the following:

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

Board and Board Committee Meetings

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

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

Corporate Governance Overview Statement

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

I. Board Responsibilities *(cont'd)*

Board and Board Committee Meetings (cont'd)

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

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

● *Chairman* ● *Member*

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

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

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

Supply of and Access to Information

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

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

I. Board Responsibilities *(cont'd)*

Supply of and Access to Information (cont'd)

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

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

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

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

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

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

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

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

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

Corporate Governance Overview Statement

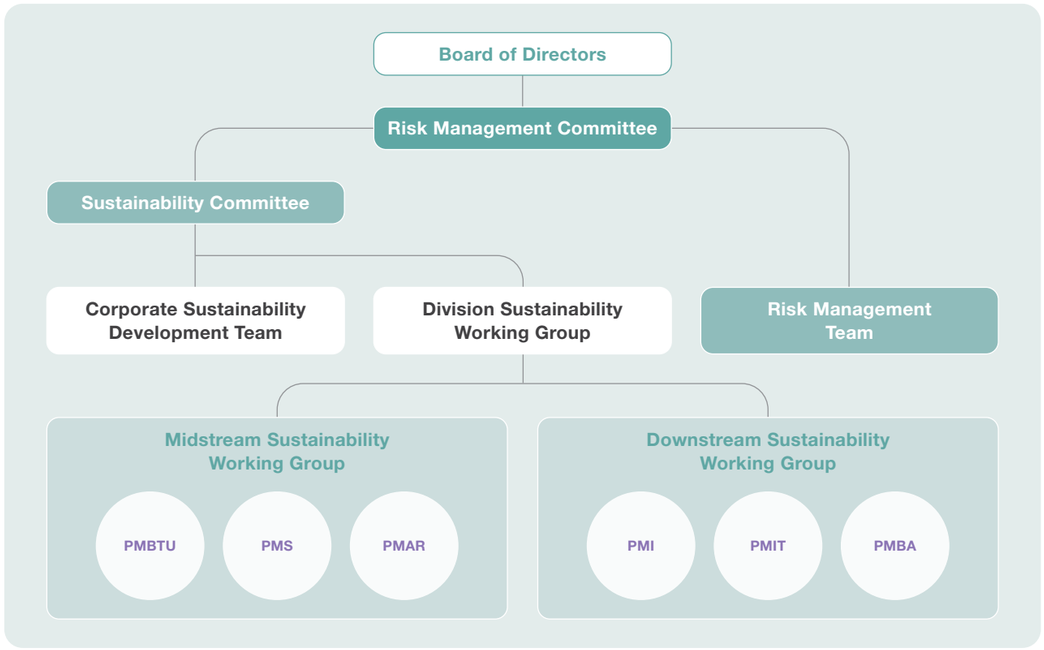
Principle A: Board Leadership and Effectiveness

I. Board Responsibilities *(cont'd)*

Governance of Sustainability

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

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



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

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

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

Corporate Governance Overview Statement

I. Board Responsibilities *(cont'd)*

Governance of Sustainability (cont'd)

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

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

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

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

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

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

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

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

II. Board Composition

Board Size, Composition and Diversity

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

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

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

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

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

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

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

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

70% Male
30% Female

Age*

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

Nationality

Malaysian (10)

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

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

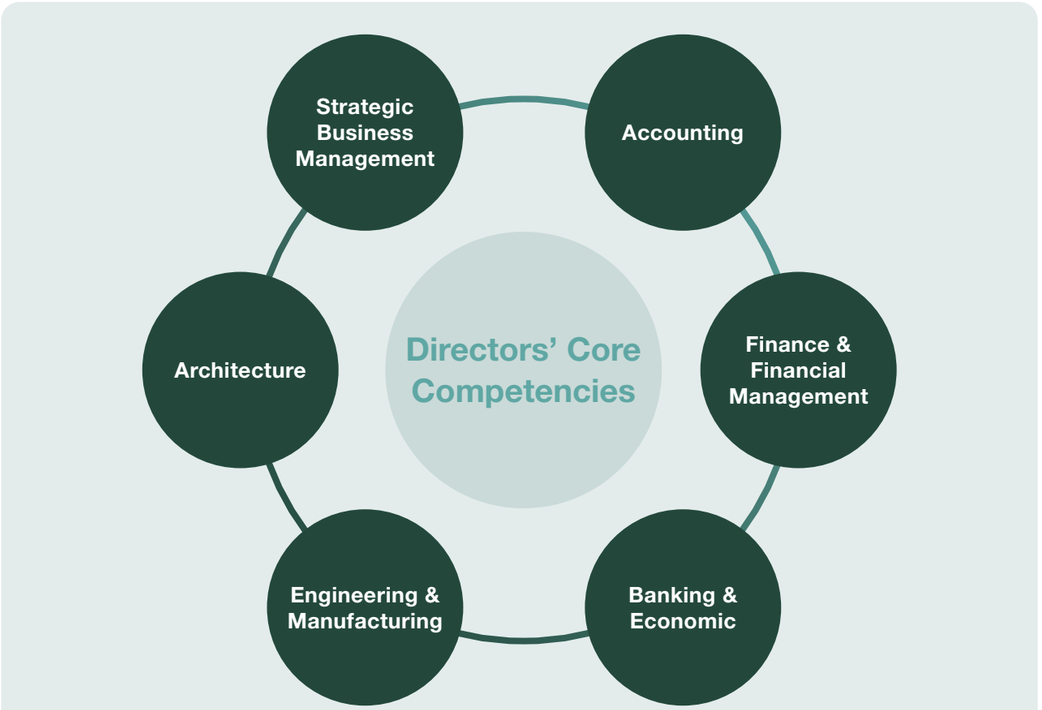
Note:
** The Board of Directors information presented in this section differs from the Independent Limited Assurance Report.*

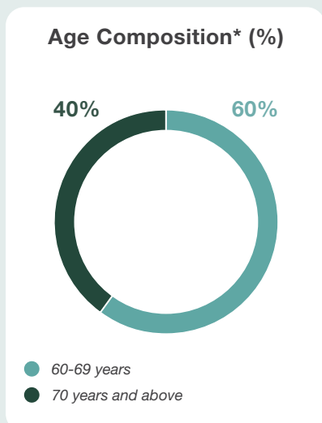
Corporate Governance Overview Statement

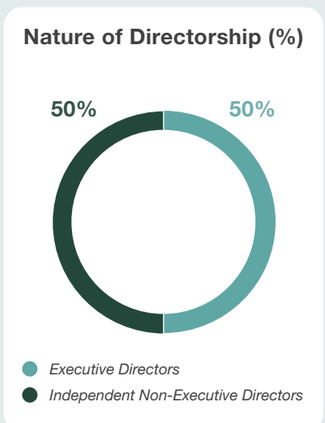
II. Board Composition *(cont'd)*

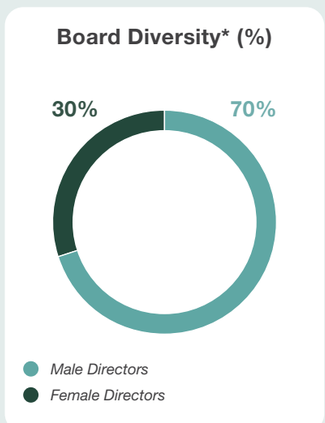
Board Size, Composition and Diversity (cont'd)

A granular view of the Board composition is illustrated below:









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

II. Board Composition *(cont'd)*

Independent Non-Executive Directors

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

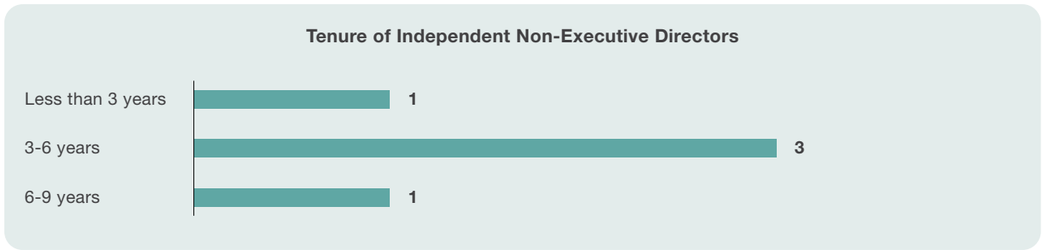
Whilst the Board does not comprise a majority of Independent Non-Executive Directors as espoused by the MCCG 2021, half of its members are independent. The presence of an Independent Non-Executive Chairman on the Board allows for deliberations and discussions to be framed and mediated in an objective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

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

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

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

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



Nomination and Corporate Governance Committee

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

II. Board Composition *(cont'd)*

Nomination and Corporate Governance Committee (cont'd)

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

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

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

Board Composition and Effectiveness Assessment

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

Corporate Governance

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

Recruitment and Appointment of Director

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

II. Board Composition *(cont'd)*

Annual Assessment of the Board and Board Committees

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

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

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

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

Annual Assessment of Independent Directors

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

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

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

II. Board Composition *(cont'd)*

Re-election of Retiring Directors

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

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

Induction, Site Visit and Professional Training

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

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

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

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

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

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

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

Corporate Governance Overview Statement

II. Board Composition *(cont'd)*

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

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

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

II. Board Composition *(cont'd)*

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

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

Corporate Governance Overview Statement

II. Board Composition *(cont'd)*

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

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

III. Remuneration

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

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

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

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

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

Corporate Governance Overview Statement

Principle A: Board Leadership and Effectiveness

III. Remuneration *(cont'd)*

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

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

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

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

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

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

Corporate Governance Overview Statement

Principle B: Effective Audit and Risk Management

I. Audit Committee

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

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

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

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

Assessment of Suitability, Objectivity and Independence of External Auditors

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

(a) The External Auditors' ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the Audit Planning Memorandum;
(b) The competence, audit quality and resources capacity of the External Auditors in relation to the audit;
(c) The information presented in the Annual Transparency Report of the audit firm;
(d) The nature of the non-audit services provided by the External Auditors and fees paid for such services relative to the audit fee; and
(e) Whether there are safeguards in place to ensure that there is no threat to the objectivity and independence of the audit arising from the provision of non-audit services or tenure of the External Auditors.

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

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

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

Corporate Governance Overview Statement

Principle B: Effective Audit and Risk Management

I. Audit Committee *(cont'd)*

Internal Audit Function

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

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

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

II. Risk Management and Internal Control Framework

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

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

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

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

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

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

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

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

Corporate Governance Overview Statement

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

I. Communications with Stakeholders

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

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

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

II. Conduct of General Meetings

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

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

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

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

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

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

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

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

Directors' Responsibility Statement

In Respect of the Preparation of the Audited Financial Statements

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

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

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

Additional Compliance Information

1. Utilisation of Proceeds raised from Corporate Proposal

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

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

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

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

2. Audit and Non-Audit Fees

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

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

3. Material Contracts

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

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

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

Disclosure of Financial Data for Shariah Screening

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

(a) Group Total Income and Total Assets

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

(b) Business Activities

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

(c) Component of Financial Position

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

Disclosure of Financial Data for Shariah Screening

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

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

Audit Committee Report

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

Composition

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

The current composition of the AC is as follows:

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

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

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

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

Meetings

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

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

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

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

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

Term of Office and Performance

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

Continuous Training Development

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

Terms of Reference

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

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

Summary of the Activities of AC

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

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

(1) Financial Reporting

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

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

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

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

Audit Committee Report

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

(2) External Audit

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

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

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

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

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

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

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

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

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

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

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

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

Audit Committee Report

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

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

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

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

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

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

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

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

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

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

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

(4) Related Party Transactions

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

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

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

Audit Committee Report

Audit Committee Report

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

(5) Corporate Governance and Regulatory Compliance

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

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

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

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

(6) Conflict of Interest

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

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

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

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

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

Internal Audit Function

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

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

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

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

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

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

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

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

Audit Committee Report

Internal Audit Function *(cont'd)*

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

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

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

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

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

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

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

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

Statement on Risk Management and Internal Control

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

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

Board Responsibility

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

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

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

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

Risk Management Framework

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

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

Statement on Risk Management and Internal Control

Risk Management Committee

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

The specific duties of the RMC are as follows:

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

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

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

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

Risk Management Department

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

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

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

Internal Audit Function

Audit Committee

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

Statement on Risk Management and Internal Control

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

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

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

Areas for Improvement

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

Other Key Elements of Internal Control

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

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

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

Statement on Risk Management and Internal Control

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

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

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

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

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

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

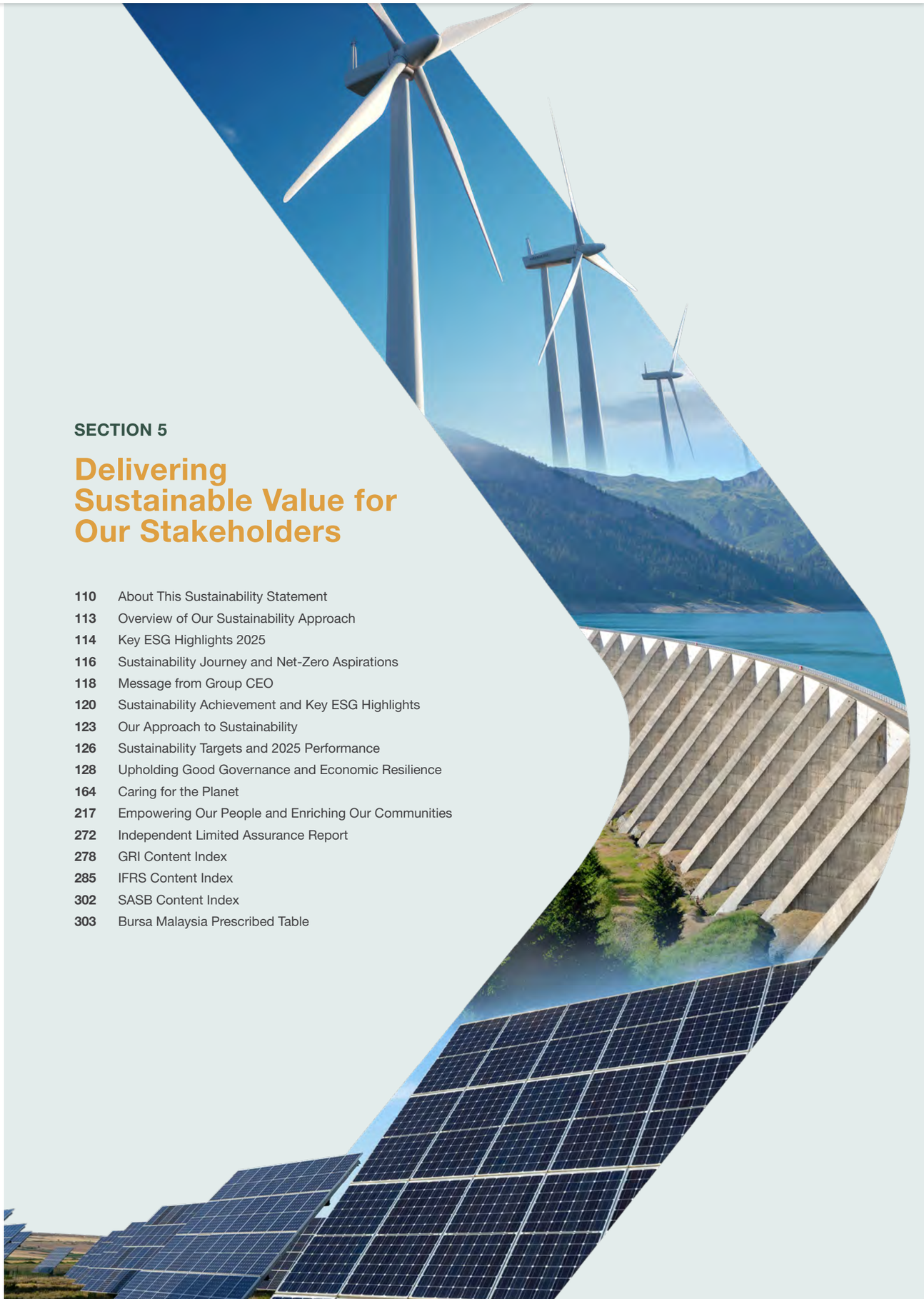
Review of the Statement by External Auditors

The external auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the MIA for inclusion in the IAR 2025 of the Group for the year ended 31 December 2025 and reported to the Board that nothing has come to their attention that cause them to believe that the statement intended to be included in the IAR 2025, in all material respects:

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

(b) is factually inaccurate.

AAPG 3 does not require the external auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board and management thereon. The auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy the problems.



SECTION 5

Delivering Sustainable Value for Our Stakeholders

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About This Sustainability Statement

This report marks the tenth annual Sustainability Statement ("SS 2025") of Press Metal. This SS 2025 presents an overview of the Group's sustainability approach, progress, performance, and key activities carried out during the reporting period from 1 January 2025 to 31 December 2025, unless stated otherwise.

This SS 2025 should be read in conjunction with the other sections of the IAR 2025, which offer a broader perspective on Press Metal's operations and performance. Additional details can be found in sections such as the Chairman's Statement, Management Discussion and Analysis by the Group CEO, Corporate Governance Overview Statement, Directors' Responsibility Statement, Audit Committee Report, and Statement on Risk Management and Internal Control.

Reporting Scope and Boundary

SS 2025 provides an overview of the Group's sustainability journey and performance across activities and the value chain that fall under direct operational and management control. Sustainability-related financial disclosures are prepared with reference to the Group's consolidated financial statements. This includes manufacturing facilities such as smelting, casting and extrusion operations, trading, marketing, investment holdings as well as other segments and services, where applicable.

Joint ventures, joint operations, associates and upstream activities that do not fall under the Group's direct operational control are excluded from the operational performance scope of SS 2025. Nevertheless, the Group continues to monitor SROs associated with these entities at the Group level.

Note:
For the details of the Group's principal activities, please refer to the Investment in Subsidiaries under Section 6 Financial Statements on pages 336-338 of this IAR 2025.

* *PMB Aluminium Sdn. Bhd. comprises the manufacturing sites of PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2, unless otherwise stated. PT KAN and PMPV are currently under construction as of the reporting period.*

Frameworks, Standards and Guides

This report has been prepared to reflect our sustainability approach, guided by the following frameworks, standards, and guidelines, to provide a comprehensive view of our sustainability performance and initiatives.

Listing Requirements and Reporting Frameworks

- MMLR of Bursa Securities
- NSRF
- IFRS Sustainability Disclosure Standards

Global Sustainability and Industry-specific Reporting & Benchmarking Standards

- FTSE4Good Bursa Malaysia Index's ESG indicators
- GRI Universal Standards 2021
- SASB Sector-Specific Disclosures
- ASI PS v3.1

International Principles and Voluntary Commitments

- UN SDGs
- UNGC Ten Principles

Connectivity with Financial Statements

Climate-related financial disclosures presented in this SS 2025 should be read in conjunction with the Group's consolidated financial statements for the financial year ended 31 December 2025. In accordance with the IFRS Sustainability Disclosure Standards, CROs are assessed and disclosed at the same reporting entity level as the consolidated financial statements. This ensures alignment between climate-related financial information and the Group's financial reporting.

Climate-related financial information is presented in Ringgit Malaysia ("RM"), consistent with the currency used in the Group's consolidated financial statements.

In line with the Group's strategic and financial planning cycles, CROs are assessed over defined time horizons to support connectivity between sustainability considerations and financial decision-making. A review is conducted at the end of each reporting period to identify CROs that could reasonably be expected to arise. CROs are categorised across three (3) time horizons, representing the period over which the potential impacts on the Group's strategy, operations and financial performance are reasonably expected to materialise, as determined by management assessments and strategic planning processes:

Short-term	Medium-term	Long-term
(0 to 5 years)	(6 to 10 years)	(beyond 10 years)

First-Time Adoption of IFRS Sustainability Disclosure Standards and Transition Reliefs

Press Metal has prepared its climate-related disclosures within this IAR 2025 in accordance with the IFRS Sustainability Disclosure Standards issued by the ISSB, specifically:

- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information, only insofar as they relate to the disclosure of information on CROs
- IFRS S2 Climate-related Disclosures

As at 31 December 2025, no additional IFRS Sustainability Disclosure Standards have been issued by the ISSB. In December 2025, the ISSB issued amendments to IFRS S2 Climate-related Disclosures. These amendments are effective for annual reporting periods beginning on or after 1 January 2027, with earlier application permitted. The Group will adopt the amendments when they become effective.

The disclosures relate primarily to CROs affecting the Group's operations and financial position. They are prepared in line with Bursa Securities' MMLR and with reference to NSRF.

In preparing these disclosures, the Group also referred to the SASB Standards, with relevant industry-specific disclosure topics considered as inputs to the Group's materiality assessment process.

For details on climate-related disclosures, please refer to the Climate Change section on pages 164-185 of this SS 2025.

The Group has also disclosed other sustainability matters considered material to the business based on our Double Materiality Assessment process. However, these disclosures are not prepared in full accordance with the IFRS Sustainability Disclosure Standards, as the Group has applied the available transition reliefs in its first year of adoption.

Transition Reliefs Applied

For its first annual reporting period applying the IFRS Sustainability Disclosure Standards, the Group has applied transition reliefs available under the ISSB Standards as well as those permitted under Bursa Securities' MMLR and the NSRF.

Transition Reliefs under ISSB

Comparative Information Relief: The Group is not required to present comparative IFRS-related disclosures for this initial reporting period. However, comparative information is provided for selected indicators to maintain continuity with prior reporting practices.

Climate-First Approach: The Group has elected to apply the climate-first transition approach. Accordingly, in this initial year of adoption, Press Metal has prioritised disclosures relating to CROs in accordance with IFRS S2, with the requirements of IFRS S1 applied as the overarching basis for these disclosures. Broader sustainability-related disclosures beyond climate will be progressively enhanced in subsequent reporting periods.

Scope 3 GHG Emissions Disclosure Relief: The Group is permitted to not disclose Scope 3 GHG emissions (IFRS S2 Paragraph C4(b)), except for categories already required by applicable entities' respective regulators. Press Metal continues to disclose 12 out of 15 categories, excluding Category 8 (Upstream leased assets), Category 11 (Use of sold products), and Category 14 (Franchises).

Additional Transition Provisions under Bursa Malaysia and NSRF

Press Metal, classified under Group 1, applies the following additional transition reliefs ("ATR") provided by the MMLR of Bursa Securities and NSRF for the first two (2) reporting periods:

- ATR 1 - Disclose information on only CROs (in accordance with IFRS S2) and consequently apply the requirements of IFRS S1 only insofar as they relate to the disclosure of information on CROs.
- ATR 3 - Scope 3 GHG emissions (IFRS S2 Paragraph C4(b)) Disclosure relief, except for categories already required by applicable entities' respective regulators.

Statement of Assurance

To support the accuracy and reliability of SS 2025, Press Metal engaged KPMG PLT to provide limited assurance on selected sustainability indicators covering the following areas:

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

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

In addition to external assurance, an internal audit review has been undertaken to assess sustainability performance data and internal controls. This internal review served as a complementary measure, reinforcing efforts to maintain transparency and data accuracy.

Judgements and Uncertainties

Preparation of SS 2025 requires the application of significant management judgement when determining the relevance, reliability, and usefulness of information disclosed. Judgement was applied where sustainability standards allow discretion, including the assessment of SROs, the selection of appropriate methodologies and the determination of reporting scope, and boundaries across the Group's operations and value chain.

About This Sustainability Statement

Certain sustainability metrics are also subject to measurement uncertainty due to the use of proxy data, limitations in data availability and methodological constraints. Such uncertainties may arise from variations across geographical locations, differences in data collection practices and estimation techniques used when direct measurement was not feasible. Continuous improvements in data collection, verification and methodological consistency support more accurate and reliable disclosures over time.

Key areas where significant judgement and measurement uncertainties may arise include, but are not limited to the following:

Significant Judgements

- **Materiality Assessment Process:** Stakeholder engagement served as an important input during the materiality process. Management judgement was applied in identifying material matters together with SROs and CROs, taking into consideration the Group's activities, dependencies, and stakeholder expectations across the value chain. Judgement was also exercised in determining whether a SRO was material for disclosure, based on an assessment of both qualitative and quantitative factors and the extent to which the matter could reasonably be expected to influence the Group's prospects. In applying the materiality threshold, management exercised judgement by assessing factors including, but not limited to:
  - Potential financial impacts, including the nature and scale of effects on revenue, operating costs, capital expenditure, and future cash flows.
  - Operational and strategic relevance, considering the likelihood and severity of disruption to core operations and alignment with the Group's long-term strategy and business plans;
  - Stakeholder and market expectations, including perspectives of regulators, customers, and investors and their implications for the Group's prospects.
  - Regulatory and transition environment, reflecting exposure to evolving regulations, Malaysia's and key markets' net-zero transition pathways, anticipated carbon pricing and climate-related policy developments.
- **GHG Emissions:** Judgement was required in selecting appropriate emission factors and methodologies for the calculation of Scope 1, Scope 2, and Scope 3 emissions. For Scope 3, twelve (12) out of fifteen (15) categories were calculated using methodologies aligned with the GHG Protocol, including average data, spend-based, distance-based, and supplier-specific methods. These methodologies involve estimation and assumptions where direct data is unavailable.
- **Scenario Selection:** Climate scenario analysis required judgement in selecting plausible temperature pathways considered relevant to the Group's operating environment. Judgement was applied in assessing potential implications of CROs for the Group's strategy, operational resilience and financial performance.

Measurement Uncertainty

- **Quantification of Anticipated Financial Effects:** Estimation of potential financial effects associated with identified CROs and other SROs involved a high degree of measurement uncertainty across short-, medium-, and long-term horizons. Accordingly, the related financial effects are disclosed qualitatively.
- **GHG Emissions:** Quantification of GHG emissions may involve limitations related to data completeness and variations in emission factors and activity data. Default emission factors were used when no local or regional reference was available.

  Scope 1 emission factors vary according to the type of energy source, industrial process, equipment used, and site-specific data availability. Scope 2 emission factors may vary according to the type of activity, the supplier or counterpart and the location.

  Scope 3 metrics were particularly subject to significant uncertainties due to their reliance on information provided by suppliers and other value chain partners. When such data or factors were unavailable, the Group relied on estimates, recognised secondary or default data sources, which may increase the uncertainty of the reported emissions.
- **Operational Metrics:** Data including water discharge, waste generation, and material consumption were aggregated from records maintained across multiple entities. Measurement uncertainty may arise from minor variations in weighing or metering processes, production process variability, and the timing of data collection near reporting cut-off dates. These factors may result in slight fluctuations in reported volumes and consumption values.
- **Resilience Assessment/ Climate-related Scenario Analysis:** The Group's resilience assessment relied on forward-looking assumptions relating to future regulatory and policy developments, carbon pricing trajectories, technological adoption rates, and the severity of physical climate risks. Outcomes were sensitive to changes in such assumptions, particularly those related to transition pathways and regulatory conditions across different geographical locations. As a result, potential impacts on capital expenditure, supply chain stability and operating costs may vary from the disclosures presented. The resilience assessment provided a basis to evaluate potential CROs, although actual outcomes may evolve alongside external developments.

Feedback and Contact Point

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

Overview of Our Sustainability Approach

Guided by our vision, Press Metal integrates sustainability considerations through structured policy frameworks that shape responsible business conduct, prudent resource management and measured responses to climate-related and environmental challenges. Our Group-wide Sustainability Policy, together with the Environmental Policy and Environmental Mission Statement, establish a foundation for integrating sustainability into operations to advance resilience and long-term value creation.



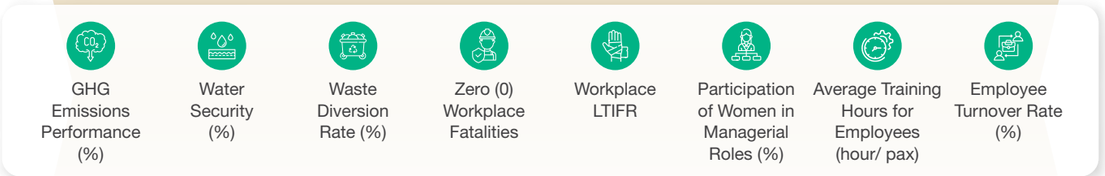
Effective Board Oversight

The Board provides oversight of governance standards, policies, and the Group's long-term business direction. The Group CEO leads the implementation of strategies in line with established frameworks, policies, and internal controls. This balance between oversight and execution supports alignment of business strategies with evolving market conditions, stakeholder expectations, and regulatory developments.

The sustainability governance structure reinforces stewardship and accountability while supporting sustainable performance. Beyond regulatory compliance, governance practices also strengthen risk management, enabling the Group to address emerging challenges and maintain operational resilience.

Measured Through Critical Monitoring

Sustainability targets that go beyond financial metrics and encompass operational, safety, environmental, social, and governance factors.



Reflected In ESG-Linked Remuneration

Our ESG Remuneration Framework aligns the remuneration of selected senior management personnel with our sustainability targets.

Key ESG Highlights 2025

Key ESG Highlights 2025

Environment	**16.5%** reduction in Scope 1, 2, and 3 GHG emissions intensity against our 2020 baseline	Approximately **RM72.4 million** spent on climate-related initiatives	Approximately **25,400 MT** total aluminium scrap purchased	Approximately **7,304 MT** CO_2e/ year avoided from solar usage		**20.9 MW** total solar energy capacity	**Zero (0)** waste-related non-compliance penalties	**Zero (0)** significant spills or leakages	**25.8%** reduction in total water withdrawal intensity from 2016 baseline	**89.7%** waste diversion rate
Social	**Zero (0)** workplace fatalities	**2.6** LTIFR	**87.4%** customer satisfaction rate	**44.7 hours** of training per employee		**77.7%** employee satisfaction rate	**34.7%** female representation in managerial roles	**3,898** volunteer hours by employees	Over **RM4.6 million** in contributions to the community	Corporate Social Responsibility ("CSR") activities benefitting **2,206** direct and indirect beneficiaries
Governance	**FTSE4Good** inclusion with 4-star rating	**Three (3)** ASI Performance Standard Certifications and **Two (2)** ASI Chain of Custody Standard Certifications	MSCI ESG Rating 2025 maintained as **"AA"**	**91.7%** of existing suppliers were screened against ESG criteria		**Zero (0)** complaints on data breaches	**90.0%** of operations assessed for corruption-related risks	**Zero (0)** identified leaks, thefts, or losses of customer data	Approximately **RM188.5 million** spent on sustainability initiatives	

Sustainability Journey and Net-Zero Aspirations

Sustainability Journey and Net-Zero Aspirations

2016

Published inaugural Sustainability Statement in line with Bursa Malaysia Sustainability Reporting Guide

2017

Adopted and aligned with the UN SDGs

2018

Established sustainability targets to drive our sustainability performance

2019

Introduced Group-wide sustainability-related policies, including the Environmental Policy, Environmental Mission Statement and OHS Policy

2020

- Implemented the ABAC Policy
- Enhanced our sustainability governance structure
- Conducted a Life Cycle Assessment (“LCA”) for key aluminium products
- Joined the ASI as a Production & Transformation member
- Established our Carbon Neutral Policy and set GHG Reduction Targets

2025

- Surpassed short-term GHG reduction target, with Scope 1, Scope 2, and Scope 3 emission intensity reduced by 16.5% from our 2020 baseline
- Sustained performance well above the 10% reduction targets for water withdrawal intensity from our 2016 baseline
- Exceeded 30% representation of women in managerial roles
- Recorded an employee turnover rate of 8.9%, well below the 14% target
- Included in the ESG Select List 2025 by UNGCMYB as a 5-Star Lister
- Introduced digital transformation projects such as DCC to improve operational efficiency and visibility
- Obtained ASI Chain of Custody Standard v2 (2022) certificates for PMBTU and PMS

2024

- Updated Climate Change Policy
- Sustained performance well above the 10% reduction targets for water withdrawal intensity from our 2016 baseline
- Achieved 30% representation of women in managerial roles
- Received accolades at The Edge ESG Awards in the category of Industrial Products and Services
- Launched low-carbon products with lower environmental footprint (i.e., GEM™ aluminium boasts a carbon footprint of less than 4.0 tonnes of CO_2e emissions per tonne of aluminium for Scope 1 and Scope 2 emissions while CYCAL™ billet, integrates GEM™ with high content of recycled aluminium)
- Expanded our Scrap Recycling Project
- Introduced digitalisation, Artificial Intelligence (“AI”), and big data to drive operational excellence
- Received an upgraded MSCI ESG Rating of “AA”
- Developed the Group’s Scope 1 and Scope 2 decarbonisation pathway aligned with the 1.5°C scenario
- Inaugural Carbon Disclosure Project (“CDP”) submission

2023

- Achieved 10% reduction target for water withdrawal intensity from our 2016 baseline
- Achieved 30% representation of women in managerial roles
- Obtained ASI Performance Standard V3 (2022) certificates for PMBTU and PMS, and ASI Performance Standard V2 (2017) certificate for PMI
- Received an upgraded MSCI ESG Rating of “A”
- Became a TCFD Supporter
- Received accolades at The Edge ESG Awards in the categories of Industrial Products and Services, and Green Transition
- Introduced Responsible Sourcing Policy and Energy Management Policy
- Introduced Succession Planning Framework

2022

- Obtained the ASI Performance Standard V2 (2017) certification for PMBTU and PMI (on a provisional basis)
- Included as a constituent of the FTSE4Good Bursa Malaysia Index
- Obtained SCS Recycled Content Standard V7-0 Certification
- Further enhanced our sustainability governance structure
- Received accolades at The Edge ESG Awards

2021

- Aligned our disclosures with the Task Force on Climate-Related Financial Disclosures (“TCFD”) recommendations and the SASB Framework
- Joined the UNGC and declared our support for the British Malaysian Chamber of Commerce’s Climate Action Pledge
- Published an Environmental Product Declaration (“EPD”)
- Received an upgraded MSCI ESG Rating of “BBB”

2026

To achieve a 95% waste diversion rate

2028

- To reduce our employee turnover rate to 13%
- To achieve an average of 52 training hours per person

2030

- To reduce our Scope 1, Scope 2, and Scope 3 GHG emissions intensity by 30% from our 2020 baseline
- To reduce our water withdrawal intensity by 10% from our 2016 baseline
- To achieve zero (0) landfill waste
- To reduce our LTIFR to below 1.7

2033

- To reduce our employee turnover rate to 12%
- To achieve an average of 56 training hours per person

2050

To Achieve Net-Zero Emissions

Note: *Targets for reduction of Scope 3 GHG emissions intensity include Categories 1, 3, and 4 only.*

Message from Group CEO

Dear Valued Stakeholders,

FYE2025 was a milestone year for Press Metal, marking our 40th anniversary as we delivered record performance while advancing our sustainability agenda with clarity and conviction, reflected in this year's theme of "Growth & Sustainability".

Amid recalibrating markets, rising disclosure expectations and an accelerating transition towards a low-carbon economy, Press Metal remained focused on executing with purpose. To us, sustainability is not a separate agenda. It is a core part of how we operate and create long-term value.

In the past year, the aluminium industry continued to evolve, shaped by changing government policies, shifting trade dynamics and increasing emphasis on low-carbon materials, transparency, and traceability. Against this backdrop, we have taken a disciplined and forward-looking stance, using sustainability as a lens to guide how we capture opportunities, manage risks, and strengthen our long-term competitiveness.

Our Sustainability Roadmap anchors this approach, translating ambition into clear priorities and measurable actions. Through it, we are advancing progress across climate, environmental management, people, and governance, while reinforcing our commitment to achieving net-zero emissions by 2050. Alongside this, our governance structures, policies, and risk management frameworks have continued to mature as we grow. Guided by our Group-wide Sustainability Policy and supported by an integrated ESG mindset, sustainability considerations are increasingly embedded into decision-making across the organisation. This enables us to operate with greater alignment, discipline, and resilience in a dynamic environment.

Driving Environmental Excellence

During FYE2025, we made meaningful strides in advancing our decarbonisation agenda, supported by improvements in operational efficiency, greater adoption of digital capabilities, expansion of renewable energy initiatives, and a stronger focus on circularity.

This is reflected in a 16.5% reduction in GHG emissions intensity against our 2020 baseline, surpassing our 2025 target of 15%. It demonstrates the effectiveness of our disciplined execution and our ability to translate strategy into measurable outcomes.

To support this, we have taken important steps to strengthen our operational capabilities while contributing to the broader energy transition. The rollout of our DCC has enhanced visibility and facilitated better management of resources, efficiency, and performance across our operations. In parallel, we have stepped up our renewable energy initiatives, including participation in our first large-scale solar project in Sarawak, marking a meaningful step in supporting the development of renewable energy infrastructure.

At the same time, we are embedding circularity more deeply across our value chain, increasing the use of recycled inputs, and advancing lower-carbon product offerings. This positions us well to meet evolving customer expectations and capture opportunities in a market where sustainability is increasingly a key differentiator.

Creating Value for Our People and the Wider Community

We believe that success is built on our people, our culture, and the mutual respect we share with the communities around us.

We remain committed to fostering a workplace grounded in trust, inclusivity, and opportunity. Guided by our core policies and values, we continue to invest in developing our people, strengthening leadership capabilities, and supporting employee wellbeing. These efforts have contributed to a more stable and engaged workforce, which in turn supports the consistency and reliability of our operations.

During the year, employee turnover improved to 8.9%, well below our target, reflecting stronger retention across the Group. We also made steady progress in promoting diversity, with women representing 34.7% of managerial roles. Importantly, we maintained a strong safety record, with zero workplace fatalities and continued improvement in workplace safety performance.

Beyond our operations, we continue to invest in the communities we serve through initiatives in education, healthcare, and socioeconomic development. We do so with a clear belief that the communities around us are not separate from our business. They are a fundamental part of our long-term success.

Aligning with Best Practices in Governance

From a governance perspective, FYE2025 marked a further step forward in the Group's sustainability reporting journey through alignment with the IFRS Sustainability Disclosure Standards. Press Metal also undertook a Double Materiality Assessment, adopting a systematic methodology to evaluate both our financial risk exposures and our external environmental and social impacts. This strengthened the foundation for more integrated decision-making and enhanced the robustness of our sustainability governance.

In addition, we expanded our ESG-linked remuneration framework to include all Corporate HODs. This strengthens accountability and ensures that sustainability remains closely aligned with leadership priorities across the organisation.

Moving Forward

As we look ahead, our direction is clear. We will continue to execute with discipline, strengthen our operational resilience and advance our sustainability priorities in a way that is both practical and value-creating.

Climate action, energy transition, circularity and digitalisation will remain central to how we move forward. These are not just priorities, but enablers of how we operate more efficiently, use resources more responsibly and position ourselves stronger for the future. We are confident that these efforts will continue to strengthen our competitiveness and open up new opportunities, particularly in low-carbon aluminium solutions.

As we enter 2026, we do so with conviction. Sustainable performance is not separate from our business; it is integral to how we operate, how we make decisions and how we create long-term value.

Personally, I am encouraged by the progress we have made. It reflects the dedication and commitment of our people across the Group. I would like to thank our Board, management and employees for their continued efforts, and our stakeholders for their trust and partnership as we move forward together.

TAN SRI DATO' KOON POH KEONG
Group CEO

Sustainability Achievement and Key ESG Highlights

Governance

M1 Economic and Financial Resilience

- **Entered into a new joint venture** with Bintulu Capital Sdn. Bhd., a wholly owned subsidiary of BDA, to establish a solar frame extrusion facility, PMPV.
- **Entered into an 80.0% equity participation** in PT KAN, a new alumina refinery in Indonesia.

M2 Business Ethics and Corporate Governance

- Assessed **90.0%** of our operations for corruption-related risks.
- Recorded **zero (0)** confirmed incidents of bribery and corruption.
- Recorded **zero (0)** legal actions for anti-competitive behaviour, anti-trust, and monopoly practices.
- Conducted **17 ABAC training sessions** for our business partners.

M3 Responsible Sourcing

- **91.7%** of existing suppliers were screened against ESG criteria.
- Hosted an **ESG awareness session** for 10 key suppliers, guiding Small and Medium Sized Enterprises ("SMEs") on core ESG practices and implementation.

M4 Sustainable Manufacturing

- Implemented **29 SiPros** and **105 iPros**.
- Expanded the **Molten Transfer Ticketing ("MTT") system** to automate planning and management of molten tapping arrangements.
- **Launched the DCC** to integrate real-time data across production systems.
- **Signed a Memorandum of Understanding ("MoU")** with Universiti Malaya to support joint R&D.

M5 Product Quality and Customer Satisfaction

- Maintained ISO 9001:2015 certification across **100%** of our manufacturing facilities.
- Recorded an overall **87.4%** customer satisfaction score.

M6 Customer Data Privacy and Information Technology

- Recorded **zero (0)** complaints on breaches of customer privacy and data losses.
- **RM8.8 million** was spent on network and cybersecurity initiatives.

Sustainability Achievement and Key ESG Highlights

Environment

M7 Climate Change

- Reduced Scope 1, 2, and 3 GHG emissions intensity by **16.5%** against our 2020 baseline.
- Avoided approximately **7,304 MT CO2e** per year through solar energy usage.

M8 Material Stewardship

- Purchased approximately **25,400 tonnes** of aluminium scrap.
- Utilised **14.7%** of recycled materials in production.
- Obtained **SCS Recycled Content Standard V8-0 Certification** for three (3) extrusion products.

M9 Waste Management

- Diverted **198.7 kg** of e-waste from landfill disposal.
- Achieved an **89.7%** waste diversion rate.
- **Increased dross recovery efforts** with the addition of three (3) dross stirrers across our facilities.
- Recorded **zero (0)** significant spills or leakages.

M10 Water and Effluents

- Reduced water withdrawal intensity by **25.8%** against the 2016 baseline.
- Achieved a water intensity of **2.3 m3 per tonne of aluminium**, surpassing our 10% reduction target five (5) years ahead of schedule.
- Maintained **zero (0)** manufacturing operations in water-stressed regions.

M11 Biodiversity

- Invested approximately **RM73,700** in biodiversity and ecosystem conservation initiatives.
- Allocated **RM10,000** to mangrove restoration, planting **150** mangrove trees.

Sustainability Achievement and Key ESG Highlights

Social

M12 Occupational Health and Safety

- Maintained **zero (0)** workplace fatalities.
- Recorded **an LTIFR of 2.6,** representing an **18.8%** improvement from FYE2024.
- Conducted **3,802** health and safety training sessions with 6,745 participants, amounting to **161,077 training hours**.

M13 Human Rights

- Recorded **zero (0)** substantiated human rights complaints.
- Recorded **zero (0)** violations involving the rights of indigenous people.

M14 Diversity and Inclusion

- Women held **34.7%** of managerial roles.
- Provided **designated female parking spaces and seats** on our commuter buses.

M15 Talent and Labour Management

- Achieved a **77.7%** employee satisfaction rate.
- Recorded an average of **44.7** training hours per employee.
- Reduced employee turnover rate by 5.3 percentage points from FYE2024 to **8.9%**.
- Invested over **RM14.6 million** in employee training and development programmes, including **RM83,200** on ESG training.
- Conducted **85 Sport, Recreation, Welfare and Culture ("SRWC")** events to improve employee wellbeing.

M16 Community Management

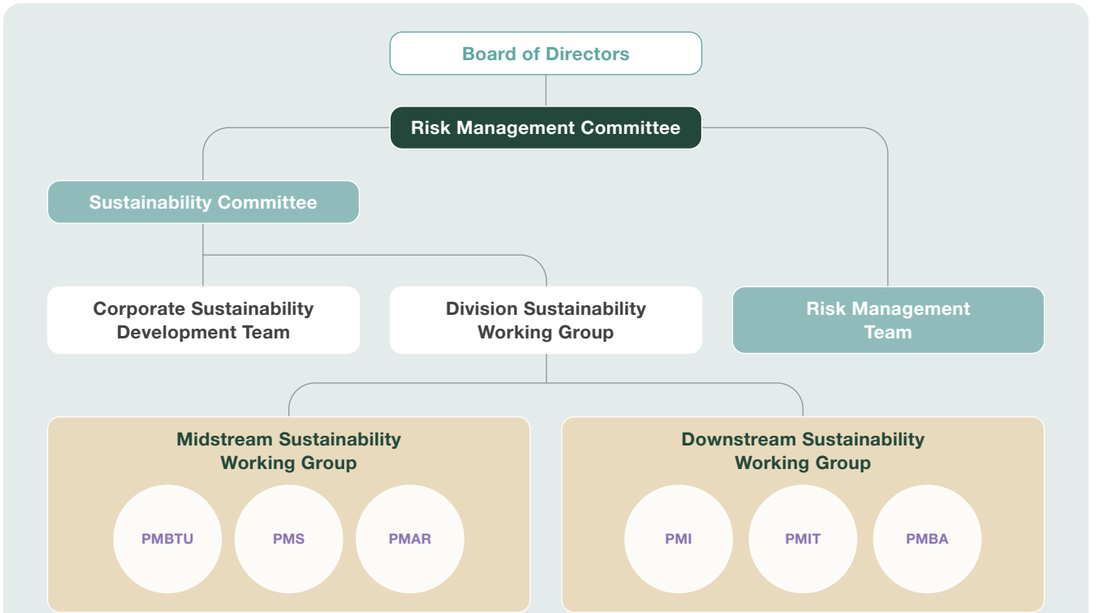
- Contributed over **RM4.6 million** towards CSR events, benefitting **2,206** direct and indirect beneficiaries.
- Recorded **3,898** volunteer hours.
- Sponsored **RM1.0 million** to Pusat Kesihatan Bintulu for medical equipment.
- Contributed over **RM900,000** to socioeconomic development, including humanitarian aid, community welfare, and cultural festivals.
- Invested approximately **RM2.1 million** in educational and sports initiatives.

Our Approach to Sustainability

Guided by a vision to provide products and solutions for a sustainable future, Press Metal integrates ESG principles into business strategies to advance long-term value creation for stakeholders while safeguarding the wellbeing of people and the environment.

The Board oversees the Group's sustainability agenda and considers sustainability an important component of business continuity and long-term value creation. Our sustainability governance framework supports clear communication and engagement across all levels of the organisation, advocating alignment and shared responsibility across business activities.

Sustainability Governance



Our sustainability governance framework facilitates coordinated action across the organisation, guided by a clear hierarchy of accountability. The Board holds overall responsibility for sustainability governance and oversight, supported by the RMC, which monitors SROs, including climate and human rights matters. Regular reviews of the Group's risk management and internal control systems enable the Board and RMC to incorporate sustainability considerations within strategic deliberations and governance practices.

The RMC, chaired by an Independent Non-Executive Director comprising the Executive Vice Chairman together with three (3) other Independent Non-Executive Directors, plays an important role in integrating ESG considerations within the Group's ERM framework. Support is provided by the RMT, which develops risk management policies and reports material risk profiles to the RMC. Updates on SROs are then presented to the Board on a quarterly basis.

The SC, led by the Group CEO, formulates sustainability strategies, policies and initiatives while providing quarterly updates to the Board and the RMC on sustainability performance, ESG targets and key developments across the Group. Strategic direction is guided by the Group CEO, while the broader management team oversees the execution of sustainability initiatives across operations. Operational implementation is supported by the CSD Team and the SWGs, which work in close coordination. Operating from the headquarters, the CSD Team disseminates sustainability targets and prepares monthly performance reports for the Group CEO, while providing guidance to the SWGs responsible for implementing, monitoring, and reporting sustainability initiatives at the operational level.

Read more about Sustainability Governance in the Corporate Governance Overview Statement section on pages 71-93 of this IAR 2025.

Our Approach to Sustainability

Performance Monitoring, Training and Development

The SC provides quarterly updates on performance and initiatives to the Board on key sustainability metrics including GHG emissions, Water Withdrawal, Waste Diversion, OHS, Gender Diversity, Talent and Labour Management, and Social Contributions. Such updates provide visibility that supports the evaluation of ESG developments and consideration of appropriate strategic responses.

Board members also participate in sustainability-focused training programmes to support their oversight responsibilities. Continuous professional development keeps the Board informed of evolving ESG developments and regulatory expectations, supporting effective governance in an increasingly complex operating environment.

Read more about the Board's training sessions in the Corporate Governance Overview Statement section on pages 71-93 of this IAR 2025.

Linking ESG to Remuneration

A structured ESG Remuneration Framework incentivises the achievement of sustainability priorities across the organisation. The framework links selected sustainability performance indicators to remuneration outcomes for the Group CEO, selected Key Senior Management and Key Operating Management, and Group Head of EHS & Sustainability. Performance evaluation utilises a combination of a balanced scorecard and modifier mechanisms, aligning leadership performance with sustainability priorities and broader strategic objectives. The integration of ESG metrics into various incentive plans, with Malus and Clawback provisions included, reinforce accountability and support long-term value creation.

During the year, the Board reviewed and refined the framework to reflect evolving ESG considerations, enhancing the credibility and robustness of the metrics applied. In FYE2025, the scope of the framework was further expanded to include all Corporate HODs. Further refinements of the framework will introduce varied compensation structures and role-specific accountability measures, supporting the wider application of ESG-linked performance expectations across the organisation.

Measured Through Critical Monitoring

Sustainability targets that go beyond financial metrics and encompass operational and ESG factors.

- GHG Emissions Performance (%)
- Employee Turnover Rate (%)
- Water Security (%)
- Waste Diversion Rate (%)
- Zero (0) Workplace Fatalities
- Workplace LTIFR
- Participation of Women in Managerial Roles (%)
- Average Training Hours for Employees (hour/ pax)

Reflected In ESG-Linked Remuneration

Our ESG Remuneration Framework aligns the remuneration of selected senior management personnel with our sustainability targets.

Our Approach to Sustainability

Sustainability Roadmap

Sustainability remains integral to the Group's long-term value creation and reflects our commitment to balance economic performance with the wellbeing of people and the environment. Press Metal continues to cultivate deeper stakeholder relationships, advance opportunities in emerging markets while reducing the environmental and social impacts associated with the Group's operations.

The Group's 2030 and 2050 ambitions lay out the pathway for continued progress towards climate action, environmental stewardship, social responsibility, and circular economy initiatives. Delivery of these priorities is guided by the Group's Sustainability Roadmap, which outlines strategic directions designed to translate sustainability ambitions into measurable outcomes. The roadmap was developed following a comprehensive evaluation of existing practices and improvement opportunities.

The roadmap encompasses five (5) key focus areas, as illustrated below:

5 Key Focus Areas

Governance
- Enhancement of sustainability governance

Performance Monitoring
- ESG-performance monitoring

Operations
- Regulatory compliance
- Environmental management
- Occupational health and safety management
- Sustainable supply chain management
- Human rights management and due diligence
- Human resource and talent management
- IT management

Integrated Risk Management
- ESG risk integration (including materiality assessment and stakeholder engagement)

Sustainability Strategy
- Establishing strategy for Group-wide implementation

Sustainability Targets and 2025 Performance

Climate Change

Targets	Target Year
Reduction of GHG emissions intensity (Scope 1, Scope 2, and Scope 3) by 15% from the 2020 baseline	2025
Reduction of GHG emissions intensity (Scope 1, Scope 2, and Scope 3) by 30% from the 2020 baseline	2030
Achieve net-zero emissions	2050

Notes:
1. *GHG emissions intensity 2020 baseline: 10.3 tCO_2e per tonne of aluminium*
2. *Targets for the reduction of Scope 3 GHG emissions intensity include Categories 1, 3, and 4 only*

Performance in 2025
- Overall GHG emissions intensity (Scope 1, Scope 2, and Scope 3) was reduced by 16.5%, reaching 8.6 tCO_2e per tonne of aluminium outperforming our targeted reduction of 15% compared to 2020 baseline.

Strategic Plan
To effectively drive the Group's climate strategy and advance our net-zero ambition for 2050, we embedded CROs into strategic planning and investment decision-making. We will continue to drive our decarbonisation efforts through ongoing assessment of transition pathways, technological developments and operational readiness, supported by process optimisation, energy efficiency initiatives, and expanded renewable energy integration.

In parallel, we will strengthen our Scope 3 management approach through enhanced supplier engagement, improved GHG emissions data visibility, and the continued refinement of our responsible sourcing strategy.

Water

Targets	Target Year
Reduce our water withdrawal intensity by 10% from the 2016 baseline	2030

Note:
Water withdrawal intensity baseline: 3.1 m^3 per tonne of aluminium

Performance in 2025
- Sustained performance well above our 2030 target, reducing our water withdrawal intensity by 25.8% compared to the 2016 baseline, reaching 2.3 m^3 per tonne of aluminium.

Strategic Plan
The Group's responsible water stewardship efforts will focus on operational efficiency initiatives, including continuous monitoring of water consumption, strengthening water treatment stability, and integrating water-saving measures across all our entities. Ongoing risk management and oversight of water usage support regulatory compliance, mitigate operational disruptions, and strengthen long-term water resilience.

Waste

Targets	Target Year
Achieve a 95% waste diversion rate	2026
Achieve zero (0) landfill waste	2030

Performance in 2025
- Achieved an 89.7% waste diversion rate.

Strategic Plan
Press Metal will continue to prioritise sustainable waste management practices to enhance waste segregation, source tracking, and circular economy practices. The Group will continue to pursue opportunities in technological improvements, recycling and recovery solutions, and strategic collaborations to further promote circularity, improve resource efficiency, and advance long-term sustainability goals.

Sustainability Targets and 2025 Performance

Occupational Health and Safety

Targets	Target Year
Maintain zero (0) workplace fatalities	Ongoing
Reduce our LTIFR to below 1.7	2030

Performance in 2025
- Recorded zero (0) workplace fatalities.
- Reduced LTIFR by 18.8% compared to FYE2024, reaching 2.6.

Strategic Plan
Press Metal will continue to strengthen OHS oversight through advanced technological enhancements, including automated reporting systems, data-driven analytics, and integrated monitoring platforms that enable real-time visibility of safety performance. The Group will also deliver targeted training programmes that combine practical experience with theoretical knowledge to strengthen workforce capability. Through comprehensive root-cause analysis, early hazard detection, and proactive risk prevention, we are committed to cultivating a safe, inclusive, and conducive working environment across operations.

Diversity and Inclusion

Targets	Target Year
Increase participation of women in managerial roles to 30%	Ongoing

Performance in 2025
- Women in managerial roles reached 34.7% in FYE2025, surpassing the 30% target.

Strategic Plan
Press Metal will continue advancing diversity and inclusion as a strategic priority through strengthened governance oversight and balanced representation across management levels. Recognising the value of socioeconomic, cultural, and linguistic diversity, the Group strives to foster an inclusive organisational culture that supports effective decision-making, workforce stability, and collaboration across operations.

With fairness and inclusion embedded across our practices, Press Metal remains focused on enabling diverse perspectives while progressing structured succession planning initiatives to strengthen leadership over time.

Talent and Labour Management

Targets	Target Year
Reduce employee turnover rate to 14%	2025
Achieve average training hours of 50 per person	2025
Reduce employee turnover rate to 13%	2028
Achieve average training hours of 52 per person	2028
Maintain employee turnover rate at 12%	2033
Achieve average training hours of 56 per person	2033

Performance in 2025
- Recorded a decline in employee turnover rate, from 14.2% to 8.9% compared to FYE2024, exceeding the target of 14%.
- Achieved an average of 44.7 training hours per employee.

Strategic Plan
Press Metal will continue advancing workforce management through strengthened governance oversight and disciplined workforce planning aligned with our long-term operational strategy. The Group remains focused on sustaining workforce stability, managing workforce-related risks, and supporting operational continuity across our expanding footprint.

Priorities include strengthening employee engagement, enhancing training effectiveness, and aligning workforce capability with evolving operational and technological requirements, supported by data-driven workforce planning and strengthened oversight across workforce trends.

Upholding Good Governance and Economic Resilience

Economic and Financial Resilience

M1

GRI 201-1, GRI 201-2, GRI 201-4, GRI 207-1, GRI 207-2, GRI 3-3

SDGs

Capitals

F

Why It Matters

Economic performance reflects more than near-term financial outcomes, serving as a measure of resilience, adaptability, and sustainability in an evolving global landscape. Within the aluminium industry, evolving production patterns, shifts in global trade arrangements, and changing market dynamics continue to shape operating conditions, capital deployment, and strategic priorities. These factors, together with broader macroeconomic uncertainty, highlight the importance of economic and financial resilience in maintaining competitiveness and supporting stable growth in a complex global landscape.

Global aluminium demand expanded further in 2025, driven by structural growth across transportation, construction, packaging, and renewable energy sectors. Demand linked to electrification trends, power infrastructure, and low-carbon technologies continued to gain momentum, supported by technological advancement and policy direction. On the supply side, global aluminium output increased only marginally following a stable performance in 2024, while China's production stayed close to its structural cap of approximately 45 million tonnes. This imbalance between demand and supply resulted in a market deficit, contributing to firmer aluminium prices. As a result, LME prices entered 2025 at elevated levels, averaging in the mid-USD2,500 per tonne, and were approaching USD2,900 per tonne by year-end.[1]

Within this market environment, Press Metal is positioned to benefit from favourable pricing dynamics and improved input cost visibility, reflecting the combined effect of higher aluminium prices and more stable alumina costs, demonstrating the Group's strong operational leverage to commodity price movements. Strategic procurement practices and hedging activities have further enhanced cost predictability and downside protection, supporting earnings stability amid price volatility.[2]

Despite growth in global aluminium consumption, economic uncertainty, and shifting trade policies continue to influence demand patterns and market sentiment. The Group has adopted a cautious and disciplined operating approach, supported by production optimisation and a diversified global sales strategy across its product portfolio. This approach supported operational efficiency and value delivery while navigating an environment characterised by persistent uncertainty and market risk.

Sources:

1. *LME throwback 2025: Aluminium vs copper price and inventory movement https://www.alcircle.com/news/lme-throwback-2025-aluminium-vs-copper-price-and-inventory-movement-116783*
2. *Press Metal Aluminium Shares (PMETAL) Makes New High on Strategic Hedging https://www.asktraders.com/analysis/press-metal-aluminium-shares-pmetal-makes-new-high-on-strategic-hedging/*

While Press Metal has maintained operational stability and demonstrated resilience amid a volatile economic landscape, the Group continued to face economic and market risks that could materially affect operations, and long-term value. These include potential asset impairments from market or regulatory changes, rising freight and production costs due to supply chain disruptions and price volatility, and revenue headwinds from lower aluminium prices, premiums, and volumes in a highly commoditised market. New or increased taxes may further strain liquidity and profitability, potentially affecting the ability to fund ongoing operations. Together, these risks highlight the need for adaptive strategies to maintain operational resilience and long-term value creation.

Economic and financial resilience risks have direct implications across the Group's manufacturing operations. Smelting and casting activities are capital- and energy-intensive, and margin pressure arising from weaker prices, premiums or volumes could challenge the economics of large-scale smelting assets. Sustaining competitiveness requires continued investment in operational efficiency, asset reliability, and low-carbon technologies, alongside targeted exposure to higher-margin markets and opportunities linked to green premiums. Downstream extrusion operations depend on a stable midstream supply and are similarly exposed to fluctuations in aluminium prices and sales volumes. A disciplined approach to cost management, forward planning and selective market focus supports profitability and operational stability, while enabling the Group to deliver aluminium products that align with evolving customer requirements and market expectations.

Upholding Good Governance and Economic Resilience

Our Approach

Press Metal manages economic and financial risks through strategies anchored in financial strength, operational discipline, and sustainable growth initiatives. Continuous monitoring of market trends, supply, and demand dynamics, pricing movements, and technological developments enables timely responses to external pressures while supporting a strong balance sheet, healthy cash flow, and disciplined capital deployment. Strategic investments across value-added aluminium solutions, energy transition opportunities, and low-carbon product series form an important part of this approach. These investments, together with revenue diversification, will support supply chain stability, strengthen access to premium markets and position the Group to capture emerging green premiums. This integrated strategy will further drive competitiveness, operational robustness and long-term value creation while contributing to the transition toward a lower carbon aluminium industry.

Our approach to economic performance is guided by financial prudence, sustainability considerations, and responsible growth objectives. By closely tracking market dynamics, supply, and demand trends, pricing movements and technological advancements, the Group identified emerging risks and opportunities, enabling informed decisions that support performance optimisation and adaptability in a dynamic operating environment. Strong financial stewardship underpinned this approach, supporting balance sheet resilience, reliable cash generation and continued investment in initiatives aligned with long-term growth priorities. Over the past year, our financial resilience has continued to improve through higher cash balances, lower net gearing and more stable cash flow generation.

Maximising operational performance continued to play a central role in our strategy, supported by process improvements, data-driven decision-making, and streamlined supply chain practices. This holistic approach enhances productivity and cost efficiency across business segments, strengthening the Group's capacity to respond to market volatility and capture growth opportunities. Building on these operational foundations, the Group maintains flexibility in directing sales toward regions offering higher net margins amid policy-driven shifts in global metal flows. At the same time, the Group also continues to strengthen efficiency to maintain competitiveness, mitigate potential tax-related impacts and reinforce the Group's standing as a reliable supplier to global customers.

Effective governance supported the Group's economic performance and strategic execution. The Board provided oversight through regular reviews of financial results, market developments, and strategic initiatives, supporting informed decision-making aligned with long-term value creation. This governance framework promotes accountability, supports sustainable growth and reinforces the Group's resilience in navigating external challenges.

Ensuring Ethical Tax Governance

A responsible approach to tax governance forms an important element of financial management. The Group's Tax Policy establishes clear principles and is overseen by the Board and AC to support compliance with applicable laws and regulations. Tax practices align with international standards and recognised best practices, reinforcing transparency and accountability across jurisdictions.

Tax contributions play an important role in supporting public finances and national development. The Group's approach reflects underlying economic activities in each jurisdiction, with tax obligations fulfilled accordingly. Artificial arrangements or structures without legitimate business purposes are not adopted.

Tax-related risks are managed through careful assessment and, where required, consultation with qualified external advisors to address complexity in regulatory interpretation. This approach supports financial stability and reduced exposure to compliance risk. A whistle-blowing platform is also available for stakeholders to report concerns related to tax misconduct or illegal activities in good faith.

Through transparent tax governance and disciplined financial management, the Group continues to strengthen trust with regulators, investors and the communities in which we operate.

Further details on economic, market, and operational developments are set out in the Management Discussion and Analysis by Group CEO on pages 18-24 of this IAR 2025.

Upholding Good Governance and Economic Resilience

Our Value Creation

Press Metal continued to enhance financial resilience and long-term growth positioning through targeted strategic initiatives that strengthened upstream integration, broadened product offerings, and supported the transition toward a lower-carbon economy. These initiatives were designed to improve supply chain stability, capture emerging market opportunities, and support sustainable value creation across the aluminium value chain.

Strategic Investment in Alumina Refinery

In 2024, the Group announced an 80% equity participation in a new alumina refinery project, PT KAN, located in Indonesia. The integrated development comprises an alumina refinery, power plant, jetty, and supporting infrastructure. Phase 1 targets an annual production capacity of one (1) million tonnes and is expected to be commissioned in 2027. This investment enhances upstream integration by securing a reliable source of alumina, reducing exposure to supply disruptions and cost volatility.

Value-Added Products

The expansion of VAPs in Sarawak Operations ("SarOps") remains a strategic priority, driving margin enhancement and supporting market diversification. In FYE2025, VAPs contributed near 47% of total sales volume, reflecting the Group's continued strong focus on higher-value segments. While market conditions during the year were shaped by macroeconomic developments, softer construction activity, and evolving trade policies, the Group remained resilient and responsive in navigating these dynamics. Shifts in global supply chains and procurement patterns continue to create new opportunities for sustainable long-term growth in higher-margin segments.

Expansion of Solar Frame Extrusion Facility

In 2025, PMBA entered into a shareholders' agreement with a wholly-owned subsidiary of BDA, Bintulu Capital Sdn. Bhd., to establish a joint venture company, namely PMPV, for the establishment of a solar frame extrusion facility in Bintulu, Sarawak. The initiative combined the Group's aluminium expertise with BDA's regional development objectives to serve the growing domestic and international solar energy market.

The total estimated investment amounted to RM600 million. The facility, designed with an annual production capacity of 80,000 tonnes, is expected to commence operations by mid-2026, subject to regulatory approvals and final agreements. Beyond its commercial value, the project plays an important role in advancing Sarawak's industrial ecosystem, generating employment opportunities and fostering the development of local talent.

Development of Solar PV Energy Generating Facility

In 2025, the Group announced that 40%-owned joint venture, MSPSB, entered into a PPA with Syarikat Sesco Berhad for the development of a 100 MWac solar PV energy generating facility. The project will support Malaysia's national aspiration to achieve 70% renewable energy capacity and is expected to offset approximately 46,000 tonnes of CO_2 annually once operational. The project is also anticipated to generate between 1,500 and 2,000 direct and indirect employment opportunities during construction and operation, delivering socioeconomic benefits to surrounding communities. From an operational perspective, the additional extrusion demand associated with our upcoming solar PV applications is expected to increase billet intake, supporting further expansion of our VAPs output and improving economies of scale.

Upholding Good Governance and Economic Resilience

Development of Low-Carbon Aluminium Series, GEM™ and CYCAL™

Introduced in 2024, our low-carbon aluminium series, GEM™ offers a sustainable solution with a lower environmental footprint compared to conventional aluminium. It is produced with less than 4.0 tonnes of CO_2e per tonne of aluminium for Scope 1 and Scope 2 GHG emissions. This solution supports customers seeking to address climate-related considerations while maintaining product performance. Building on this offering, the CYCAL™ billet series integrates GEM™ with higher recycled aluminium content, offering two (2) low-carbon aluminium products with recycled content options of 50% (CYCAL™ 50) and 80% (CYCAL™ 80). These products further reduce carbon intensity while meeting quality requirements for downstream applications.

From a strategic standpoint, the low-carbon aluminium portfolio supports access to customer segments where carbon considerations increasingly influence procurement decisions, including automotive, aerospace, and electronics. It also strengthens competitiveness in regions subject to carbon-related regulations, such as the EU CBAM, while reducing exposure to future carbon costs and GHG emission-related penalties.

In parallel, green premiums are beginning to emerge across parts of the customer base, reflecting increasing recognition of low-carbon content products. Although these premiums currently contribute modestly to overall profitability, their relevance is expected to increase as supply constraints tighten and carbon policies evolve, supporting longer-term value creation. Adoption is particularly evident among brand-conscious customers, especially within the automotive sector, where sustainability considerations are becoming integral to procurement decisions.

Current Financial Effects

In the current financial year, the Group did not record any material financial losses from economic-related incidents. Nevertheless, the Group continued to deploy capital strategically to reinforce financial resilience and long-term competitiveness. During FYE2025, significant investments were undertaken, including RM3.2 billion for Phase 1 of the PT KAN alumina refinery, RM600 million for the Solar Frame Extrusion Facility, PMPV, and RM380 million for the MSPSB*. At the same time, the Group advanced its sustainable product portfolio, including low-carbon aluminium products such as GEM™ and CYCAL™, which contributed to revenue from sustainable products during the year. In support of circular economy and sustainable manufacturing initiatives, the Group has also incurred costs relating to R&D, certification, and process enhancements to meet evolving sustainability standards. Collectively, these initiatives strengthened the Group's market position, enhanced operational efficiency, and supported sustainable long-term value creation.

Note:

* *The stated investment figures represent total project costs and are not indicative of the Group's attributable share.*

How We Performed In 2025

Key Performance Indicator	2023 (RM'000)	2024 (RM'000)	2025 (RM'000)
Economic Value Generated	14,100,888	15,568,833	**16,896,707**
Economic Value Distributed			
Operating Costs	11,693,419	12,508,521	**13,232,053**
Contribution to Capital Providers	1,124,878	1,153,719	**1,254,002**
Employee Wage and Benefits	512,785	528,920	**600,006**
Contribution to the Government	66,740	118,433	**293,551**
Community Investment	6,360	7,856	**4,618**
Value Retained	696,706	1,251,384	**1,517,095**

Read more about our economic, market, and operations updates in the Management Discussion and Analysis by Group CEO section on pages 18-24 of this IAR 2025.

Read more about our financial performance and tax contributions for FYE2025 in the Financial Statements section on pages 306-410 of this IAR 2025.

Read more about our community investments in the Community Management section on pages 262-271 of this SS 2025.

Upholding Good Governance and Economic Resilience

Press Metal continues to leverage government incentives and grants that support industrial development, innovation, and sustainable business practices. These programmes provide financial support that enhance operational efficiency, encourage technology adoption, and strengthen the Group's investment capacity.

One of the Group's manufacturing facilities was granted Pioneer Status, which provided tax exemptions on statutory business income. This incentive supported cost optimisation, improved capital allocation flexibility, and strengthened the financial viability of strategic investments.

Such incentives contribute to the Group's competitive positioning by supporting expansion initiatives, reducing exposure to market volatility, and facilitating investment in higher value and lower carbon production capabilities. They also support broader economic outcomes through industrial development, job creation, and technology advancement within the regions where the Group operates.

Going Forward

Press Metal continues to monitor economic and operational factors that may influence financial performance, underpinned by a strong commitment to proactive risk management. Key areas of attention include safeguarding asset values, managing production and logistics costs, and preserving revenue and margins. The Group also remains focused on optimising cash flow and financing strategies to support financial flexibility and borrowing capacity.

In addition, the Group's vertical integration strategy is expected to deliver positive financial impacts over the medium-term, with operation at PT KAN projected to enhance alumina self-sufficiency. This development is anticipated to strengthen cost stability, which have experienced notable volatility in recent periods, thereby improving the predictability of the Group's cost structure and supporting greater supply chain stability.

Looking ahead, the Group will continue to implement disciplined mitigation measures across its operations. These include proactive asset management to preserve value, strategic procurement to manage input cost movements, cost optimisation initiatives to enhance efficiency, and prudent financing practices to maintain a healthy balance sheet. Collectively, these measures support stable cash generation and financial flexibility for ongoing operations and strategic investments. Strong financial discipline and adaptive operational strategies further reinforce the Group's resilience amid evolving market conditions, while supporting sustainable profitability and long-term value creation for stakeholders.

Upholding Good Governance and Economic Resilience

Business Ethics and Corporate Governance

M2

GRI 2-15, GRI 2-16, GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 205-1, GRI 205-2, GRI 205-3, GRI 206, GRI 3-3, GRI 415-1

SDGs



Capitals

SR

Why It Matters

Effective corporate governance, robust risk management, and rigorous business ethics are fundamental to the integrity of Press Metal's operations. We recognise that strict adherence to established governance principles, ethical standards, and legal frameworks throughout the value chain is essential for fostering trust and strengthening our relationships with stakeholders. By maintaining high governance standards, we protect our corporate reputation and reinforce the stability of our business model, providing a reliable foundation for sustainable growth and long-term value creation.

Risks related to business ethics and corporate governance, such as non-compliance with regulations, bribery, corruption, or contractual disputes, could carry material implications for our business activities. Across our business operations — which involve substantial capital investment and complex procurement networks — effective oversight is vital. Inadequate governance could potentially disrupt supplier relationships, delay production, or lead to legal challenges. Furthermore, lapses in ethical conduct may affect customer contracts, regulatory compliance and stakeholders' trust, potentially weakening investor confidence.

At Press Metal, ERM is embedded across our business functions, projects, and decision-making processes. This integration enables the Group to systematically identify and address risks that may affect financial stability, regulatory standing, governance standards, and corporate reputation. Our approach is reinforced by structured risk and compliance frameworks that outline clear oversight and accountability, offering assurance to customers, investors, and regulators while protecting organisational credibility.

Our Approach

Press Metal maintains resilience against business ethics and corporate governance risks through strong governance structures, clear ethical standards and disciplined compliance practices embedded across its operations and value chain. Robust policies, defined roles, and established oversight mechanisms guide adherence to applicable laws, regulations and internal standards, supporting ethical conduct and sound decision-making across all business segments.

Our governance framework incorporates regular monitoring, internal assurance, and comprehensive compliance reviews. These processes are supported through transparent reporting and escalation channels, enabling early identification of potential issues and timely corrective action, which lead to policy refinement and process enhancement. Ongoing engagement and awareness initiatives promote accountability across the organisation, underpinned by oversight from Management and the NCGC.

Structured due diligence processes and risk assessments further strengthen this control environment, safeguarding organisational integrity, and supporting sustainable long-term value creation. Compliance considerations are integrated into daily operations and management practices, promoting consistent application of regulatory and ethical standards across the Group.

This integrated governance approach enhances institutional stability, supports regulatory compliance and operational continuity, and preserves reputational integrity. Through disciplined oversight and clear accountability, Press Metal reinforces stakeholder confidence while enabling effective execution of the strategy within an increasingly complex regulatory landscape.

Establishing Governance, Risk, and Compliance Management

Press Metal maintains consistent ethical and governance standards through a comprehensive Group-wide framework, with ultimate oversight residing with the Board. The Board is responsible for establishing the governance policies and overarching standards in accordance with the Board Charter, providing the strategic mandate for our ethical conduct. The Board Charter is publicly available on the Group's website: *https://www.pressmetal.com/investor-relations/corporate-governance*.

The Group CEO oversees the practical implementation of these standards across the organisation, translating the Board's strategic directives into operational practices. This structured hierarchy of accountability facilitates a unified approach to governance, where strategic direction and management execution are aligned to uphold the Group's integrity at every level of the business.

Upholding Good Governance and Economic Resilience

Press Metal adopts an integrated risk management structure designed to address diverse exposures, ranging from legislative and regulatory obligations to financial risks. This framework also encompasses emerging challenges, including cybersecurity, data privacy, and human resource-related matters. Compliance with applicable laws and regulations remains a fundamental pillar of the framework, supporting the Group's commitment to business integrity.

Primary oversight is vested in the Board through the RMC, which evaluates the effectiveness of the Group's risk management frameworks and policies. This structure is operationalised by the RMT, which handles the daily implementation and monitoring of risk profiles across the Group. To facilitate timely and informed decision-making at the Board level, the RMT provides comprehensive quarterly updates to the RMC.

The RMC is also supported by the SC for sustainability-related matters, including the integration of climate-related risks into the broader risk management framework. Under the leadership of the Group CEO, the SC focuses on the strategic management of ESG and climate-related risks across the organisation.

Beyond formal structures, Press Metal promotes a strong ethical culture through continuous education and awareness. Regular training and e-learning programmes on governance, ABAC, and compliance topics are conducted across the organisation. These initiatives facilitate the consistent adoption of expected behaviours and strengthen accountability at every level, from our operational teams to senior leadership.

Strengthening Compliance with Regulations and Standards

Compliance management serves as a critical mechanism for identifying and addressing potential risks, providing the transparency necessary to build lasting trust among our stakeholders. By embedding compliance into our corporate culture and decision-making processes, our business activities remain aligned with evolving legal and regulatory requirements, thereby underpinning our long-term performance and market standing.

Press Metal adheres to local and international laws and regulations across the areas of operation. Key regulatory frameworks relevant to the Group's activities include, but are not limited to:

Malaysia

- Capital Markets and Services Act 2007
- Companies Act 2016
- Employment Act 1955
- Employment (Amendment) Act 2022
- Environmental Quality Act 1974
- Main Market Listing Requirements
- Occupational Safety and Health (Amendment) Act 2022

China

- Civil Code of the People's Republic of China
- Environmental Protection Law of the People's Republic of China
- Labour Law of the People's Republic of China
- Law of the People's Republic of China on Work Safety

Press Metal aligns corporate governance and sustainability practices, including sustainability reporting and climate-related disclosures, with recognised frameworks and standards. These include the MCCG 2021, and the IFRS Sustainability Disclosure Standards, namely IFRS S1 and IFRS S2. These alignments provide a sound basis for identifying, managing and disclosing both SROs and CROs, while promoting transparency, accountability and sustainable governance practices across the Group.

Risk Management Policy and Framework

The Risk Management Policy serves as the primary guide for identifying, assessing, managing, and monitoring risks within the Group. The policy outlines clear principles, processes, roles, and responsibilities, allowing all functions to apply a consistent and systematic approach to risk management. It emphasises proactive risk identification, timely evaluation, and structured treatment plans, enabling emerging ESG, corporate, financial, and operational risks to be addressed promptly, with continuous monitoring to facilitate informed decision-making.

Upholding Good Governance and Economic Resilience

The policy is embedded within the Group's ERM Framework, developed with reference to ISO 31000:2018 Risk Management Guidelines. This framework provides a standardised foundation for all risk management activities across the Group. At the operational level, risk owners are responsible for conducting assessments, implementing mitigation measures, and providing quarterly updates on risk exposures within their respective areas. Quarterly risk assessments are conducted for the manufacturing operations to identify, analyse, and prioritise segment-specific risks. This regular monitoring enables early detection of emerging challenges and facilitates timely responses to changes in the operating environment.

During FYE2025, the Risk Management Policy was further enhanced to strengthen the application across all manufacturing operations. Key updates included the refinement of residual risk rating guidance and a more structured process for managing and archiving closed or low-priority risks. These refinements improved clarity, consistency and effectiveness across the Group, ensuring that the risk management processes remain transparent, structured, and aligned with industry practices.

To address the growing complexity of sustainability, a dedicated ESG risk register has been established and integrated into the broader ERM framework. This integration facilitated systematic identification, assessment, and prioritisation of ESG-related risks and opportunities. By embedding these considerations within the ERM framework, Press Metal strengthened the implementation of targeted mitigation and management measures across the organisation, reinforcing our long-term resilience.

Read more about our approach to risk management in the Managing Our Risks and Opportunities Effectively and Statement on Risk Management and Internal Control on pages 44-53 and 105-108, respectively of this IAR 2025.

Adoption of Management Systems Certification

Press Metal upholds high standards of operational excellence, quality and sustainability through the adoption of internationally recognised management system certifications across manufacturing facilities. These certifications introduced standardised foundations comprising clear procedures, defined responsibilities, and consistent controls, thereby fostering a disciplined operating environment characterised by accountability and transparency in daily activities. This alignment promotes ethical conduct, consistent quality practices, and strict adherence to regulatory requirements, while providing greater clarity in how operations are managed and monitored across the Group.

ISO 9001:2015 Quality Management Systems	PMBTU	PMAR	PMBA Klang
	PMS	PMIT	PMPT
	PMI	PMBA Nilai 1	PMBA Nilai 2
ISO 14001:2015 Environmental Management Systems	PMBTU	PMAR	PMBA Klang
	PMS	PMIT	
	PMI	PMBA Nilai 1	
IATF 16949:2016 Automotive Quality Management Systems	PMI		
	PMIT		
	PMBA Nilai 1		
ISO 45001:2018 Occupational Health and Safety Management Systems	PMBTU	PMAR	PMBA Klang
	PMS	PMIT	
	PMI	PMBA Nilai 1	
ISO 50001:2018 Energy Management Systems	PMBTU		
	PMS		
	PMI		

Upholding Good Governance and Economic Resilience

Instituting Ethical Practices and Policies

At the Group level, ethical standards and governance principles are anchored by the CoC, CoE, and ABAC Policy, and the Whistle-Blowing Policy. These policies apply to all employees and management personnel across every entity, setting expectations on integrity, transparency, accountability, and responsible conduct in all business dealings.

To uphold rigorous governance standards, Press Metal conducts periodic internal audits and risk assessment reviews designed to evaluate compliance and identify potential operational gaps. This systematic verification process enables timely corrective actions, thus, maintaining the integrity of our internal controls. Recommendations from these reviews are translated into strategic policy updates and procedural refinements that are cascaded across the Group. This iterative process facilitates the continuous alignment of our governance practices with evolving regulations, emerging industry developments, and shifting stakeholder expectations, thereby strengthening institutional resilience in a dynamic regulatory environment.

In addition to the primary ethics and governance policies, the Group has established a range of supporting policies addressing specific areas of oversight and management, including but not limited to:

Audit & Tax Policy	Sustainability Policy	Directors' Fit and Proper Policy
Diversity Policy	Corporate Disclosure Policy	Responsible Sourcing Policy
Directors & Key Senior Management Remuneration Policy	Human Rights Policy	Whistle-Blowing Policy

Our policies are publicly accessible on our website: *https://pressmetal.com/investor-relations/corporate-governance*.

Code of Conduct and Code of Ethics

The CoC and CoE outline clear expectations for ethical behaviour among directors, management and employees across the Group. The CoC promotes a corporate culture grounded in accountability, integrity, and fairness, while the CoE provides structured guidance for addressing ethical concerns and reporting misconduct, including the resolution of conflict of interest situations. Both Codes underpin our commitment to transparency in every action carried out on behalf of the Group. To maintain their relevance, the CoC and CoE are reviewed periodically, with all approved updates made publicly available on the Company's website. New employees will be introduced to these standards during their induction, while ongoing learning is delivered through an accessible e-learning platform. This continuous reinforcement cultivates a culture of integrity and ensures that ethical conduct remains a shared responsibility across the organisation.

We maintain a zero-tolerance approach to illegal or unethical behaviour, requiring that any such incidents be reported through designated channels. All reported cases are subject to formal investigation. Where violations are confirmed, the Group takes appropriate disciplinary or corrective actions to address the breach to prevent recurrence.

Anti-Bribery & Anti-Corruption Policy

Press Metal enforces a strict zero-tolerance stance on bribery and corruption. The ABAC Policy provides a guided definition of bribery and corrupt practices, and sets out procedures for risk assessment, employee training and the reporting of suspected misconduct.

The AC supports the Board in overseeing adherence to the ABAC Policy, with responsibilities covering financial reporting, audits, transactions, conflict of interest matters, and risk management. The policy is reviewed periodically to remain aligned with regulatory requirements, including the MACC (Amendment) Act 2018. Furthermore, the Group Internal Audit contributes by evaluating the effectiveness of risk management and internal control systems, as part of the annual audit plan.

Upholding Good Governance and Economic Resilience

Communication and implementation of the ABAC Policy are managed by the respective Human Resources ("HR") departments across the Group. Training programmes are conducted to cultivate awareness and ingrain understanding of the ABAC requirements. Employees are required to formally acknowledge compliance through signed declarations, reinforcing expectations for ethical conduct.

Press Metal enforces strict internal controls through a multi-level approval structure. Non-financial processes require at least two (2) levels of review, involving a performer and a checker. In addition, financial processes follow a three (3)-tier structure, involving a performer, checker and approver. This layered review enhances transparency in financial decisions and provides a clear check-and-balance mechanism for identifying and addressing potential corruption-related risks.

Any non-compliance or bribery-related risk must be reported promptly to management and the AC. To facilitate the reporting, whistle-blowing channels are made accessible for our stakeholders to report any suspected violations promptly. Confirmed breaches may result in disciplinary action, including staff termination, contract termination for external parties or legal proceedings, depending on the nature and impact of the violation. Proven cases of bribery or corruption will be referred to the relevant authorities.

Whistle-Blowing Policy

The Whistle-Blowing Policy provides a formal, anonymous, and confidential channel for internal and external stakeholders to report misconduct or illegal activities in good faith. This includes violations of the CoC and CoE, bribery, corruption, threats, human rights concerns and other forms of malpractice.

The policy enables the reporting of suspected improper conduct without fear of retaliation, threats or intimidation, in line with the Whistleblowers Protection Act 2010. The Whistle-Blowing Policy is reviewed periodically to ensure alignment with regulatory developments and organisational requirements.

Whistle-blowing reports can be made through three (3) designated channels:

1	2	3
Verbal reporting to the Chairman of the AC, followed by submission of the Whistle-Blower Form	**Emailing a completed Whistle-Blower Form to *whistleblowing@pressmetal.com***	**Sending a completed Whistle-Blower Form to the Chairman of the AC via mail**

Upon receipt of a Whistle-Blower Form, a formal investigation will be initiated, led by a designated investigator, typically from the internal audit function, unless otherwise directed by the Chairman of the AC. The investigator's independence and impartiality are essential to preserve fairness, credibility, and compliance with legal requirements throughout the process.

The AC provides at least an annual update to the Board on whistle-blowing matters. This reporting cycle enhances transparency and provides the Board with the necessary oversight to monitor the effectiveness of our ethical reporting channels and the Group's response to identified concerns.

Conflict of Interest Policy

The COI Policy applies to all Directors, Key Senior Management and Key Operating Management across the Group. It requires prompt disclosure of any actual or potential conflicts, including personal involvement in projects or contracts, to promote transparency and accountability. The policy forms part of the broader governance framework, encouraging honest conduct, sound oversight, and adherence to ethical standards across the organisation.

The AC oversees the management of conflicts by reviewing, addressing, and reporting them to the Board, with relevant disclosures included in the AC Report. The Board is responsible for determining the appropriate mitigation measures in addressing COI matters. These measures may include the requirement for regular COI declarations by the Board, Key Senior Management, and Key Operating Management. Where necessary, the Board may impose restrictions on an individual's participation in deliberations or require recusal from the relevant discussions and decisions. The Board may also undertake conflict assessments as part of performance appraisal processes and pre-appointment evaluations. This allows conflict risks to be identified and assessed at critical decision points, strengthening preventive controls, and reducing the likelihood of unmanaged exposures. In addition, confidentiality obligations are applied to protect confidential and proprietary information, including trade secrets, while involvement in competing businesses is subject to defined limitations.

Upholding Good Governance and Economic Resilience

Sponsorship, Donations and Political Contributions

As an apolitical public listed company, Press Metal maintains neutrality in political matters while supporting national initiatives that promote progress and innovation. This includes alignment with key frameworks such as the MADANI economic agenda and the NETR, which guide economic growth, technological development, and sustainable progress.

All proposals for donations or sponsorships linked to social causes must be impartial and free from influence on business decisions or improper payments. All contributions must receive approval from two (2) Executive Directors, be properly documented, comply with legal requirements and be transparent for public disclosure.

Mergers and Acquisitions Policy

Press Metal upholds high standards of business ethics and governance in all mergers, acquisitions, and strategic investments. The Mergers and Acquisitions ("M&A") Policy sets out clear protocols for engaging with potential investee companies, emphasising shared values, and aligned objectives. The evaluation process includes compliance with applicable laws and regulations, as well as assessments of financial and non-financial risks, including bribery, corruption, and other related financial offences.

Risk assessments within the M&A process covers a broad spectrum of risks, including industry dynamics, regional and country-specific challenges, funding considerations, investor expectations, and ESG considerations. As part of the due diligence process, comprehensive ESG risk assessments and screening checklists are undertaken to evaluate the sustainability maturity of potential investments. These reviews include background checks, document verification, and assessments of bribery-related risks alongside environmental, health and safety ("EHS"), community, regulatory, financial, and legal factors. Where appropriate, contractual protections may be incorporated through provisions to permitting termination in circumstances where bribery or corruption concerns arise and remain inadequately addressed.

Closure, Decommissioning and Divestment Plan

The Closure, Decommissioning, and Divestment Plan provides a structured framework for the winding down of facilities and infrastructure where the Group maintains controlling interests. This plan is applicable to all investments where management control or decision-making authority resides within the Group's influence.

The framework defines responsible business practices for site restoration, with a primary focus on returning sites to safe and functional conditions while mitigating environmental impacts. Furthermore, the plan establishes principles for proactive engagement with regulatory authorities and local communities. This commitment to transparency facilitates open communication and coordination throughout the decommissioning lifecycle, reinforcing our reputation as a responsible operator from inception to closure.

Related Party Transactions Policy

The RPTs Policy establishes a formal governance framework for transactions involving Directors, major shareholders and connected persons, in accordance with MMLR of Bursa Securities. By prescribing clear disclosure and approval requirements, the Policy reinforces transparency, disciplined oversight, and sound management of related party dealings.

A core principle of the Policy is that all RPTs must be undertaken on arm's length terms and on conditions no more favourable than those available to independent third parties, preserving the integrity of commercial arrangements and guarding against preferential treatment that could compromise objective decision-making. In addition, recurrent RPTs that are necessary in the ordinary course of the Group's business may be entered into pursuant to a shareholders' mandate. Such transactions remain subject to annual renewal and mandatory disclosure obligations. Oversight of all RPTs rests with the Board and the AC, which review and monitor these transactions to ascertain that they are undertaken on normal commercial terms. This governance discipline reinforces confidence in the fairness and propriety of the Group's RPTs.

Rotation of Audit Firm and Audit Partner

To maintain independence and objectivity, the Group has implemented the Statutory Auditors and Statutory Audit and Non-Audit Services Framework ("Statutory Auditor Framework"). This framework sets out the parameters governing the engagement of external auditors which include provisions for the regular rotation of the lead audit partner, as well as periodic consideration of the appropriateness of audit firm rotation.

The AC is responsible for assessing the performance, suitability, and independence of the external auditors, applying considered judgement to ascertain that the external audit remains effective, objective, and aligned with the Group's governance expectations. Under this framework, the lead audit partner and quality control partner are required to rotate every seven (7) years, followed by a five (5) year cooling-off period, in line with the prevailing professional standards issued by the MIA.

Upholding Good Governance and Economic Resilience

Ethical and Governance beyond our Operations

Ethical and governance expectations extend across the Group's supply chain. Suppliers are guided by the Responsible Sourcing Policy and Supplier Code of Conduct ("SCoC"), which incorporates the principles of the ABAC Policy. Third-party providers, including suppliers, contractors, and service providers, are subject to due diligence, contractual obligations and ongoing performance monitoring to align with the Group's ethical and anti-corruption standards.

In areas identified as having higher risk profiles, bribery and corruption controls are reinforced through a combination of structured approval processes, targeted training, and comprehensive audit activities. Where concerns involving third parties arise, enhanced due diligence may be undertaken and the matter escalated through the Group's whistle-blowing channels, where appropriate. Confirmed breaches will be addressed through decisive remedial or disciplinary actions in accordance with Group policies.

Relevant departments, including the Purchasing Department, are responsible for overseeing supplier compliance, investigating potential issues, and monitoring the implementation of corrective actions. Suppliers are required to address identified gaps within prescribed timelines in order to maintain their standing with the Group. Persistent or serious breaches of the Group's ethical standards, as well as unresolved compliance concerns, may result in formal reassessment, suspension or termination of the business relationship. Through this disciplined framework, the Group maintains a supply chain that is aligned with its values, governance expectations and regulatory obligations.

Read more about our approach to ethical governance of the supply chain in the Responsible Sourcing section on pages 142-147 of this SS 2025.

Our Value Creation

Press Metal's commitment to robust business ethics and corporate governance facilitates the Group's ability to generate sustainable long-term value. Through structured risk assessments, active regulatory engagement, and robust internal controls, Press Metal strengthened operational resilience while maintaining strict regulatory compliance. These efforts, complemented by continuous employee development, fostered a corporate culture built on integrity and accountability. By embedding these principles across all operations, the Group has underpinned its commercial objectives with a foundation of trust, reinforcing reputation and providing a stable environment for ongoing innovation and growth.

Risk Assessments and Mitigation Action Plans

The Group has conducted comprehensive risk assessments across its operations to identify potential vulnerabilities and evaluate their significance. Insights from quarterly reviews guided the development of targeted measures to address high-priority risks. Additional control measures were introduced to mitigate both the likelihood and impact of these risks, reflecting a disciplined, and forward-looking ERM structure.

Periodic site inspections and internal audits were also carried out to mitigate operational and legal risks. The Group maintained a structured internal control environment to promote transparency and accountability across business activities. Where control gaps are identified, corrective actions will be developed and implemented without delay to reduce potential disruptions. This proactive approach allowed Press Metal to manage operational uncertainties while positioning the business to capture new opportunities that underpin sustainable growth and innovation.

Regulatory Engagement

Press Metal engages regulators through a proactive and collaborative process, maintaining regular dialogue with authorities to remain aligned with evolving requirements. During the year, the Group took part in key engagement and consultation sessions, including discussions on carbon tax matters with industry representatives, SIRIM and relevant ministries. These sessions provided insights into potential policy directions and allowed stakeholders to share their perspectives on policy implementation considerations. Moreover, the Group also provided feedback to the Malaysian Accounting Standards Board on proposed amendments issued by the ISSB, and to the Bursa Advisory Committee on Sustainability Reporting on their consultation paper for the proposed sustainability assurance framework. These engagements allowed the Group to remain informed of regulatory developments while contributing industry perspectives to policy discussions.

Employee Awareness and Compliance Training

Continuous learning plays a central role in reinforcing Press Metal's governance and compliance practices. The Group organised training sessions for employees, covering policies, legal requirements, and industry-specific regulations. These sessions equipped the workforce with the knowledge required to maintain compliance while encouraging accountability and ethical conduct across the organisation.

Upholding Good Governance and Economic Resilience

To deepen governance and risk management capabilities, the Internal Audit team undertook ESG-related training during the year, building expertise in sustainable auditing practices. The Group also expanded capacity-building initiatives through targeted programmes, including Sales and Service Tax regulatory updates and IFRS disclosure standards training, to align with evolving regulatory expectations.

In FYE2025, the Group conducted a total of 5,264 compliance training sessions across a range of topics, including:

- Anti-bribery and Anti-Corruption
- Governance and Human Rights Policies
- IT Policy
- Quality and Safety Policies
- Employment and Labour Laws
- Tax and Financial Policies
- OHS Policy
- Energy Management Policy
- Environmental Policy

Training materials are accessible through the Group's website and e-learning platforms, allowing employees and stakeholders to refer to guidance and resources whenever needed. This structure promoted ethical conduct, transparency and continuous improvement, enabling all parties to engage in business activities with confidence and integrity.

Current Financial Effects

In FYE2025, the Group did not experience any material financial losses arising from business ethics and corporate governance–related incidents. Nevertheless, the Group continued to incur recurring costs to uphold high standards of ethical conduct and maintain robust governance practices. These include ongoing employee training and awareness programmes focused on ethical behaviour, regulatory compliance, and anti-bribery measures, as well as investments in internal audits, compliance reviews, and risk assessments to ensure adherence to established policies and identify opportunities for improvement. The Group also incurred additional costs related to due diligence and performance monitoring of suppliers, contractors, and other third parties to ensure alignment with its ethical standards and governance expectations.

How We Performed In 2025

Key Performance Indicator	2023	2024	2025
Percentage of operations assessed for corruption-related risks	71.4%	57.1%	**90.0%**
Percentage of employees who have received training on ABAC	98.3%	92.4%	**89.7%**
i. Senior Management	70.9%	84.0%	**60.9%**
ii. Management	73.1%	91.8%	**80.2%**
iii. Executive	97.5%	92.9%	**88.0%**
iv. Non-Executive	99.5%	92.4%	**90.6%**
Total number of ABAC training sessions conducted for business partners	5	6	**17**
Number of confirmed incidents of corruption and action taken	0	0	**0**
Number of whistle-blowing reports or complaints received	0	0	**3**
Number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	0	0	**0**

Notes:

1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*

Upholding Good Governance and Economic Resilience

In FYE2025, the Group recorded three (3) whistle-blowing instances, comprising two (2) workplace misconduct and one (1) individual private dispute, all of which were diligently investigated and resolved, achieving a 100% resolution rate. All reports were managed in accordance with the Group's whistle-blowing procedures, with investigations conducted independently and confidentially. None of the cases were related to corruption, reflecting a disciplined stance against bribery and corrupt practices. In addition, no fines related to corruption were imposed during the financial year. The Group also did not dismiss any employees for unethical conduct during the period.

These outcomes underscored the efficacy of the Group's internal control environment, the maturity of the policy and the continued effectiveness of the awareness and engagement initiatives in embedding ethical discipline across the organisation.

Ongoing assessments of corruption-related risks formed part of the Group's governance and risk management practices. During FYE2025, corruption-related risk assessments covered 90.0% of the Group's operations, encompassing corporate headquarters, and manufacturing operations, compared to 57.1% in FYE2024. This higher coverage resulted from the inclusion of the downstream entities, which completed their assessments during the year. The expansion of risk assessments across additional facilities enhanced oversight and provided greater visibility into potential exposures across the Group's manufacturing footprint.

Going Forward

The Group will continue to advance the governance with discipline and clarity, recognising that sustained performance rests on a robust control environment, principled conduct and vigilant oversight. Efforts including raising awareness through targeted training and e-learning programmes, further embeds deeper understanding of internal policies, ethical expectations and accountability standards. Furthermore, the Group will retain rigorous oversight of its business processes through the consistent application of internal controls and clearly defined governance structures, embedding operational discipline across all levels of the organisation.

The enterprise-wide risk management capabilities will be further refined to enhance the procedures for addressing emerging risks while capitalising on strategic opportunities, balancing prudent stewardship in the pursuit of long-term value creation. Internal governance practices will remain aligned with the evolving regulatory landscape across key jurisdictions through ongoing monitoring of legal and policy developments, upholding responsible corporate stewardship and stakeholder trust.

The Group will continue to engage relevant authorities and industry associations on the developments in relation to emerging sustainability-related obligations, including Malaysia's NSRF, the EECA 2024, and the carbon tax scheduled for implementation in 2026. By preparing for these developments, the Group is positioned to navigate the regulatory transition with greater certainty.

Through consistent emphasis on business ethics, corporate governance and compliance discipline, the Group manages potential risks with prudence while remaining prepared to capture growth opportunities. Continued investment in governance frameworks, ethical policies and oversight mechanisms will reinforce operational resilience and increase stakeholder confidence while preserving competitiveness and underpinning stable performance in a changing regulatory and commercial landscape.

Responsible Sourcing

M3

GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 204-1, GRI 3-3, GRI 308-1, GRI 308-2, GRI 407-1, GRI 408-1, GRI 409-1, GRI 414-1, GRI 414-2

SDGs



Capitals

F I SR

Why It Matters

As Southeast Asia's largest integrated aluminium producer, Press Metal recognises that responsible sourcing is a strategic necessity embedded throughout its procurement processes. This commitment facilitates the Group's ability to uphold ethical business conduct, respect human rights, and maintain environmental stewardship throughout the value chain. By making informed and responsible purchasing decisions, Press Metal fortifies supply chain resilience and reinforces stakeholder confidence in our operational integrity.

Press Metal's operations remain dependent on the reliable availability of key raw materials, energy inputs, logistics services, and specialised equipment, exposing the Group to a range of sourcing-related risks. These include price volatility, material shortages, power supply disruptions, logistics interruptions or the unavailability of equipment. If unmanaged, such exposures could lead to production delays, cost escalation, reduced product quality, and difficulties in meeting delivery commitments, thereby affecting operational continuity, cost competitiveness, and the Group's ability to meet customer requirements. In addition, inadequate oversight of suppliers may give rise to non-compliance with environmental or social standards, heightening both reputational and regulatory risk.

By integrating stringent ESG criteria into our procurement processes and deepening supplier engagement, we strive to enhance supply chain transparency, reduce operational risks, and sustain the trust of our customers and stakeholders in a dynamic global market.

Our Approach

Press Metal's responsible sourcing framework is designed to manage supply chain risks through established policies, structured assessments, and clearly defined supplier expectations. These measures are pivotal in enhancing supply chain reliability and supporting long-term business continuity. Given the Group's reliance on a diverse global supplier base, such resilience is imperative to meet the rising expectations for ethical, transparent, and sustainable procurement with evolving sustainability standards.

Our approach is guided by IAI standards and informed by a continuous assessment of value chain dynamics, which range from material availability and supplier performance to logistics stability. Insights derived from these areas drive the ongoing refinement of our policies and due diligence protocols. Consequently, responsible sourcing becomes intrinsic to our procurement activities, fostering a resilient supply network characterised by accountable behaviour and sustainable growth.

Upholding Responsible Sourcing Standards

Responsible and sustainable practices are integrated across our operations, from upstream raw material sourcing to the downstream delivery of finished products. To uphold responsible procurement, Press Metal communicates the responsible sourcing expectations clearly to suppliers, contractors, and service providers (collectively referred to as "suppliers"). We view sustainability as a shared stewardship, achievable only through alignment and collaboration with our stakeholders within the ecosystem to foster supply chain resilience, drive supplier accountability, and solidify our long-term commitment to responsible growth.

The Responsible Sourcing Policy outlines commitments related to ethical business practices, legal compliance, and human rights, taking into account social considerations and avoiding contributions to conflict financing. Complementing this, our SCoC sets out expectations on labour and human rights, including freedom of association and collective bargaining, prohibition of forced or child labour, fair and equal treatment, reasonable working hours and safe working conditions, as well as environmental responsibilities. The SCoC is available in English and Chinese for suppliers, with the English version accessible on the corporate website: *https://www.pressmetal.com/investor-relations/corporate-governance*.

These expectations are communicated to suppliers at the inception of the procurement process. During onboarding, suppliers are required to acknowledge their obligations by signing declarations confirming adherence to the SCoC and the Responsible Sourcing Policy. Furthermore, ESG risk assessments are also integrated into supplier onboarding protocols, allowing early identification and management of potential sustainability risks within our supply chain.

In enforcing the Responsible Sourcing Policy and SCoC, the Group performs due diligence by conducting comprehensive supplier assessments and where necessary, on-site inspections. Where non-compliance is identified, a corrective action plan will be developed jointly with the supplier, with defined timeline for implementation. The audit reports will be shared with suppliers, followed by engagement sessions to support continuous improvement. Compliance among critical suppliers will be monitored across areas such as ABAC, human rights, working conditions, and environmental practices.

Responsible sourcing practices are further reinforced through obtaining certification for the smelters, PMBTU and PMS, under the ASI ChoC Standard. The ASI ChoC standard underpins responsible sourcing by tracing the aluminium products through each stage of the value chain, from mining or recycling to final production. Complementing these controls are capacity-building initiatives, delivered through regular training for both internal teams and external stakeholders to enhance the understanding of sustainable supply chain management. To further strengthen these practices, our procurement decisions will increasingly prioritise suppliers that demonstrate sound ESG performance and operational excellence, including those providing lower carbon raw materials, in alignment with the Group's broader decarbonisation strategy.

Safeguarding a Resilient and Sustainable Supplier Ecosystem

The Group has established a Supplier Management Programme to uphold ethical conduct, sustainability and transparency across our supply chain. The programme follows the Organisation for Economic Co-operation and Development ("OECD") Due Diligence Guidance ("DDG") for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, applying a structured and risk-based method to responsible sourcing. This framework guides the identification, assessment, and management of supply chain risks, enabling more resilient and responsible procurement practices across the organisation.

Elements of Supplier Management Programme

1. Responsible Sourcing Management Systems
2. Risk Identification and Assessment
3. Risk Management
4. Due Diligence
5. Supplier Development

By operationalising the OECD DDG five (5)-step framework, the Group applies a structured process to identify, assess, and address potential ESG risks, including those linked to conflict-affected or high-risk regions. This is complemented by the integration of ESG assessment criteria into supplier evaluation mechanisms, strengthening sustainability oversight across the supply chain.

Under this programme, midstream suppliers are categorised into three (3) groups: mineral-related suppliers, non-mineral-related suppliers, and service providers. Each category is subject to different levels of assessment and scrutiny based on their risk profile. In FYE2025, the Supplier Management Programme was further refined to improve the assessment criteria for new midstream suppliers. All new mineral-related suppliers will undergo assessments regardless of spending levels, while new non-mineral-related suppliers and service providers will be evaluated based on factors such as the criticality of supplied products and the expected scale of future procurement. This refinement enabled procurement teams to prioritise engagement with suppliers that carry greater operational significance, improving the efficiency and responsiveness of due diligence activities. For downstream entities, a dedicated supplier risk assessment category has been developed to reflect the specific requirements of extrusion operations.

Identified suppliers will be required to complete a Supplier Self-Assessment Questionnaire ("SSAQ"), designed to evaluate performance across multiple ESG dimensions, including but not limited to human rights, labour practices, environmental performance, and anti-corruption controls. This preliminary self-assessment is an integral component of the supplier evaluation process, facilitating the identification of potential risks and promoting accountability across every stage of the material flow. During the year, the SSAQ has been further refined with more practical, operations-focused inquiries that better capture the supplier's ESG maturity and risk profile.

Upon completion of the SSAQ, the Purchasing Audit Team ("PAT") — comprising representatives from Purchasing, Sustainability, and Internal Audit functions — will conduct a desktop review to determine each supplier's risk level. Where performance does not meet our prescribed standards, the PAT may initiate additional audits, including on-site inspections and detailed due diligence, in line with the Supplier Management Programme's SOP.

Upholding Good Governance and Economic Resilience

Where improvement areas are identified, the Group collaborates closely with suppliers to develop time-bound corrective action plans. Progress will be monitored diligently through follow-up reviews to verify that identified gaps are addressed within agreed timelines. By providing guidance and sharing relevant best practices references, this collaborative process aims to cultivate a more resilient, capable, and aligned supplier ecosystem.

Where suppliers fail to meet time-bound action plans, the Group's responses will be guided by the OECD DDG and the ASI PS:

- Continue trading while implementing measurable risk mitigation strategies;
- Temporarily suspend trade while pursuing mitigation measures; or
- Disengage entirely where risks cannot be effectively addressed.

The appointed Senior Management remains informed throughout the process, exercising final decisions on supplier approval, continued engagement or suspension based on the PAT's recommendations.

Beyond due diligence assessments, our supplier performance is subject to continuous monitoring. All active suppliers undergo annual appraisals based on five (5) criteria:



This annual appraisal serves as a critical mechanism for upholding the operational and commercial standards that sustain effective business performance. By integrating the results into the Supplier Management Programme, the Group facilitates more proactive risk management and enhances supply chain reliability, while pinpointing specific areas for supplier development. Through this comprehensive evaluation, our partners will be better positioned to contribute to the Group's value chain in a manner that remains aligned with our responsible sourcing expectations.

Our Value Creation

Enhancing Supply Chain Traceability

The Vendor Data Management Project remains a foundation of our efforts to enhance traceability across the integrated supply chain. This digital and centralised platform consolidates vendor information, streamlines supplier selection, and enables more efficient comparisons of quotations and product offerings. During the year, the platform's capabilities have expanded to incorporate the traceability of SCoC and ABAC acknowledgements. This enhancement strengthened oversight of supplier compliance with the Group's ethical and anti-corruption requirements, while reinforcing existing monitoring frameworks across the expanding value chain.

Enhancing Supply Chain Sustainability Through Bursa Malaysia's Centralised Sustainability Intelligence ("CSI") Platform

The Group has adopted Bursa Malaysia's CSI Platform to advance supply chain traceability. Aligned with Malaysia's corporate sustainability agenda and the Joint Committee on Climate Change's Greening Value Chain programme, the platform provides tools for calculating Scope 1, 2, and 3 GHG emissions. It also allows the identification of high-emission hotspots, supporting climate-related disclosures aligned with international frameworks such as IFRS S1 and IFRS S2, while encouraging suppliers to improve their ESG performance.

Since subscribing to the platform in FYE2024, Press Metal has gained access to Supplier Management modules that enabled the estimation of Scope 3 GHG emissions through advanced modelling tools and supplier engagement features, supporting clearer visibility over value chain emissions. The platform also centralised and standardised sustainability data, streamlining

Upholding Good Governance and Economic Resilience

the complex tracking of Scope 3 GHG emissions. By improving data transparency, it enabled the Group to monitor supplier emissions performance and identify key emission hotspots across operations and the broader supply chain.

Driving Local Economic Growth Through Strategic Supplier Partnerships

Press Metal contributes to the development of local economies by prioritising domestic suppliers where practical. This strategy creates employment opportunities within local communities and stimulates economic activity in areas where the Group operates. Local partnerships also improve operational resilience by reducing lead times, improving communication, developing local skills, and increasing supply chain flexibility. This mutually beneficial relationship supports the growth of a capable local vendor base while enhancing the Group's operational responsiveness.

Building Internal Capacity and Strengthening Supplier Awareness

Press Metal maintains an ongoing commitment to capacity-building, delivering structured sessions centred on responsible sourcing practices and governance frameworks, including our ABAC Policy, Responsible Sourcing Policy, and SCoC. These engagements articulate ethical expectations and compliance requirements, facilitating the alignment of our suppliers with the Group's procurement standards. To promote shared accountability across the value chain, we deliver targeted training on key ESG dimensions, such as climate resilience and human rights.

In FYE2025, the Group organised a dedicated ESG awareness session for suppliers, with a particular focus on small- and medium-sized enterprises that required additional guidance to meet evolving ESG expectations. This session, which saw participation from over 40 attendees, including representatives from ten (10) key suppliers, introduced core ESG concepts and outlined practical steps for initial implementation across supplier operations.

Parallel to our external engagements, we prioritise continuous development of our internal capabilities. Members of the PAT underwent specialised external training covering supplier due diligence, responsible sourcing, and international compliance frameworks, including OECD guidance, ISO standards, and ASI requirements. These programmes fortified competencies in supply chain traceability, compliance monitoring, and strategic crisis response. Furthermore, regular in-house training sessions were conducted for the Purchasing Team to deepen their ESG-related knowledge. These sessions focused on the practical application of sustainability principles, equipping our personnel with the insights required to make informed sourcing decisions that support the Group's long-term strategic objectives.

Current Financial Effects

In FYE2025, Press Metal did not experience any material financial losses arising from responsible sourcing–related issues. Nonetheless, the Group continued to incur recurring costs to strengthen responsible sourcing systems and enhance supplier oversight processes. These included ongoing supplier assessments and due diligence activities, the implementation of both ongoing and new capacity-building programmes, as well as investments in digital tools to support suppliers in accounting for and reporting their GHG emissions. Collectively, these expenditures reinforced compliance with the Group's Responsible Sourcing Policy and SCoC, while contributing to the resilience and sustainability of the supply chain.

How We Performed In 2025

As of FYE2025, 1,551 suppliers submitted written affirmations confirming adherence to the SCoC, reflecting continued alignment with the Group's ethical and sustainable business expectations. In total, 510 new and existing suppliers underwent ESG assessments to evaluate potential risks and identify areas for improvement. Although the assessments identified improvement areas and potential risks, we actively collaborated with suppliers to further improve their internal management practices and elevate their sustainability performance.

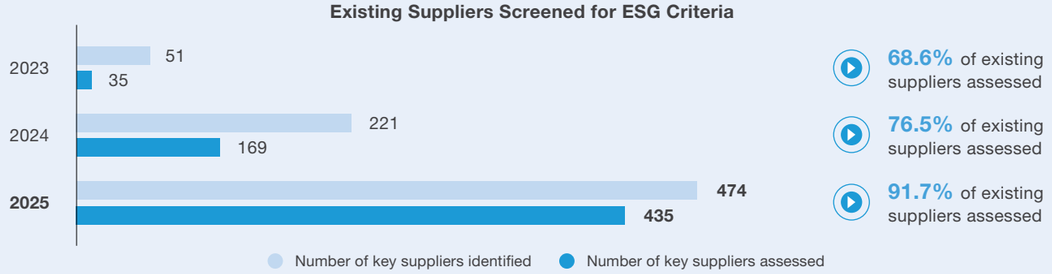
In FYE2025, audits were conducted on 22 key suppliers to the Group's operations through a combination of on-site inspections and desktop reviews. Following these assessments, the Group worked closely with the relevant suppliers to develop tailored action plans, including clear timelines to address the identified improvement areas.

Upholding Good Governance and Economic Resilience

Results from the FYE2025 assessments and audits showed no instances of material non-compliance, reflecting the effectiveness of the Group's supplier engagement approach and the continued strengthening of responsible sourcing practices across the supply chain. Improvement areas identified primarily related to documentation practices, management system enhancements, and selected environmental and labour management practices.

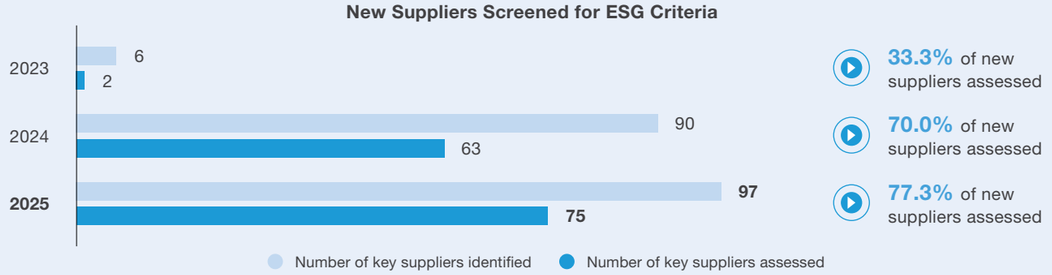
The assessment rate for both new and existing suppliers against ESG criteria saw a substantial increase in FYE2025 compared to the previous year, reflecting the continued expansion of the Supplier Management Programme across both midstream and downstream operations. This improvement demonstrated the Group's continued efforts to strengthen ESG oversight and enhance transparency across the supply chain.

Existing Suppliers Screened for ESG Criteria



Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) facilities and covered mineral-related suppliers and suppliers with transaction values exceeding RM5 million.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities. Existing suppliers screened for ESG criteria covered midstream facilities' mineral-related suppliers and suppliers with transaction values exceeding RM5 million, while downstream facilities covered key materials suppliers.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities. Existing suppliers screened for ESG criteria covered midstream facilities' mineral-related suppliers and suppliers with transaction values exceeding RM5 million, while downstream facilities covered key materials suppliers.*

New Suppliers Screened for ESG Criteria



Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and covered mineral-related suppliers.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities. New suppliers screened for ESG criteria covered suppliers that delivered products or services that contributed to the manufacturing of products.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities. New suppliers screened for ESG criteria covered suppliers that delivered critical products or services that contributed to the manufacturing of products.*

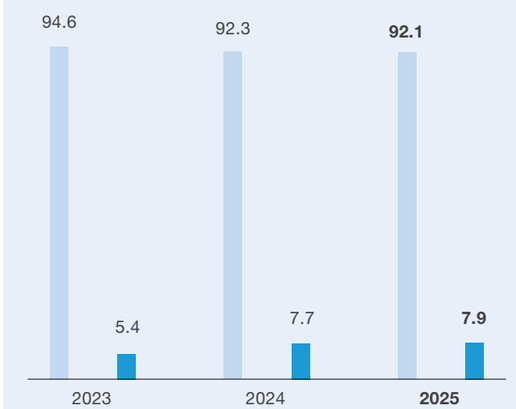
Local Procurement

In FYE2025, 92.1% of the Group's suppliers were locally based, with 41.0% of total procurement expenditure allocated to local suppliers for materials and services. FYE2025 recorded higher expenditure with foreign suppliers due to specialised materials unavailable domestically. However, the Group continues to prioritise local suppliers where feasible, supporting local economic development and reinforcing responsible sourcing practices across operations.

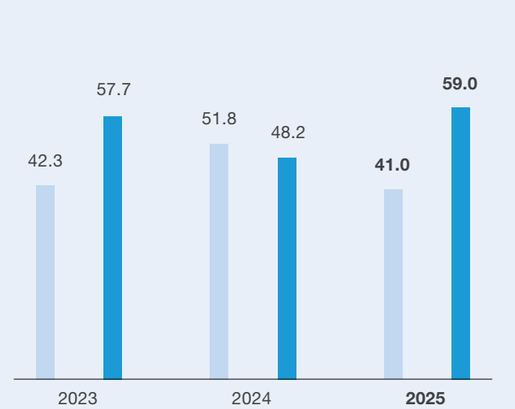
Upholding Good Governance and Economic Resilience

Local and Foreign Procurement

Proportion of Suppliers (%)



Proportion of Spending on Suppliers (%)



Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*
4. *Total expenditure refers to the amount spent on local suppliers in the respective operating country (i.e., Malaysia, China, Indonesia, UK, US, and Australia).*

Going Forward

At Press Metal, our trajectory remains focused on building a resilient, transparent, and sustainable supply chain that is aligned with global responsible sourcing expectations. Central to the Group's aluminium stewardship objectives is our continued progress under the ASI. In FYE2025, both PMBTU and PMS achieved ASI ChoC certification, a milestone that significantly enhanced traceability and verified the integrity of our responsible sourcing practices across our operations.

Looking ahead, responsible sourcing considerations are being integrated more deeply into our procurement routines. This involves fortifying internal capabilities through continuous ESG training and embedding stringent sourcing requirements directly into procurement protocols to facilitate consistent application across our global footprint. Over time, the Supplier Management Programme will be expanded to encompass a broader segment of the supply chain, underpinned by refined assessment methodologies and progressive digitalisation to bolster both scalability and consistency.

The Group also intends to guide suppliers in their GHG emissions reduction efforts by providing clear sustainability frameworks, technical insights, and improved visibility of value chain GHG emissions. This strategic direction aligns our supply chain practices with evolving regulatory landscapes and shifting stakeholder requirements. While responsible sourcing considerations may influence procurement and operational planning — particularly regarding supplier compliance, supply continuity, and material quality — any associated shifts in sourcing costs or production schedules are expected to remain manageable. We mitigate these variables through enhanced due diligence, close supplier engagement, and the progressive digitalisation of our sourcing processes.

Ultimately, these initiatives are designed to promote supply chain stability, optimise operational efficiency, and mitigate potential financial impacts over the medium to long term, while reinforcing our alignment with regulatory developments and stakeholder expectations.

Upholding Good Governance and Economic Resilience

Sustainable Manufacturing

M4

GRI 3-3

SDGs



Capitals

F M I N

Why It Matters

Sustainable manufacturing is fundamental to Press Metal's long-term resilience and competitive advantage. As global demand accelerates for responsibly produced materials, the integration of ESG considerations into production processes and decision-making has become a critical priority. This approach empowers Press Metal to respond to shifting customer expectations, adapt to dynamic market conditions, and capture emerging opportunities. Furthermore, maintaining transparent communication enables regulatory alignment and reinforces our standing as a responsible aluminium producer.

The Group's sustainable manufacturing strategy focuses on managing operational and transition-related risks that could impact production continuity and cost competitiveness. Potential exposures, ranging from equipment malfunction and raw material variability to energy inefficiencies and supply disruptions, if unmanaged, could result in production delays or stoppages, higher energy consumption, increased waste generation, throughput constraints or quality inconsistencies—all of which elevate operating costs and undermine stability. Strong automation, preventive maintenance, digital monitoring, and disciplined operational practices are therefore critical in supporting stable operations, cost efficiency, and product quality.

Our Approach

Press Metal views sustainable manufacturing as a key driver of operational excellence and an integral part of the Group's strategy to support decarbonisation, innovation, and business resilience. A framework of structured governance, disciplined process controls, and progressive digitalisation is embedded across our operations to mitigate operational risks and bolster resilience.

Lean practices and robust preventive maintenance programmes are systematically implemented to minimise unplanned downtime and sustain stable production, delivering both system-wide improvements and incremental efficiency gains across our manufacturing activities. Through the ongoing implementation of digital and operational enhancement initiatives, the Group continues to improve productivity, optimise cost management, and elevate environmental performance. By institutionalising these advancements, Press Metal remains agile, efficient, and highly competitive within an increasingly demanding aluminium market.

Capital commitments have been directed towards strengthening operational and environmental performance, supporting initiatives related to air emissions, waste management, operational efficiency, and process reliability. These investments reflected the Group's proactive approach to strengthening process reliability, improving energy and resource efficiency, and embedding sustainable practices across the operations to facilitate long-term value creation.

In addition, digital transformation initiatives were advanced across midstream processes to improve operational visibility, data integration, and decision-making, including the implementation of an enterprise resource planning system, Business Intelligence reporting, and dashboard systems.

Lean Manufacturing Principles

Operational efficiency and workplace safety constitute one of the fundamental pillars of Press Metal's manufacturing strategy. To drive disciplined performance, the Group applies the 5S methodology — Sort, Set in Order, Shine, Standardise, and Sustain — throughout the production ecosystem. Demonstrating our commitment to continuous improvement, our downstream facilities, including those in China and at PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2, as well as the midstream entity, PMAR have integrated the sixth pillar: Safety. This evolution to the 6S model reinforced our dedication to creating high-performance, resilient workplaces.

Upholding Good Governance and Economic Resilience

To uphold the consistent application of these lean manufacturing principles, site inspections and regular Gemba Walks are conducted to assess housekeeping conditions, workflow efficiency, and potentially unsafe practices. Any issues or gaps identified during these inspections will be addressed promptly to maintain orderly, safe, and well-controlled working environments.

The adoption of lean methodologies has yielded tangible value, evidenced by enhanced operational performance, better safety records, and cost optimisation. Furthermore, these practices sustained product quality control and asset utilisation. Press Metal strives to progressively roll out the 6S framework across all manufacturing facilities, to achieve operational excellence, safer workplaces, and improved employee wellbeing.

6S Principle

- **Sort** — Sort and eliminate.
- **Set In Order** — Tidy, place, organise.
- **Shine** — Clean, upgrade.
- **Standardise** — Simplify, order.
- **Sustain** — Educate, communicate, maintain 5S standard.
- **Safety** — Safety, cost savings, and asset utilisation.

Governing and Managing Improvement Initiatives

Sustainable manufacturing and improvement efforts are designed to deliver lasting value. Major technological and efficiency projects, particularly those central to our decarbonisation strategy, are overseen by senior management, including the Group CEO. This high-level stewardship facilitates the strategic alignment of capital expenditure with our operational and environmental priorities.

Within our SarOps, departmental improvements are institutionalised through the SOIP, a dedicated avenue for employees to submit ideas that drive improvements. Each project under this platform is led by a designated project leader and overseen by the respective Plant Head.

Similarly, the 6S programme is overseen by a dedicated Programme Committee within each manufacturing facility to ensure effective governance and accountability. In our China operations, an Energy Management Committee — comprising functional teams across system maintenance, technical training, and procurement — facilitates ongoing energy efficiency efforts and the rigorous implementation of the Energy Management System ("EnMS").

In FYE2025, the Smelters Energy Transition Working Group, comprising senior representatives from the R&D Department, Sustainability Department, Power Distribution Department, and RMD, was established to evaluate renewable energy opportunities, energy saving technologies, and long-term power optimisation pathways. This structure has facilitated cross-functional collaboration, benchmarking and engagement with global technology providers, and the technical evaluation of pilot projects.

These initiatives are supported by SOPs, capability building, and structured knowledge sharing, enabling the scaling of sustainable manufacturing practices across the manufacturing facilities.

Further details on sustainable manufacturing initiatives are provided in the relevant sections of this SS 2025.

Upholding Good Governance and Economic Resilience

Cultivating an Ecosystem of Innovation, Efficiency, and Operational Continuity

Continuous improvement and innovation are fundamental to the Group's manufacturing culture. Employees are empowered to contribute to enhancing production efficiency, workplace safety, and sustainability. Central to this effort is the SOIP, a formal platform that facilitates the proposal and execution of improvement projects. The SOIP is structured into two (2) categories: SiPros, which focus on long-term, system-level improvements, and iPros, which address short-term, standalone solutions. To partake in the SOIP, participants are required to submit proposals outlining the proposed improvements, together with detailed cost–benefit analyses and anticipated outcomes. Each proposal will undergo a structured evaluation to assess the expected benefits and value-creation potential prior to implementation. In FYE2025, the Group successfully implemented 29 SiPros and 105 iPros, spanning critical areas such as the digitalisation of reporting processes and strategic upgrades to manufacturing operations.

The global shift toward decarbonisation introduced specific challenges related to energy intensity and climate transition risks. To navigate this landscape, Press Metal utilises targeted R&D initiatives combined with systemic cross-plant knowledge sharing. This approach enabled the adoption of practical solutions that will bolster operational reliability while advancing our net-zero ambitions.

Established in 2021, our dedicated R&D team continued to drive innovation by collaborating closely with the IT Department to advance digitalisation and automation. These initiatives elevated sustainable manufacturing practices by providing real-time operational visibility, facilitating the early detection of equipment issues, while refining process and inventory monitoring. By institutionalising these digital tools, the Group mitigated the risk of operational disruptions and reinforced technical leadership.

Operational continuity is further enhanced through establishing seamless coordination between our procurement, planning, and production teams. Material inflows have been meticulously managed to secure reliable supply sources and facilitate stable production cycles. In parallel, the Group has incorporated structured root cause analysis to minimise unnecessary material consumption and reinforce operational discipline. Complementing these efforts, material handling protocols and routine warehouse supervision have been enhanced to mitigate material damage during movement and storage, safeguarding consistent manufacturing quality. Furthermore, local suppliers are prioritised where technically and commercially feasible to reduce exposure to potential international shipment delays. Delivery schedules for critical components are monitored in close collaboration with the purchasing function to mitigate the risk of inventory shortfalls and protect the Group's long-term business continuity.

Our Value Creation

Press Metal positions sustainable manufacturing as a strategic lever to drive efficiency, bolster operational resilience, and secure long-term competitiveness. Key operational risks are monitored closely, with improvement efforts directed towards critical areas such as digitalisation, process optimisation, and advanced technology adoption. Through a culture of continuous improvement, Press Metal implements streamlined workflows and disciplined operational practices that enhance product consistency to advance our sustainability agenda.

In FYE2025, the Group implemented a series of targeted operational improvement projects to elevate production efficiency and support our decarbonisation objectives. These initiatives specifically addressed equipment performance, energy utilisation, and production flow optimisation, ultimately, strengthening operational reliability and supporting cost-effective operations. With this, Press Metal continued to deliver high-quality aluminium products that meet evolving customer demands and regulatory expectations.

Initiative	Objective
Carbon Capture and Utilisation ("CCU")	• Capturing CO_2 from manufacturing processes and exploring viable pathways for the utilisation
Laser Cleaning Treatment on Anode Rod	• Improving the surface contact resistance between anode rod and anode beam to reduce energy losses by treating residuals from anode rod surface

Upholding Good Governance and Economic Resilience

Initiative	Objective
Automated Solidified Alumina Clearing	• Improving alumina supply and quality in the feeding system by clearing solidified alumina
Electric Forklift	• Reducing operational costs and carbon emissions by transitioning from conventional diesel forklifts to electric forklifts
Upgraded Pot Tending Machine Shovel	• Enhancing dross skimming process to reduce sludge formation and voltage fluctuation
Crucible Preheating Protocol	• Introducing a preheating process to prevent thermal shock and crucible cracking risk, thereby extending crucible lifespan
Upgrading Pot Lining Design	• Enhancing pot stability to improve operational efficiency and optimise energy usage
Intelligent Crust Breaker and Pot Controller System	• Upgrading of pot controller and conventional crust breaker to an energy-efficient intelligent version, enhancing control over sludge and anode effects to reduce GHG emissions
Expansion of Rooftop Solar Systems Across Our Downstream Entities and Large-Scale Solar Project in Mukah	• Providing clean and renewable energy which contributes to long-term sustainability goals
Precise Molten Tapping System	• Enabling more accurate and consistent molten tapping by automating the air pressure control, while reducing human dependency, improving safety, and enhancing overall operational efficiency
Energy Optimisation on Shutdown Pots	• Minimising residual voltage in shutdown pots and reducing unnecessary power loss

Digital Enablement of Sustainable Manufacturing

Digital transformation continued to advance across our midstream and downstream entities through the systematic implementation of the MES. By harnessing granular operational data, the MES facilitates overall efficiency and reinforces day-to-day manufacturing management through real-time production tracking and accelerated responses to operational deviations.

In FYE2025, the Group achieved a major milestone with the advancement of the MTT System within our smelting operations. Following the successful digitalisation of molten documentation in Phase 1, Phase 2 expanded the scope to include automation of the strategic planning and management of tapping arrangements for crucibles and logistics fleets. This enhancement enabled more seamless planning, execution, and traceability of molten metal movements, thereby improving inter-departmental coordination and mitigating operational inefficiencies.

Upholding Good Governance and Economic Resilience

Another key development was the launch of the DCC at PMBTU. Serving as the primary data hub for smelter operations, the DCC integrates real-time information from production and energy systems to provide comprehensive operational visibility. The improvements in data accuracy, speed, and granularity have facilitated continuous monitoring, timely alerts, and coordinated responses, contributing to advancements in safety, product quality, environmental performance, and productivity. Furthermore, the DCC has elevated management oversight and facilitated the adoption of advanced analytics, strengthening the foundation for long-term operational sustainability. The Electrolysis Portal has also been established in PMBTU as a central platform for the collection of critical smelting data. This platform enhanced operational visibility and facilitated data-driven decision-making across the electrolysis process.

Additional initiatives were implemented to advance digitalisation and automation across our smelting operations, as outlined in the following table:

Project	Objective
Pot Condition Categorisation Analysis System	• Automating pot performance analysis to improve accuracy, standardise reporting and enable faster identification of operational issues
Digitisation of Pot Blowing Hose Data	• Digitalising the blowing hose usage record to track air pressure usage efficiency and enable real-time visibility of hose utilisation
Automatic Refill System of Graphite Dipping Process	• Automating the graphite dipping refill process and eliminating operator-dependent inconsistencies, ensuring uniform anode stub coating
Automatic Crucible Pipe Cleaning Machine	• Automating the crucible pipe cleaning process, enhancing operational efficiency while improving safety and consistency
Pot Identification Profile	• Centralising pot performance data into a single, user-friendly, and mobile-accessible platform that provides real-time visibility and enables faster operational decision-making
Digitalisation of Inventory Disposal Flow	• Digitalising the Inventory Disposal Flow to improve efficiency, streamline workflows, and reduce the required time to trace disposal history

Manufacturing Innovation and R&D Excellence

PMI's focus on intelligent transformation and continuous R&D has positioned the facility as a recognised leader within the aluminium processing industry of Guangdong Province, China. Reflecting its contribution to advancing sector-wide innovation, PMI has been designated as a Guangdong Provincial Engineering Technology R&D Centre and further recognised as a High-End Aluminium Intelligent Fine Processing Engineering Technology Research Centre. PMI has also received approval to establish a branch of the Foshan Enterprise Postdoctoral Workstation, strengthening its role in high-level research collaboration and talent development, facilitating innovation-driven growth that aligns with the Group's long-term commercial objectives.

During FYE2025, PMI's progress in sustainable manufacturing and engineering innovation received industry acclaim. These honours included the Auto Lightweight Technology Innovation Award, conferred by the International Automotive Lightweight Technology Alliance, and the Outstanding Innovation Award for Battery Enclosures. Furthermore, PMI was acknowledged for Outstanding ESG Practice in the Nonferrous Metals Industry by the China Nonferrous Metals Environment, Social, and Governance Research Centre. These prestigious recognitions reflected the facility's substantive contribution to responsible industry practices and reinforced the Group's reputation as a benchmark for sustainable manufacturing.

Upholding Good Governance and Economic Resilience

Innovating Towards GHG Reductions and Operational Efficiency

Press Metal advances R&D initiatives in parallel with operational enhancements, maintaining a strategic focus on achieving GHG reduction targets while refining resource efficiency. These efforts are governed by three (3) interrelated themes that form an integrated pathway for sustainable innovation across our global operations:

Sustainable Innovation

- **Industrial Revolution 4.0**
  The digitalisation and automation of manufacturing processes.
- **Decarbonisation**
  The systematic reduction of the Group's carbon footprint.
- **Energy Reduction**
  The disciplined optimisation of power consumption across all operational facilities.

Enhanced operational efficiency and environmental performance reinforced customer confidence, supporting stable demand and sustained sales performance across key international markets. By aligning our output with the global transition toward responsibly produced materials, Press Metal demonstrated a robust and future-ready strategy that supports sustainable, long-term growth.

The Group's collaboration with leading academic institutions connects advanced research capabilities with practical industrial applications. These partnerships facilitate knowledge exchange, talent development and broader human capital growth within the aluminium industry. During the year, the Group expanded the MoU with Universiti Malaya to facilitate joint R&D initiatives, foster systemic knowledge sharing, and enable practical engagement across the Group's entire aluminium value chain.

Further details on energy reduction strategies are provided in the Climate Change and Energy Management sections on pages 164-185 and 186-191, respectively of this SS 2025.

Current Financial Effects

In FYE2025, no material financial losses were recorded in relation to sustainable manufacturing–related incidents. Nonetheless, the Group continued to incur strategic investments to achieve long-term process stability, advance digitalisation initiatives, and enhance overall operational efficiency. In FYE2025, the Group incurred RM17.4 million in capital expenditure to support sustainable manufacturing initiatives, including digital transformation and operational efficiency improvement projects. These targeted investments underscored the Group's commitment to strengthening process reliability and advancing its sustainable manufacturing practices while positioning the business for continued operational excellence.

Going Forward

Press Metal is fully cognisant that ongoing investments in automation, equipment reliability, and research-driven process improvements are vital to enhance production efficiency, moderate maintenance and energy-related cost pressures, and enhance production reliability. Consequently, the Group has allocated capital commitments to advance its sustainable manufacturing agenda and fortify long-term operational resilience.

Moving forward, Press Metal will advance sustainable manufacturing through stronger process stability, improved efficiency, and greater operational visibility across manufacturing operations. In the near term, our focus remains on extending digital monitoring and automation across production lines, improving data integration, and progressing energy efficiency and renewable energy initiatives to facilitate stable operations and disciplined cost management.

Over the longer term, the Group aims to progress toward highly automated and fully digitalised operations, empowered by advanced technologies such as AI assisted systems and robotics. The broader adoption of renewable energy and structural efficiency improvements will play a decisive role in strengthening operational resilience, facilitating decarbonisation objectives, and sustaining long-term competitiveness in a global market.

Product Quality and Customer Satisfaction

M5

GRI 3-3, GRI 416-2, GRI 417-1

SDGs

Capitals

F M SR

Why It Matters

Operating within a highly competitive regional landscape, Press Metal navigates through a dynamic aluminium market that demands sustained emphasis on product quality and cost efficiency. Technical precision, commercial discipline, and evolving customer specifications shape our operating priorities across the value chain. Press Metal remains responsive to these shifting needs to maintain competitive positioning over the long term, facilitated by a robust quality management system ("QMS"), disciplined process monitoring, and responsive customer engagement mechanisms.

The ability to deliver consistent quality is influenced by several operational and customer-related risk factors, including potential gaps in customer engagement, logistical inefficiencies, variability in input material quality, and shortcomings in quality assurance controls. Production delays arising from process constraints or equipment reliability issues may affect fulfilment timelines and customer satisfaction. Furthermore, supplier reliance introduces exposures that may potentially impact production consistency. Product quality and customer satisfaction are closely linked to the Group's smelting, casting, and downstream extrusion activities. As these processes involve high-temperature and precision dependent operations where variability in raw materials, equipment reliability issues or control lapses may influence product consistency, purity, and dimensional accuracy. Failure to meet defined specifications, performance standards or delivery commitments may further affect customer confidence, long-term relationships, and supply arrangements. Furthermore, unmanaged quality and customer-related risks may lead to increased complaints, product rejection, contractual penalties or loss of repeat business. Such outcomes may generate higher operating costs associated with rework, scrap and schedule disruption, alongside potential revenue volatility and reputational impact. Persistent deficiencies could constrain market positioning and limit access to higher-value segments or long-term contracts.

Consistent product quality represents a strategic focal point, particularly for aluminium products requiring stringent control over material properties and dimensional accuracy. Achieving these standards necessitates the disciplined optimisation of production parameters, rigorous control of raw material characteristics, and effective manufacturing processes.

Our Approach

The Group demonstrates resilience in managing product quality and customer satisfaction risks through the integration of a comprehensive QMS, disciplined manufacturing controls, and a customer-focused operating culture. Clearly articulated quality policies, SOPs, and internationally recognised certifications provide a structured basis for consistent product performance. Furthermore, defined roles and oversight framework reinforce responsibility for quality outcomes across all organisational levels.

To manage potential quality and customer-related risks, continuous monitoring, rigorous testing protocols, and stringent performance evaluations are conducted, supported by established reporting and escalation channels. Deviations, non-conformities, and customer complaints are subject to formal root cause analysis, with timely corrective and preventive measures to restore compliance and reduce the risk of recurrence. Periodic internal audits, management reviews, and cross-functional coordination further enhance consistency, transparency, and responsiveness across operating facilities.

Collectively, these integrated controls and governance mechanisms reinforce the durability and adaptability of the Group's quality and customer management framework, supporting reliable product delivery, sustained customer satisfaction and continued market confidence. This operational discipline safeguards reputation, preserves long-term customer relationships and enables the effective execution of the Group's growth objectives amid evolving specifications and increasingly rigorous quality standards.

Adopting Quality Product and Manufacturing Standards

Press Metal's core operations encompass the manufacturing and trading of primary, value-added and extrusion aluminium products. Our primary aluminium P1020 ingots are certified and traded on the LME as High-Grade Primary Aluminium, meeting strict LME specifications with precision and consistency. Similarly, our aluminium electrical conductor grade rods, produced at a minimum purity of 99.5%, are engineered to meet electrical industry requirements, combining lightweight properties with high conductivity to deliver solutions that align with customer needs.

Each manufacturing facility operates under a Quality Policy tailored to the specific operational requirements and aligns with the Group's core objective of being a supplier of choice while upholding best practices in the aluminium industry. All of our manufacturing sites hold certification to the ISO 9001:2015 Quality Management Systems, reflecting rigorous quality governance. The ISO 9001 framework is continuously strengthened to enhance operational effectiveness and maintain compliance with statutory and regulatory requirements.

Our smelting operations at PMBTU and PMS have obtained ASI ChoC Standard V2 certifications, reinforcing our commitment to responsible supply chain traceability alongside existing quality achievements. These certifications supported enhanced sustainability assurance and market access for customers that required verified responsible sourcing practices. Additional Bureau of Indian Standards licenses have been secured beyond existing A356 products to now cover billets and wire rods, further reinforcing high-quality production standards and strong market competitiveness. Additionally, PMBA Klang has obtained an Eco-Label certification in accordance with SIRIM ECO 099:2023, providing independent third-party assurance to our products' environmental performance criteria, including recycled content, energy efficiency, and compliance with environmental regulations. This certification further supports the eligibility for the MyHijau Mark and listing in the MyHijau Directory, strengthening the Group's positioning in green procurement programmes.

PMBTU and PMI have integrated the Global Automotive Declarable Substance List ("GADSL") into their respective quality assurance frameworks since FYE2024. The GADSL framework serves as an industry benchmark for communicating, verifying, and declaring materials and components supplied to the automotive sector, in line with stringent quality and sustainability requirements. Adoption of this standard enhanced transparency across the supply chain and supported compliance with industry standards and international environmental regulations.

Beyond these efforts, our extrusion entities have expanded their Quality Management Systems to secure specialised industry certifications, including:

- IATF 16949:2016 for Automotive Quality Management
- QUALICOAT 2025 Specification
- SIRIM Product Certification License
- BS EN 15088:2005 Aluminium and Aluminium Alloy-Structural Products for Construction Works
- CNAS-CL01 Accreditation Criteria for the Competence of Testing and Calibration Laboratories

To further support product quality and manufacturing standards, comprehensive quality training programmes were implemented, covering technical competencies in finishing and extrusion processes, corrective action and preventive action training, and root cause identification techniques.

Managing Quality Testing, Root Cause Analysis, and Improvements

Product quality is governed by a comprehensive QMS that standardises processes, technical specifications, and quality-related KPIs across all manufacturing facilities. On-site quality teams conduct daily control activities, including incoming material inspection, in-process monitoring, and final product validation. Performance trends, deviations, and customer complaints are regularly reviewed at the entity and divisional levels to identify emerging issues, implement corrective measures, and drive continuous enhancement.

Governance and oversight operate across multiple tiers to maintain institutional consistency. Within each entity, the Quality Department functions as the primary line of operational excellence, implementing policies, maintaining the QMS, and ensuring compliance with relevant standards and international certifications. The Quality Department's responsibilities include product quality assessments, laboratory testing, and safety inspections to sustain product integrity. At the divisional level, the alignment of quality systems across diverse operations is supported through cross-entity knowledge sharing to address product quality matters and promote consistency. Quality performance is reviewed monthly by management to monitor compliance, strengthen governance, and facilitate sustained improvement across facilities. This governance and oversight framework enables our quality objectives to remain aligned with the Group's long-term strategic goals and stakeholder expectations.

Our aluminium products undergo rigorous chemical and physical testing. Relevant product safety and handling information are communicated to customers and distributors via Safety Data Sheets, which are reviewed by the respective facilities' EHS Department on a five (5)-year cycle to provide transparency and assurance of product safety. All cast aluminium products are evaluated for health and safety considerations in accordance with Registration, Evaluation, Authorisation and Restriction of Chemicals requirements and in alignment with Restriction of Hazardous Substances requirements for our customers that manufacture electronic and electrical products. Additional testing will be conducted upon client request to meet specific technical or regulatory specifications.

Documentation relating to the manufacturing processes, product specifications, inspection outcomes, and testing protocols is systematically recorded to facilitate traceability and accountability at every stage. Any instances of non-compliance are reported, rectified, and communicated through open communication channels between customers and internal teams.

Press Metal has also enhanced our quality governance through the Manufacturing Process Audit programme, where each manufacturing stage is assessed against defined audit criteria, with observations and non-conformities formally communicated to process owners for immediate resolution. Results will be evaluated using a standardised scoring methodology to facilitate transparency and accountability. This audit mechanism facilitates the early identification of potential weaknesses, reducing the likelihood of defects prior to product despatch and strengthening process reliability and traceability across operations.

Upholding Good Governance and Economic Resilience

In the event of a complaint, a structured root cause analysis will be undertaken using the Seven (7)-Quality Control approach to trace issues to their origin within the manufacturing process. Corrective measures will be subsequently implemented using the Eight (8)-Discipline Methodology to investigate issues, identify root causes, and establish actions to prevent recurrence. The effectiveness of these actions will be reviewed periodically by the Quality Department to identify gaps, monitor implementation status, and validate outcomes. This disciplined approach reinforces continuous improvement in product quality and bolsters overall operational performance.

The 7-Quality Control Approach

Cause-and-effect diagram (also known as Ishikawa or fishbone diagram)

A diagram that systematically identifies numerous potential causes for an effect or problem and organises concepts into useful categories

Check sheet

A structured, prepared form for collecting and analysing data; a versatile tool that is adaptable for various purposes

Control chart

A control chart comparing current data to historical control limits, indicating whether process variation is consistent (in control) or influenced by special causes (out of control)

Histogram

A predominant graph for illustrating frequency distributions, showcasing the occurrence of each distinct value within a dataset

Pareto chart

A bar graph highlighting the factors of greater significance

Scatter diagram

A simple form of graphical analysis used to analyse and identify potential relationships between two (2) variables plotted along the x-axis and y-axis

Stratification

A method that segregates data acquired from diverse sources to discern patterns (some lists substitute stratification with flowcharts or run charts)

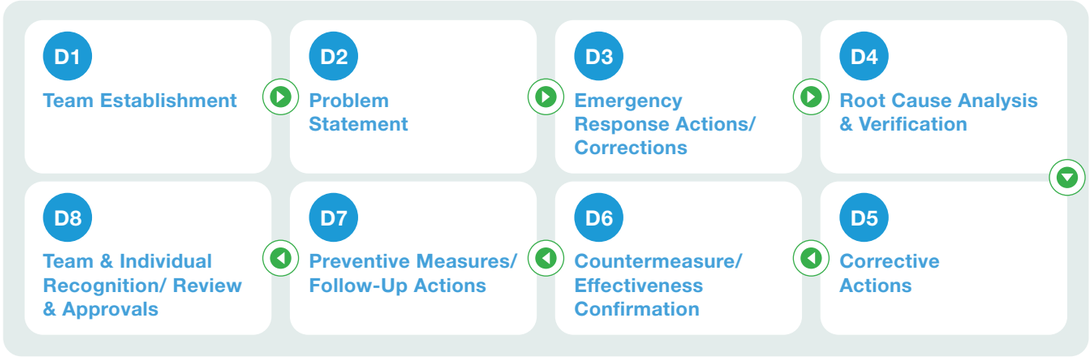
The 8-Discipline ("8D") Methodology

The 8D methodology provides a structured, eight (8)-step problem-solving framework for addressing product quality-related customer complaints. Upon receipt of a complaint, the issue will first be verified, and a cross-functional team will be assembled to conduct a comprehensive assessment. Immediate containment measures will be implemented to prevent unintended product release and limit potential impact, followed by a systematic root cause analysis and validation. Once confirmed, appropriate corrective actions will be executed to eliminate the underlying issue.

To reduce the risk of recurrence, the corrective actions are embedded within operations by updating the Failure Mode and Effects Analysis to address the identified failure modes, revising Control Plans to strengthen monitoring and process controls, and amending SOPs to formalise revised practices.

This disciplined and structured methodology supports timely and effective resolutions of customer complaints while reinforcing continuous enhancement of the QMS. The process is outlined as follows:

Upholding Good Governance and Economic Resilience



Prioritising Customer Satisfaction and Continuous Improvement

Customer satisfaction and continuous improvement form a key focus of the Group's operating philosophy. Active engagement with customers provides insights that inform product refinement and service enhancement. Customer feedback is primarily obtained via an annual customer satisfaction survey, covering aspects of product quality, service delivery, and overall customer experience.

This systematic engagement enabled the Group to monitor customer satisfaction trends, address concerns promptly, and gain a clearer understanding of evolving market expectations. Insights from the survey guided targeted improvements and supported refinement of products and services, strengthening alignment with customer requirements and long-term value creation objectives.

Our Value Creation

In accordance with the ISO 9001:2015 standard, Press Metal embeds continuous improvement within manufacturing processes via targeted, quality-focused initiatives. Guided by this framework, the Group adopts a proactive stance in optimising product quality and enhancing productivity across all operations.

A series of structured measures facilitated consistency, responsiveness, and ongoing enhancement, including:

- **Strengthening Inspection Processes:** Quality assurance protocols have been reinforced with rigorous inspections conducted prior to product dispatch. These controls facilitated product consistency, enabling our aluminium products to meet stringent customer specifications across diverse applications.
- **Prompt Resolution of Customer Complaints:** Product quality concerns were addressed with urgency and timely follow-up. Efficient investigation and transparent resolution enhanced customer confidence and facilitated long-term relationship stability.
- **Conducting Rigorous Audits**: Regular audits were carried out to validate adherence to established standards and procedures. These evaluations enabled the identification of opportunities for refinement, facilitating sustained alignment with best practices. Audit findings served as a critical control mechanism, providing essential inputs for corrective and preventive actions. Identified issues were recorded within the QMS to facilitate transparency and cross-functional visibility, while progress was monitored by management to confirm effectiveness and strengthen governance oversight.
- **Compulsory Induction for Quality Personnel**: New employees within the Quality Department were required to undergo an induction programme covering aluminium product standards, testing requirements, and compliance obligations. This training established a definitive understanding of quality expectations and operational requirements.
- **Ongoing Training and Skill Development**: Workforce capability was strengthened through monthly and annual training programmes focused on quality awareness, problem-solving methodologies, and technical competencies. These initiatives equipped employees with the skills and knowledge required to identify and address quality-related challenges effectively.

Upholding Good Governance and Economic Resilience

Training & Skill Development

Quality Systems and Compliance

- Quality Management & Standards
- Product Inspection & Compliance
- Process Improvement & Change Management
- Cost & Risk Management
- Supplier Management & Procurement Control
- Problem-Solving Analysis for Customer Complaints

Operational Skills

- Electrolysis & Casting Operations
- Equipment Maintenance & Troubleshooting
- Manufacturing & Production Efficiency
- Workplace Safety, Environmental Management and Resource Efficiency
- Product Delivery and Logistic Management

In FYE2025, additional initiatives were introduced to optimise product quality and enhance productivity across the Group's operations. Through ongoing digitalisation, automation, and improvements in process control, Press Metal continued to demonstrate commitment to maintaining consistent and high-quality standards. Key initiatives include:

Advancing Quality Control

Press Metal continued to drive quality enhancement through targeted initiatives aimed at minimising defects and ensuring product integrity. In FYE2025, several technological advancements were introduced to facilitate the early identification of irregularities, significantly reducing the risk of non-conforming products reaching our customers.

As part of these efforts, our smelting operations have adopted advanced laser technology for anode rod cleaning, using precision methods to remove oxides and deposits while eliminating spark holes from rod surfaces. This technology enhanced uniformity, improved surface integrity, and strengthened the durability of anode rods during production cycles.

Quality enhancement efforts have been placed on reducing product defects through the refinement of the aluminium production process in PMAR. By implementing systematic roller rectification to minimise rod contact damage, it reduced surface defects and strengthened product consistency. This initiative not only underpinned the quality of our production outputs but also extended roller service life, thereby improving overall equipment reliability and reducing maintenance-related downtime.

In addition, advanced surface defect detection technology has been implemented in PMAR for aluminium solid conductors, replacing manual inspection methods to reduce product defects and improve overall product quality. As a result, the Group has achieved higher accuracy and improved operational efficiency while simultaneously enhanced operator safety.

Digitalising Quality Governance and Document Control

PMS has successfully digitalised and standardised its New Document Requisition and Document Change Request processes. The system provided robust traceability and centralised oversight for document creation, review, and approval, thereby strengthening audit readiness and transparency in quality management governance. By transitioning from manual workflows to structured digital protocols, the system improved process efficiency, strengthened document control, and supported consistent alignment with ISO 9001 requirements.

Current Financial Effects

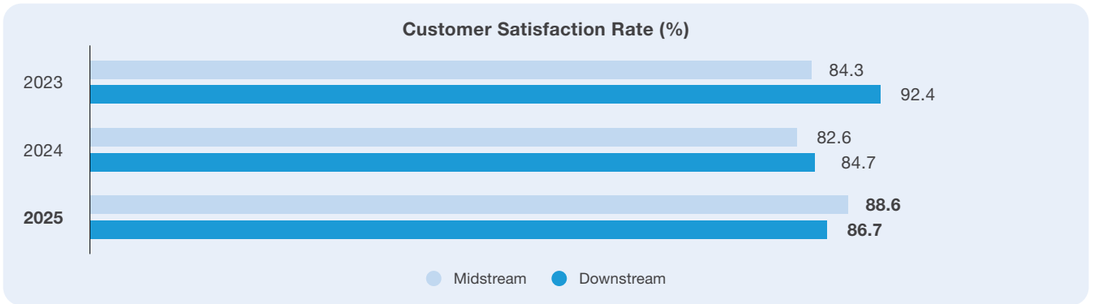
During the current financial year, no material financial losses were recorded in relation to product quality or customer satisfaction incidents. Nevertheless, the Group incurred RM17.4 million in digital transformation and operational efficiency initiatives to enhance process control, data visibility, quality monitoring, and strengthen quality assurance. These expenditures support compliance with sustainability standards, address evolving customer and regulatory expectations, and reinforce delivery of consistent, high-quality products across the Group's value chain.

How We Performed In 2025

Customer Engagement and Satisfaction

In FYE2025, the Group recorded an overall customer satisfaction score of 87.4%, representing a 3.9 percentage points increase compared to FYE2024 (83.5%).

Upholding Good Governance and Economic Resilience



Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*

In FYE2025, customer satisfaction levels improved across both our midstream and downstream operations. Overall performance reflected higher scores in product quality, delivery timelines, responsive service, competitive pricing, and technical support. These outcomes indicated improved alignment with customer expectations and reinforced the Group's competitiveness.

To further strengthen our customer satisfaction, we actively engage with our customers through regular dialogues and meetings to understand the evolving expectations and market dynamics. As part of these continuous efforts, our sales and technical teams conducted visits to customer facilities to understand how our products were integrated into their production processes. These on-site engagements provided practical insights into operational requirements and performance expectations, informing targeted improvements in product quality and reliability. By aligning operational practices with customer needs, these approaches supported sustained product excellence and long-term customer relationships across diverse market segments.

Incidents of Health and Safety Non-Compliance for Products and Services

Incidents concerning the health and safety impacts of products and services	2023	2024	2025
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	**0**
Incidents of non-compliance with regulations resulting in warnings	0	0	**0**
Incidents of non-compliance with voluntary codes	0	0	**0**

Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*

Going Forward

Press Metal remains committed to upholding the highest standards of product quality and customer satisfaction, recognising these as fundamental drivers of value creation and market competitiveness. To support this, the Group has established structured short-, medium-, and long-term plans to drive continuous improvement across operations.

Looking ahead, Press Metal will continue to emphasise technological advancement and workforce development to facilitate the constant delivery of high-quality products. Our short- and medium-term priorities will focus on enhancing inspection consistency across our manufacturing operations, expanding the adoption of advanced process controls and strengthening internal management of deviations and non-conformities. Investments in advanced manufacturing and monitoring technologies are expected to further strengthen process stability and traceability, with innovation initiatives prioritising smart manufacturing applications and the deployment of semi- and fully automated systems. Collectively, these initiatives support compliance, operational efficiency, and performance reliability.

Strengthening product quality management and customer engagement are expected to yield improved cost efficiency through lower rejection rates, reduced rework, scrap minimisation, and fewer production inefficiencies. Reliable product performance underpins revenue stability, protects profit margins, and reduces exposure to contractual penalties. In the long term, we will continue to embed quality management within the Group's sustainability and governance framework, reinforcing the organisational culture centred on excellent operational consistency, efficiency, and product performance, thereby contributing to sustainable growth and organisational resilience.

Customer Data Privacy and Information Technology

M6

GRI 3-3, GRI 418-1

SDGs

Capitals

F I H

Why It Matters

In an environment shaped by accelerating digital transformation, the protection of customer data and critical information has taken on heightened importance for Press Metal. As digital connectivity deepens across industrial operations and commercial platforms, this may increase the Group's exposure to cyber-related risks.

Sustainability-related risks associated with digital systems and cybersecurity may affect the Group's business model, value chain performance and stakeholder trust. Key exposures include weaknesses in IT governance, gaps in detection and response capabilities, malware intrusion, unauthorised access to digital ecosystems and misappropriation of physical or digital assets. Such incidents could potentially interrupt production activities, compromise confidential and proprietary information, elevate operating costs or trigger regulatory concerns. As digital platforms continue to play an increasingly important role across operations, supply chain management, and commercial functions, cyber-related incidents may also have wider repercussions across the Group. Disruptions to digital systems could affect coordination with suppliers, reduce operational continuity, and impair the quality and timeliness of management decision-making. In this context, cybersecurity is not solely an information security concern, but also an important element of operational resilience and business continuity.

Customer data privacy and IT risks carry significant implications across the Group's production activities. Midstream operations such as smelting and casting rely heavily on the integration of digital control systems and industrial IT networks. Any cyber intrusion or systemic failure could disrupt production controls, reduce output or expose proprietary process data, with potential knock-on effects for regulatory compliance. Downstream operations may face exposure through production planning systems, order management platforms and customer-specific design data, where any compromise may lead to delivery delays, product inconsistencies or erosion of stakeholder confidence, particularly in markets where high precision manufacturing and strict product specifications are required.

Continuous oversight of digital infrastructure and information security, controlled system access and strong data protection are therefore required to support stable operations and safeguard the integrity of customer relationships.

Our Approach

Press Metal manages digital and cybersecurity risks through an integrated framework comprising IT governance, security controls and ongoing employee awareness and training. Enterprise-grade cybersecurity controls, resilient network security infrastructure, and comprehensive disaster recovery arrangements support early threat identification, protection of sensitive information and continuity of operations across business activities.

IT Governance and Cybersecurity Framework

IT governance provides the foundation for effective management of digital systems and cybersecurity risks across the organisation. Oversight is exercised through clearly defined operational responsibilities within the IT infrastructure function. Within this structure, the IT Security and Compliance Team is responsible for managing adherence to IT-related policies, SOPs, cybersecurity controls, and applicable regulatory requirements. This includes monitoring compliance with established security protocols, supporting the implementation of control measures, and promoting consistent governance practices across the Group's digital landscape.

Central to this framework is the Group's IT Policy, which provides guidance to authorised users on responsible and ethical use of IT resources. The policy is designed to support systems protection against risks linked to unlawful or inappropriate activities while reinforcing accountability, integrity, and operational discipline across the organisation.

The IT Policy outlines responsibilities for IT administrators and system users, supporting protection of systems, data, and physical assets. Provisions include data access control management to regulate authorised access, data protection and privacy measures to safeguard sensitive customer information and guidelines governing user behaviour and acceptable use of IT resources. In addition, the policy also incorporates incident response and vulnerability management procedures to support operational readiness and timely response to cybersecurity threats and control weaknesses.

The policy is communicated across the Group through formal distribution channels, internal announcements, and employee information sharing sessions. In addition, bi-weekly IT updates are also published on the Company's portal to promote awareness and reinforce consistent adherence to cybersecurity and data protection standards.

An annual review process is undertaken to remain current and responsive to evolving regulatory requirements, technological developments, and emerging cyber risks. In FYE2025, the policy was revised to align with current cybersecurity expectations, including requirements under the National Cyber Security Agency's National Critical Information Infrastructure ("NCII") guidelines. The updates also included the refinement for operational procedures and enhanced guidance on user access, data protection and system security, providing clearer direction across Group-wide cybersecurity practices.

Strengthening Data Protection and Cybersecurity Controls

During FYE2025, the responsibilities of the IT Security and Compliance Team expanded to include Group-wide internal IT audits twice a year, enhancing visibility over compliance levels and governance practices across all entities.

All information relating to employees, customers, and other stakeholders are collected, processed, used, and stored in accordance with applicable regulatory requirements, including Malaysia's PDPA 2010, alongside internal policies and governance frameworks. Handling of such information is governed by clear safeguards, with access and usage restricted to authorised purposes in order to preserve confidentiality and protect sensitive data from misuse, unauthorised disclosure or inappropriate access. All IT personnel are required to sign a Data Security Agreement annually, acknowledging their responsibilities in safeguarding systems, data and other sensitive information. Such governance, control, and oversight arrangements support the effective management of evolving cybersecurity and data protection risks, while promoting a culture of responsibility and compliance within the Group.

Fortifying Cybersecurity Resilience Through Ongoing Monitoring, Audits and IT Safeguards

Press Metal applies a layered approach to managing information security and data privacy risks through the deployment of technology-based controls, structured monitoring, and disciplined assurance practices. Network security infrastructure and supporting cybersecurity controls receive regular upgrades to protect systems against external intrusion. Firewalls and internal network environments undergo periodic updates to maintain effective safeguards, support IT governance and sustain cybersecurity capability.

The Group's IT Department oversees control performance through monthly system reviews, continuous monitoring, and system integrity checks, tracking identified vulnerabilities, remediation progress, and the effectiveness of IT controls. Internal governance receives further validation via internal and external IT audits, annual cybersecurity vulnerability assessments and IT security checklist reviews. In addition, Disaster Recovery and Business Continuity Plan ("BCP") exercises take place on a periodic basis to support operational readiness. Such practices embed industry-aligned cyber hygiene into daily operations, facilitating early identification of potential threats, and lowering the likelihood of security incidents.

When vulnerabilities are identified, structured assessment processes guide prompt remediation actions such as system updates, refinements to access controls and enhanced monitoring, depending on the nature and severity of the issue. This cycle supports continual refinement and timely enhancement of cybersecurity defences. Operational discipline is further reinforced via strict enforcement of IT policies and regular compliance verification. In parallel, the Group places considerable emphasis on cultivating a culture of user vigilance across the organisation through bi-weekly IT updates, awareness initiatives, and knowledge sharing across entities, reducing risks linked to phishing, web-based threats, and improper data handling.

Control performance reviews and assessments of emerging risks are reported quarterly to the RMC to provide visibility at the Board level and to support informed decision-making. The collective governance and oversight protocols serve to safeguard sensitive information and reinforce the resilience of our business continuity, while simultaneously sustaining the confidence of our stakeholders. In an increasingly complex and interconnected digital landscape, these disciplined practices positioned Press Metal to effectively navigate emerging threats while maintaining the long-term stability and integrity of its global operations.

Our Value Creation

Proactive initiatives have enhanced the Group's IT risk management framework, combining advanced cybersecurity controls with organisation-wide awareness programmes. Such efforts mitigate digital and cyber risks while supporting operational stability, protection of sensitive information and stakeholder confidence within an increasingly interconnected digital environment.

Strengthening Our Cybersecurity Measures

Cybersecurity capability has advanced with the deployment of enterprise-grade security solutions and refinement of IT security procedures designed to protect organisational and customer data. Network and perimeter security have been upgraded with the implementation of dual-layer firewall protection across all entities. Infrastructure resilience has also improved with hyperconverged high-availability server upgrades at PMAH, while similar enhancements for PMBTU and PMS are being introduced in phases.

Our IT disaster recovery exercises are designed to safeguard data integrity and operational continuity. Communication platforms were also upgraded to enhance data protection and system reliability, including migration to secure enterprise email systems and integration of file servers, user management, and antivirus capabilities within a unified cloud-based platform.

Upholding Good Governance and Economic Resilience

Governance oversight was further strengthened through refinements to cybersecurity policies, completion of the IT Policy Review 2025 and cybersecurity audits conducted across key entities. The outcomes of the audits have supported the alignment with regulatory expectations and the evolving cyber risk landscape. Moving forward, cybersecurity audits will take place twice a year to enhance cybersecurity resilience across the Group.

In FYE2025, an independent cybersecurity specialist was engaged to conduct a Vulnerability Assessment and Penetration Testing exercise. The findings were reviewed and addressed through a range of remediation measures, including system patching, configuration adjustments, access control enhancements, and monitoring improvements.

Recent IT security assessments, including an NCII pre-assessment conducted by an external auditor, indicated a high level of maturity within the Group's IT security framework. Key observations and recommended improvement actions were recorded within the Group's action plan tracker to support structured follow-up and timely implementation. The NCII exercise, which was beyond the regulatory requirement, was undertaken to identify potential gaps and areas for enhancement ahead of possible future developments.

Increasing Awareness on Cybersecurity

Robust cybersecurity practices receive emphasis across all levels of the organisation. Workforce engagement takes place through targeted training and awareness programmes designed to keep employees informed of developments in data privacy and security regulations. Employee vigilance plays an important role in mitigating cyber threats. During FYE2025, a dedicated training session on digital transformation, data and AI was delivered to Senior Management, enhancing leadership awareness of emerging technology risks and opportunities.

Behavioural resilience was also strengthened through quarterly social engineering exercises, including simulated phishing campaigns that assessed employee preparedness against cyber threats. Such exercises helped to identify areas that required improvement while providing targeted learning opportunities to enhance vigilance, judgement, and response capability across the workforce. Outcomes from training programmes, phishing simulations, and participation in the Trusted Information Security Assessment Exchange contributed to an improvement in cybersecurity awareness across the workforce.

Such initiatives reduced exposure to human error, elevated cybersecurity awareness and supported stronger digital readiness, contributing to stable operations and sustained stakeholder confidence.

Current Financial Effects

During the current financial year, the Group did not record any material financial losses arising from customer data privacy breaches or IT-related incidents. Expenditure continued to support high standards of data protection and resilient IT infrastructure. During FYE2025, RM8.8 million was spent on network and cybersecurity initiatives that protect Group-wide operations. This investment reflected active management of cybersecurity risks while protecting the integrity, availability, and confidentiality of the Group's information assets.

How We Performed In 2025

During FYE2025, no data privacy or cybersecurity breaches occurred within the Group. This outcome reflected the effectiveness of existing controls, governance practices, and awareness initiatives applied across digital operations. To further enhance data protection, a data leak prevention solution is being sourced to improve monitoring visibility and control over sensitive information flows.

Upholding Good Governance and Economic Resilience

Key Performance Indicator	2023	2024	2025
Total number of identified leaks, thefts or losses of customer data	0	0	**0**
Total number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	**0**

Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*

Going Forward

Moving forward, Press Metal will continue to apply a comprehensive approach to the management of cyber and IT risks, with emphasis on risk identification, continuous monitoring, and structured assessment of emerging threats. The Group will maintain compliance with Malaysia's PDPA 2010 and continue aligning practices with the Cyber Security Act 2024, while strengthening IT governance and cybersecurity practices.

Several targeted initiatives are planned to further strengthen the Group's cybersecurity capabilities. These include the enhancement of threat detection and monitoring capabilities, strengthened governance over privileged system access, and improved protection of sensitive information across digital platforms in line with NCII guidelines. The Group also plans to shift to a unified enterprise productivity platform to enhance security across digital collaboration platforms, user access management and enterprise data protection systems.

From a value perspective, financial performance will continue to be influenced by the Group's ability to manage customer data privacy and IT risks effectively. Sound IT governance and cybersecurity capabilities will support stable production planning, efficient order management and reliable delivery performance, while managing cost exposure linked to system reliability and operational efficiency. Protection of proprietary process information, technical specifications, and customer data supports competitive positioning and long-term value creation. Consistent data protection practices also contribute to stakeholder and customer confidence, supporting market expansion and the ability to attract and retain high-value customers.

Caring for the Planet

Climate Change

M7

GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 3-3, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5, GRI 305-7

SDGs



Capitals

F M N

Why It Matters

Climate change represents one of the defining global challenges, with increasing frequency and intensity of physical climate impacts. Rising temperatures, prolonged heatwaves, and extreme weather events continue to pose growing risks to communities, ecosystems and economic systems. Assessments from the WMO indicate that recent years rank among the warmest on record, highlighting the acceleration of climate trends and the necessity for decisive mitigation and adaptation across industries.[1, 2]

The transition to a low-carbon economy presents both structural challenges and strategic opportunities within the aluminium sector. Decarbonisation policies are reshaping regulatory requirements, investor expectations, and customer procurement criteria. Greater emphasis is being placed on carbon pricing mechanisms, climate-related disclosure standards and demand for responsibly produced, low-carbon materials. Aluminium plays a critical role in enabling the energy transition, supporting applications such as renewable energy systems, electric vehicles, and energy storage technologies.[3, 4] As a result, global demand for aluminium is expected to continue growing over the medium to long term, alongside heightened expectations for GHG emissions performance.[5] At the same time, this transition creates opportunities for revenue growth and margin resilience, supported by rising demand for lower-carbon aluminium products, enhanced market differentiation and improved access to sustainability-linked financing. These developments may give rise to important financial implications, which are being monitored through the Group's climate risk assessments and ERM framework, supporting integration into strategic planning and capital allocation decisions.

Against this backdrop, Press Metal recognises that climate change is both a strategic business consideration and an important area of corporate responsibility. The Group aligns the climate strategy with Malaysia's NETR as well as internationally recognised frameworks, including the Paris Agreement, which collectively aim to limit the rise in global temperatures and accelerate decarbonisation across GHG emissions-intensive sectors. In support of these objectives, Press Metal has established short-, medium-, and long-term GHG emissions reduction targets that provide a clear and structured pathway towards its ambition of achieving net-zero emissions by 2050. CROs are embedded within strategic and operational decision-making, including business planning, capital allocation, and investment appraisal processes.

As Southeast Asia's leading integrated aluminium producer, Press Metal views the effective management of climate-related exposures, together with its contribution to broader decarbonisation efforts, as integral to sustaining long-term value creation. The Group continues to advance investments in energy efficiency, renewable electricity sourcing, process optimisation, and lower-carbon technologies, supported by collaboration with industry stakeholders to strengthen innovation and sector-wide progress.

Press Metal's climate change agenda is centred on the identification, assessment, and management of a broad range of physical and transition risks that may affect operational continuity, asset integrity, cost competitiveness, and the Group's ability to deliver sustainable long-term value. In view of the increasing frequency and severity of climate-related events, the Group recognises that climate risk requires ongoing oversight, robust planning, and timely mitigation.

From a physical risk perspective, acute climate events such as extreme rainfall, flooding, heatwaves, and prolonged dry spells have the potential to disrupt logistics, damage critical infrastructure, affect workforce availability, and heighten operational and safety risks. These events may result in temporary production interruptions, delays in inbound and outbound transportation, and additional expenditure related to repairs, maintenance, and emergency response. Over the longer term, chronic shifts in climate patterns (including rising temperatures, changing rainfall intensity, and increased flood exposure) may gradually weaken infrastructure resilience, reduce operational efficiency, and affect the reliability of utilities and supply chain networks.

Transition-related risks also present material considerations. The evolving regulatory landscape, including tighter climate-related disclosure requirements, the introduction or expansion of carbon pricing mechanisms, and increasingly stringent market and customer expectations for lower-carbon aluminium products, may influence the Group's capital allocation priorities, operating cost structure, and revenue resilience.

These climate-related exposures may result in production downtime, reduced asset utilisation, higher maintenance and insurance costs, and increased compliance-related obligations without a structured and forward-looking risk management approach. Over time, such impacts may place pressure on margins, weaken value chain coordination, and constrain the Group's ability to meet growing demand for sustainably produced aluminium in a timely and cost-effective manner. Press Metal therefore embeds proactive risk management, adaptive planning, and resilience-building measures within its climate strategy and broader operational oversight framework.

Press Metal's smelting and casting facilities rely on stable infrastructure, uninterrupted energy supply, and reliable logistics flows; disruptions affecting these systems may influence production continuity, maintenance requirements, and overall operating efficiency. In addition, material disruptions affecting upstream production processes, energy systems or transportation networks may generate knock-on effects across the Group's midstream and downstream operations. Such disruptions could indirectly affect raw material availability, inventory management, and distribution reliability, with consequential impacts on production scheduling, delivery performance, and customer fulfilment. While core exposures arise within operational facilities, climate-related disruptions affecting suppliers, transportation infrastructure or supporting utilities may indirectly influence raw material availability and distribution reliability.

Sources:

1. *World Meteorological Organization (2026). WMO confirms 2025 was one of the warmest years on record. https://wmo.int/news/media-centre/wmo-confirms-2025-was-one-of-warmest-years-record*
2. *World Meteorological Organization (2025). State of the Global Climate 2024. https://wmo.int/publication-series/state-of-global-climate/state-of-global-climate-2024*
3. *Aluminium Stewardship Initiative (2022). Issue Brief: Low Carbon Aluminium. https://aluminium-stewardship.org/low-carbon-aluminium*
4. *McKinsey & Company (2022). Capturing the green-premium value from sustainable materials. https://www.mckinsey.com/industries/metals-and-mining/our-insights/capturing-the-green-premium-value-from-sustainable-materials*
5. *World Economic Forum (2023). Aluminium demand will rise 40% by 2030. Here's how to make it sustainable. https://www.weforum.org/stories/2023/11/aluminium-demand-how-to-make-it-sustainable/*

Our Approach

As Southeast Asia's leading integrated aluminium producer, Press Metal views the effective management of climate-related exposures, together with the contribution to broader decarbonisation efforts, as integral to sustaining long-term value creation. Press Metal adopts a structured and disciplined approach to the management of CROs, underpinned by clear strategic direction, robust governance, and alignment with recognised sustainability standards as well as evolving regulatory expectations. This approach reflects the Group's understanding that effective climate management requires not only the mitigation of GHG emissions, but also the integration of climate considerations into broader business planning, strategic and operational decision-making, capital allocation, and investment appraisal processes.

At the core of this approach are the Group's Climate Change Strategy, Net-Zero Roadmap, and Climate Action Plan, which provide a comprehensive framework for managing climate-related impacts arising from the Group's operations and value chain. These instruments are designed to integrate GHG mitigation and climate adaptation measures with systematic monitoring, performance tracking, reporting, and regulatory compliance, supporting a coordinated and forward-looking response to the risks and opportunities arising from the transition to a lower-carbon economy.

In strengthening the climate management practices, Press Metal benchmarks against relevant industry standards, emerging best practices and peer developments. The Group aligns its climate strategy with Malaysia's NETR as well as internationally recognised frameworks, including the Paris Agreement, which collectively aim to limit the rise in global temperatures and accelerate decarbonisation across GHG emissions-intensive sectors. This enables the Group to maintain alignment with stakeholder expectations, anticipate regulatory changes, and respond to broader global sustainability trends with agility and confidence. Such benchmarking also supports the continuous refinement of internal policies and implementation measures, ensuring that the Group's climate agenda remains relevant and responsive to an evolving operating environment.

Actions under the Group's climate framework are clearly defined across the short, medium, and long term, providing a structured pathway for effective implementation and accountability. This phased approach supports the systematic reduction of GHG emissions, facilitates the prioritisation of initiatives based on operational and strategic considerations, and enables measurable progress towards the Group's GHG reduction targets.

Caring for the Planet

The Climate Change Policy guides our strategic response to global environmental shifts, serving as a definitive mandate, delineating our approach to navigating climatic complexities while underpinning the Group's long-term industrial resilience. It sets out a commitment to:

- Optimising process performance to enhance operational efficiency and reduce energy consumption.
- Deploying effective and low-carbon technologies across production lines.
- Collaborating in R&D through strategic partnerships with external technology developers to develop and deploy advanced technologies that mitigate GHG emissions.
- Promoting sustainable sourcing practices to source low-carbon raw materials.
- Promoting and facilitating circular economy practices through closed-loop recycling to reduce consumption of raw materials and energy.
- Transitioning to renewable energy for aluminium production.
- Utilising contractual GHG instruments for renewable energy to support decarbonisation and increase our deployment of low-carbon energy.
- Introducing low-carbon aluminium products to support our customers to reduce their carbon footprint.
- Offsetting unavoidable GHG emissions through climate protection projects.

The Climate Change Policy is publicly accessible on the Group's corporate website: https://pressmetal.com/investor-relations/corporate-governance.

Climate Change Strategic Pillars

The climate change strategy is structured around four (4) interrelated pillars that guide the management of CROs, support decarbonisation efforts, and enhance long-term business resilience. These pillars translate the Group's climate ambition into operational and strategic priorities across the value chain, while remaining agile in response to regulatory, market, and technological developments.

Strengthening Business Resiliency Over Climate Risk

Enhancing the ability to anticipate, assess, and respond to physical and transition risks through integration into strategic planning, ERM, and investment evaluation processes, supported by scenario analysis, organisation-wide awareness, and capacity-building initiatives to strengthen measures relating to climate-related issues across the business.

Reducing Operational Carbon Footprint

GHG emissions arising from aluminium manufacturing operations are addressed through operational efficiency improvements. The adoption of lower-carbon technologies, process optimisation initiatives, and energy management measures is evaluated in light of technological readiness, operational feasibility, and capital allocation priorities. These actions form the basis of Scope 1 and Scope 2 decarbonisation efforts.

Low-Carbon Products

Supporting the transition towards a lower-carbon economy through the development and promotion of low-carbon aluminium products. Climate considerations are incorporated into product innovation, R&D initiatives, and circular economy solutions, to support our customers in reducing their carbon footprint.

Reducing Carbon Footprint Across the Value Chain

Extending climate efforts beyond direct operations, focusing on reducing GHG emissions across broader value chain, particularly upstream Scope 3 GHG emissions. This includes engagement with suppliers and other key stakeholders to improve GHG emissions transparency, encourage responsible sourcing practices, and support performance improvements over time, drive broader decarbonisation outcomes, strengthening supply chain resilience, and mitigating climate-related risks associated with external dependencies and upstream GHG emissions exposure.

Caring for the Planet

Collectively, these strategic pillars provide an integrated framework for climate action, enabling Press Metal to address climate-related challenges, align with global decarbonisation pathways, and strengthen resilience and sustainability across operations and supply chains over the long term.

Ensuring Robust Climate Governance

The Board is responsible for overseeing the Group's climate-related strategy, establishing the direction for governance, and ensuring alignment with the Group's sustainability objectives, risk management responsibilities, and long-term value creation priorities. To underpin robust oversight, the Board remains apprised of the evolving climate landscape through structured engagements with external subject matter experts and periodic briefings from senior management.

The Board also reviews its collective skills and competencies to provide effective oversight of climate-related issues. To remain abreast of the evolving ESG landscape and to facilitate informed decision-making, Board members participate in seminars, conferences and training programmes covering climate risks, regulatory developments, and sustainability reporting. In addition, the Group has organised sustainability training sessions for the Board and senior management, facilitated by external consultants to strengthen the management of CROs.

Climate-related risks are reviewed with the support of the RMC, which provides advisory input on the identification, assessment, and management of physical and transition risks. The RMC presents updates on key risk management issues to the Board quarterly to support their oversight and informed decision-making.

Further details on the responsibilities of the RMC are set out in its TOR, which is available on the Group's website: https://www.pressmetal.com/investor-relations/corporate-governance.

The Group CEO, who is a member of the Board and Chairman of the SC, is responsible for advancing the sustainability agenda, including climate-related strategies and action plans. The SC's responsibilities include formulation and execution of climate strategies, monitoring performance against established targets, and allocation of resources to support decarbonisation initiatives.

Strategic direction established at Group level is translated into operational priorities across R&D, sustainability, energy management, and production functions. HODs are accountable for implementing GHG emissions reduction initiatives within their respective areas, supported by site management teams. Climate performance and progress on decarbonisation initiatives are monitored and reviewed in monthly sustainability meetings chaired by the Group CEO. These reviews ensure alignment with Group-level targets, facilitate timely decision-making, and provide effective oversight of implementation progress.

Further information on sustainability governance is available in the Our Approach to Sustainability section on pages 123-124 of this SS 2025.

Integrating Climate Performance in Remuneration

To strengthen accountability and accelerate progress on decarbonisation agenda, GHG emissions intensity has been incorporated as a performance metric within the ESG Remuneration Framework. Accordingly, climate-related performance is linked to remuneration outcomes for the Group CEO, selected key senior management and key operating management personnel, and the Group Head of EHS and Sustainability. Under the framework, up to 3% of remuneration is linked to the achievement of GHG emissions intensity targets, thereby reinforcing management accountability for the effective execution of the Group's decarbonisation priorities.

In FYE2025, the scope of the framework was expanded to include corporate HODs, reflecting a broader effort to embed climate-related accountability across the management structure. This expansion supports a more organisation-wide approach to climate action and to drive decarbonisation efforts across key supporting functions.

The ESG Remuneration Framework is subject to periodic review to remain fit for purpose and responsive to the Group's evolving sustainability priorities, with future updates potentially extending climate-linked remuneration measures to additional employee groups, considering the nature of their roles, responsibilities, and compensation structures. Through this approach, the Group aims to foster a stronger performance culture around climate action while supporting the consistent achievement of its longer-term GHG emissions reduction targets.

Further details of the ESG Remuneration Framework are set out in the Our Approach to Sustainability section on page 124 of this SS 2025.

Caring for the Planet

Caring for the Planet

Setting GHG Emissions Reduction Targets

In line with the Paris Agreement's objective to pursue efforts to limit temperature rise to 1.5°C above pre-industrial levels, Press Metal has transitioned from a carbon-neutral ambition to a net-zero emissions target by 2050 in FYE2024. In support of net-zero emissions target, Press Metal has expanded the scope of climate targets to include upstream Scope 3 GHG emissions, focusing on Categories 1, 3, and 4, where the Group has greater visibility, engagement capability, and potential to influence performance improvements.

The Group's climate targets are defined as net GHG emissions reduction targets, covering carbon dioxide ("CO_2"), methane ("CH_4"), nitrous oxide ("N_2O") and PFCs. A market-based method is applied for Scope 2 GHG emissions intensity, accounting for reductions achieved from renewable energy contractual instruments such as renewable energy certificates ("RECs").

Benchmarked against a 2020 GHG emissions intensity baseline of 10.3 tCO_2e per tonne of aluminium produced, the targets are structured across three (3) key time horizons:

Short-term (by 2025)
Reduce GHG emissions intensity (Scope 1, 2, 3) by 15%

Medium-term (by 2030)
Reduce GHG emissions intensity (Scope 1, 2, 3) by 30%

Long-term (by 2050)
Achieve net-zero emissions

Note: *Targets for reduction of Scope 3 GHG emissions intensity cover Categories 1, 3, and 4 only.*

These climate targets demonstrate the Group's ongoing commitment to climate action and apply to all manufacturing operations under our operational control.

To ensure continued relevance and accuracy, the Group's Baseline Recalculation Policy provides a framework for reviewing and, where necessary, updating GHG emissions reduction targets in response to significant changes, including:

- Structural developments such as mergers, acquisitions, or divestments
- Enhancements in emissions factor methodologies or data accuracy
- Organisational or operational boundary changes
- Discovery of material errors affecting baseline calculations

The Baseline Recalculation Policy is accessible at https://pressmetal.com/investor-relations/corporate-governance.

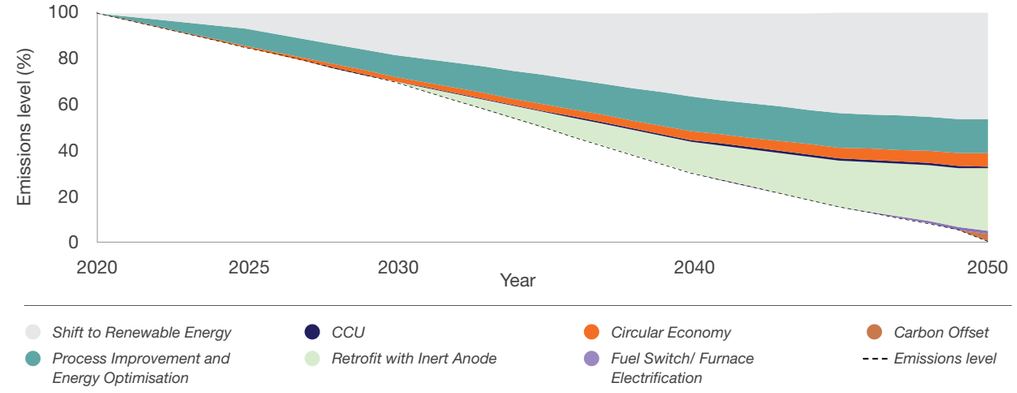
Charting GHG Emissions Reduction Pathway

The Scope 1 and Scope 2 GHG emissions reduction pathway has been modelled to support the delivery of short-, medium-, and long-term targets. The pathway considers availability, development status and expected commercial readiness of relevant decarbonisation technologies. Reference was made to the IAI Aluminium Sector GHG Pathways to 2050, alongside assessments of energy resource availability, raw material supply, government policies, capital requirements, and the pace of technology adoption. Decarbonisation strategies also consider global transition pathways and insights from institutions such as the IEA and the Mission Possible Partnership. The modelling of the reduction pathway incorporates management judgements and assumptions regarding technology deployment timelines, regulatory developments, and market conditions.

Consistent with the mitigation hierarchy, priority is given to direct GHG emissions reduction measures before relying on carbon credits to address residual GHG emissions. Based on current modelling, approximately 3% of Scope 1 and Scope 2 GHG emissions are projected to remain unabated and may require carbon credits to achieve net-zero emissions in 2050.

The GHG emissions reduction pathway is subject to periodic review, taking into account cost considerations, technology maturity, market dynamics, infrastructure availability, and policy developments. Any carbon credits procured will be independently verified to ensure integrity, transparency, and alignment with the Group's net-zero objective.

GHG Reduction Pathway towards Net-Zero Emissions by 2050



Note: *The identified GHG reduction initiatives and the technology deployment timeline are subject to change based on factors such as cost, technology maturity, market conditions, infrastructure availability, and policy developments.*

While the current GHG emissions reduction pathway prioritises Scope 1 and Scope 2 GHG emissions from aluminium manufacturing operations, our climate commitments have been expanded to include Scope 3 GHG emissions, particularly upstream GHG emissions within the value chain.

In line with science-based decarbonisation principles, these efforts are underpinned through structured supplier engagement aimed at driving measurable GHG emissions reductions across the value chain. The Group works with key suppliers and business partners to enhance climate awareness, improve GHG emissions visibility and encourage the adoption of sustainable practices in areas where they have greater influence and engagement potential. Supplier-focused initiatives include capability building and training programmes, performance assessments, and the promotion of GHG emissions data tracking and continuous improvement practices among key suppliers and business partners. Through these measures, Press Metal seeks to strengthen responsible procurement practices, improve the quality and transparency of value chain GHG emissions data, and encourage progressive decarbonisation across the supply network. Collectively, these efforts support the broader objective of reducing the Group's overall carbon footprint while reinforcing supply chain resilience and sustainability.

Transparency in Climate Action

Following the conclusion of the TCFD mandate, Press Metal has aligned the climate reporting with the ISSB's IFRS S2 Climate-related Disclosures. Building on the established pillars of governance, strategy, risk management, and metrics and targets, IFRS S2 provides a more integrated and globally comparable basis for climate-related disclosure, supporting the delivery of consistent, decision-useful information to investors and other stakeholders.

To further enhance transparency and accountability, our climate reporting practices are informed by internationally recognised standards and frameworks, including the GHG Protocol, the ASI PS v3.1, and relevant sustainability frameworks such as the GRI Standards, FTSE4Good Bursa Malaysia Index ESG Indicators, and NSRF. In FYE2025, Press Metal continued to disclose climate-related information through CDP, following the inaugural submission made in FYE2024.

These frameworks and references provide stakeholders with clear visibility of climate governance structures, strategic priorities and decarbonisation initiatives, enabling informed assessment of how CROs are managed as the Group advances towards net-zero GHG emissions target for 2050.

Quality Control and Assurance

Each operating entity is required to submit GHG activity data, along with the relevant supporting documentation, via a centralised data collection system. The submitted information is subject to an initial review and approval at the department level to verify completeness and accuracy. Thereafter, the data is evaluated by the plant-level SWG, before being consolidated and reviewed by the Group Sustainability Department. This multi-layered process provides a systematic basis for validating data quality and ensuring alignment with the Group's reporting requirements and methodologies.

Caring for the Planet

To further enhance the credibility of climate disclosures, external assurance has been performed on Scope 1 and Scope 2 GHG emissions data. In parallel, Scope 3 GHG emissions data for Category 6 and Category 7 underwent internal assurance procedures, including reasonableness checks, methodological validation, and consistency assessments. While Scope 3 data continued to evolve in terms of availability and quality, these review measures supported progressive improvement in data maturity and strengthened the reliability of reported information.

Our Value Creation

Integrating Our Climate Change Strategy & Net-Zero Roadmap

In our effort to drive climate change actions, we have instituted the Climate Change Strategy and Net-Zero Roadmap that provides a clear overview of our ongoing efforts and future commitments toward achieving our climate goals.

2020
- Established our Carbon Neutral Policy and set GHG Reduction Targets
- Conducted the first product LCA to assess environmental impacts

2021
- Aligned disclosure with TCFD recommendations and the SASB framework
- Supported the British Malaysian Chamber of Commerce's Climate Action Pledge

2022
- Established Climate Strategy, Climate Change Roadmap, and Adaptation Action Plan
- Obtained SCS Recycled Content Standard V7-0 Certification
- Conducted climate scenario analysis to assess risks and opportunities
- Participated in Bursa Malaysia's first Voluntary Carbon Market to support carbon reduction initiatives

2023
- Entered into an MoU with Xi'an JiaoTong University ("XJTU") for R&D in the CCU model
- Implemented a centralised GHG reporting system for GHG emissions tracking
- Calculated Scope 3 GHG emissions for midstream operations
- Established ICP at RM32.45/ tCO_2e
- Introduced ESG Remuneration Framework linking incentives with ESG performance metrics, including climate targets

2024
- Transitioned from a carbon neutrality ambition to a net-zero emissions target by 2050
- Incorporated Scope 3 upstream GHG emissions on top of Scope 1 and 2 into our climate targets
- Established a GHG reduction pathway aligned with the 1.5°C scenario
- Expanded the Scope 3 calculation to cover all midstream and downstream operations.
- Participated in the CDP disclosure
- Launched GEM™ and CYCAL™, our low-carbon aluminium product series
- Expanded circular economy initiatives
- Inaugural CDP submission

2025
- Reduced Scope 1, Scope 2, and upstream Scope 3 (Categories 1, 3, and 4) GHG emissions intensity by 16.5% from the 2020 baseline, surpassing our short-term target
- Expanded scrap buyback and importation efforts
- Continued disclosure in CDP
- Expanded GHG emissions calculations to cover all Press Metal's subsidiaries
- Embarked on our first Large-Scale Solar Project in Sarawak

2030
- Reduce Scope 1, Scope 2, and upstream Scope 3 GHG emissions (Categories 1, 3, and 4) intensity by 30% from the 2020 baseline

2050
- To achieve Net-Zero Emissions

Moving forward
- Optimising process performance to enhance operational efficiency and reduce energy consumption, supported by the implementation of R&D initiatives and improvement projects
- Exploring and deploying advanced technologies to reduce GHG emissions
- Transitioning to renewable energy
- Enhancing circular economy through aluminium recycling
- Strengthening sustainable sourcing practices to manage Scope 3 emissions, focusing on supplier engagement and emission reduction initiatives
- Offsetting unavoidable GHG emissions through climate protection projects

Caring for the Planet

Building on established climate commitments, short-, medium-, and long-term strategies have been defined under each strategic pillar to drive measurable progress and strengthen resilience.

Short term refers to a planning horizon of one (1) to five (5) years, aligned with near-term strategic initiatives. Priorities within this timeframe focus on regulatory compliance, operational efficiency, and improvement initiatives capable of delivering measurable results in the near term.

Medium term refers to a planning horizon of six (6) to ten (10) years, aligned with the implementation and scaling of strategic initiatives. Priorities within this timeframe focus on advancing decarbonisation, integrating lower-carbon technologies, and strengthening operational resilience to support the Group's transition objectives.

Long term refers to a horizon beyond ten (10) years, aligned with major capital planning and long-range strategic positioning. Decisions within this period shape business resilience, including technology deployment, decarbonisation pathways, and sustained value creation.

Pillar 1: Strengthening Business Resiliency Over Climate Risk

Short-Term Strategy
- Adoption of the ISSB framework, building on the principles of the TCFD.
- Assess potential CROs through climate scenario analysis and climate modelling.
- Integrate climate change risks into the ERM processes.

Medium- and Long-Term Strategy
- Strengthen efforts to mitigate and adapt to climate impacts.

Progress
- A dual-assessment methodology has been adopted, incorporating both outside-in and inside-out perspectives in identifying and evaluating CROs, aligned with IFRS-based sustainability risk assessment processes.
- Physical and transition risks have been incorporated into climate-related risk registers, with potential business impacts evaluated using scenario analysis.
- Mitigation and adaptation measures have been embedded within the climate strategy and integrated into risk management and business continuity planning to support informed decision-making.

Pillar 2: Reducing Operational Carbon Footprint

Short-Term Strategy
- Establish the Scope 1 and 2 GHG emissions inventory across all operations.
- Identify and prioritise key GHG emissions hotspots across operations.
- Optimise operational processes and implement energy-efficiency initiatives.

Medium- and Long-Term Strategy
- Invest in advanced decarbonisation technologies.
- Transition to renewable energy.
- Implement a GHG abatement and offset programme.

Progress
- Expanded solar capacity to 20.9 MW in 2025 with an additional 6.2 MW from downstream entities (PMI, PMBA Klang, and PMBA Nilai 1).
- Converted an additional 20 diesel forklifts to electric forklifts in 2025, bringing the total number of electric forklifts to 57, supporting our transition to low-carbon mobility.
- Identified operational efficiency improvement opportunities while consistently tracking our performance and initiatives against our KPIs.
- The carbon capture pilot project in partnership with XJTU is progressing, with detailed system design underway to determine the optimal installation parameters.
- Purchased RECs to increase our deployment of low-carbon energy.

Pillar 3: Low-Carbon Product

Short-Term Strategy

- Adopt digital platform to trace our products and materials inputs.
- Identify GHG reduction opportunities from LCA hotspot analysis.
- Promote low-carbon aluminium products through circular economy practices.
- Strengthen low-carbon product branding.

Medium- and Long-Term Strategy

- Identify strategic partnerships.
- Develop circular product designs and production processes.

Progress

- Low-carbon aluminium products, GEM™ and CYCAL™, have been introduced. GEM™ is produced with less than 4.0 tonnes of CO_2e per tonne of aluminium for Scope 1 and Scope 2 GHG emissions, with a product carbon footprint significantly below industry averages within a cradle-to-gate boundary. CYCAL™ billet, integrates GEM™ and high content of recycled aluminium, offering an optimal balance of quality and reduced carbon emissions, further enhancing our commitment to sustainable aluminium production.
- An EPD for CYCAL™ 80 billet has been prepared in accordance with ISO 14025:2006.
- LCAs* have been conducted for aluminium products manufactured in PMBTU, PMS, PMAR, PMBA Klang, and PMI in accordance with ISO 14040:2006, based on cradle-to-gate boundaries and independently verified.
- Quarterly Product Carbon Footprint calculations for primary aluminium products have been performed and independently verified in accordance with ISO 14064-3:2019 and with reference to ISO 14067:2018.
- Aluminium scrap sourcing from local and international suppliers has increased scrap remelting volumes.
- Aluminium Scrap Buyback Programme has been established in collaboration with customers and business partners to enhance circular material flows.

Note:
** LCA is available upon request.*

Pillar 4: Reducing Carbon Footprint Across Value Chain

Short-Term Strategy

- Map Scope 3 GHG emissions across our value chain and identify material impacts in Scope 3.
- Identify hotspots, risks, and opportunities across our value chain.
- Strategically reduce Scope 3 GHG emissions through supplier engagement.
- Integrate low-carbon raw material sources into aluminium products.

Medium- and Long-Term Strategy

- Identify and source low-carbon raw materials through the Supplier Management Programme.
- Strengthen supply chain decarbonisation through a strategic long-term roadmap.

Progress

- Scope 3 GHG emissions calculations have been expanded to cover Press Metal's subsidiaries across twelve (12) categories, enabling a more comprehensive assessment.
- Category 1 (Purchased goods and services) and Category 3 (Fuel- and energy-related activities) have been identified as the largest contributors to Scope 3 GHG emissions, accounting for approximately 80% of the total, enabling us to implement targeted reduction strategies.
- Alumina supply has been identified as a significant GHG emissions hotspot within smelting operations, enabling focused upstream engagement.
- Secured low-carbon raw materials through sustainable sourcing practices.
- Strengthened supplier capabilities through training, guidance, and knowledge sharing to support ESG alignment and continuous improvement.

Climate Change Enablers

To advance our transition toward net-zero emissions by 2050, the Group has institutionalised four (4) Climate Change Enablers that serve as the drivers of our Climate Change Strategy. Throughout 2025, we have continued to fortify these enablers to navigate climate-related complexities and capitalise on emerging opportunities. The following table delineates the progress and strategic focus of each enabler during the reporting period:

Climate Change Enabler	Activities in FYE2025
Climate Governance	In FYE2025, the remuneration framework was expanded to include corporate HODs, further embedding climate considerations into management decision-making. As part of our climate governance efforts, regular sustainability meetings have been convened, overseen by the Group CEO, to monitor climate performance and progress on decarbonisation initiatives. Updates from these meetings were presented to the Board on a quarterly basis through the SC.
Internal Climate-Related Capacity Building	Press Metal focused on enhancing employee knowledge and building internal capacity by conducting climate-related training on topics such as climate mitigation and adaptation, low-carbon emissions, IFRS disclosure standards, and energy efficiency for reducing environmental impact. Total climate-related training hours: 3,230 hours.
Internal Carbon Pricing Mechanism	Press Metal established an ICP shadow price at RM32.45/ tCO_2e. This ICP is applied in investment decision-making and climate risk assessment. The shadow price supports analysis of the impact of GHG emissions on returns, evaluation of associated risks and opportunities, and strategic planning.
Integrated Climate Reporting System	The Group has established a centralised climate reporting system to collect GHG emissions data across all entities and has been progressing towards the implementation of a more comprehensive climate reporting platform to integrate sustainability and financial data in line with IFRS requirements.

Operational Process Enhancements for GHG Reduction

Press Metal has implemented a range of R&D initiatives and operational improvement projects at both strategic and operational levels to support the achievement of interim GHG emissions reduction targets. The initiatives were focused on three (3) key themes: energy reduction, decarbonisation, and Industry 4.0 transformation. These focus areas provided a structured basis for identifying and implementing measures that can meaningfully reduce GHG emissions intensity while strengthening operational efficiency, process optimisation, and production stability.

During FYE2025, PMBTU and PMS achieved process optimisation that contributed to overall GHG emissions reduction, through the following initiatives:

Upgraded Pot Lining Design
Enhanced pot stability, lower energy consumption and improved operational efficiency.

Increased Scrap Remelt in Operations
Reduced GHG emissions and lowered energy demand by reducing reliance on primary aluminium production.

Auto Clearing of Solidified Alumina
Reduced the occurrence of anode effects by streamlining alumina feeding process and preventing blockages.

Enhancement of Workforce Awareness in Potline Management
Improved operational control through greater awareness, stronger personnel discipline, and higher operational compliance, enabling faster response and decision-making.

Read more about the operational enhancements and R&D initiatives in the Sustainable Manufacturing section on pages 148-153 of this SS 2025.

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Forging Collaborative Efforts in Addressing Climate Change

Industry collaboration remains an important component of Press Metal's climate strategy, reflecting the Group's view that meaningful progress on decarbonisation requires coordinated action beyond its own operations. Engagement with government agencies, NGOs, industry stakeholders, and local communities supports broader alignment across the value chain, fosters knowledge-sharing, and helps create an enabling environment for the transition to a low-carbon economy.

In FYE2025, Press Metal entered into a partnership with Syarikat Sesco Berhad to develop a 100 MWac solar PV plant in Mukah, Sarawak via a joint venture, MSPSB. With an estimated total project investment cost of RM380.0 million, this marked the Group's first large-scale solar initiative and a significant step in supporting renewable energy development. The project will generate clean electricity using utility-scale PV technology and is expected to contribute towards Sarawak State's 10 GW renewable capacity target by 2030. Commercial operations are expected to commence by the end of 2027, further strengthening renewable energy adoption within the Group's operating environment.

In addition, as part of the efforts to expand applications for low-carbon aluminium, PMBA has entered into a Shareholders' Agreement with Bintulu Capital Sdn. Bhd., a wholly-owned subsidiary of the BDA, following an earlier signing of an MoU, to develop an 80,000-tonne per annum solar-module aluminium-frame manufacturing facility in Bintulu, Sarawak, with an estimated investment of RM600.0 million. The new downstream plant is designed to produce high-precision aluminium frames for solar panels using advanced automation, robotics, and digital quality systems, supporting Press Metal's role in the national energy transition and strengthening Sarawak's industrial ecosystem.

Additional information on these projects is provided in the Economic and Financial Resilience section on pages 128-132 of this SS 2025.

Participation in the Bintulu Industrial Cluster under the World Economic Forum's Transitioning Industrial Clusters initiative further advances industrial decarbonisation within the Bintulu Samalaju Corridor. The initiative aimed to accelerate GHG emissions reduction at the industrial hub level via shared clean energy systems and infrastructure, low-carbon products development, and foster cross-sector collaboration, while supporting economic growth and regional competitiveness. Through this participation, Press Metal gained access to shared infrastructure and coordinated transition planning, which contributed to stronger operational resilience and deeper integration within an emerging low-carbon industrial ecosystem.

Beyond industrial collaboration, the Group also engages in policy-related discussions. Participation in carbon tax consultations facilitated by SIRIM, involving the Federal Government and industry stakeholders within Samalaju Industrial Park, provided an avenue for industry feedback relating to the development of proposed carbon pricing mechanisms. We continued to maintain active engagement with relevant authorities to monitor developments in national carbon tax policy and other climate-related regulatory measures, as part of the Group's ongoing assessment of potential implications for the aluminium industry while supporting the alignment of internal planning, investment evaluation, and risk management processes with emerging policy expectations.

Assessing Climate-related Risks & Opportunities

The Group has undertaken climate scenario analysis to identify CROs and to support proactive risk management and strategic planning. The analysis, which was conducted in 2022, was structured using the PESTEL framework; evaluating political, economic, social, technological, environmental, and legal factors under each scenario. Through these lenses, the Group evaluated developments in climate-related policies, macroeconomic trends, energy transition dynamics, technological advancements, and broader market and societal shifts. This approach supported the identification of potential organisational impacts and informed the strategic responses required to strengthen resilience under differing climate conditions.

Climate scenario analysis was conducted using the Intergovernmental Panel on Climate Change ("IPCC") Representative Concentration Pathway ("RCP") 8.5, corresponding to approximately 4.3°C warming under a business-as-usual trajectory, and RCP 2.6, corresponding to approximately 1.8°C under a more stringent mitigation pathway. These GHG emissions scenarios were evaluated alongside the IPCC Shared Socioeconomic Pathways 5 and 1 respectively, which provided a broader socioeconomic context to support resilience assessment.

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Under the RCP 8.5/ 4.3°C scenario, Press Metal considered a future characterised by more severe environmental impacts, including intensified heat stress, more frequent extreme weather events, and increased pressure on natural systems. Such conditions may heighten physical climate risks across operations and supply chains, reinforcing the importance of adaptation planning, infrastructure resilience, and contingency measures to support business continuity.

In contrast, the RCP 2.6/ 1.8°C scenario reflects a more stringent global mitigation trajectory, characterised by accelerated decarbonisation efforts, stronger policy intervention and widespread adoption of lower-carbon technologies. While physical risks are comparatively moderated, transition risks have become more pronounced, arising from tighter regulatory requirements, the implementation of carbon pricing mechanisms, changing market preferences for low-carbon products, and increased expectations for climate-related disclosure and supply chain decarbonisation.

The assessment of both scenarios provided Press Metal with a balanced perspective on a range of plausible climate futures, which enabled us to manage material risks and emerging opportunities under different temperature and transition outcomes. This supported the development of more robust strategic, operational, and investment responses, strengthening our preparedness to navigate both the physical and transition dimensions of climate change in an increasingly complex and evolving operating environment.

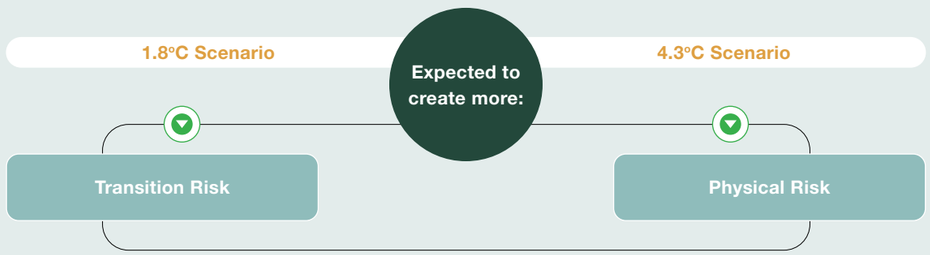
IPCC RCP 8.5

This climate scenario projects a significant rise in global temperatures (4.3°C by 2100) due to rapid GHG emissions growth, resulting in a broad spectrum of environmental impacts.

IPCC RCP 2.6

This climate scenario projects a modest increase in the global mean temperature (1.8°C by 2100), with a subsequent decline in GHG emissions by mid-century and the eventual attainment of net negative GHG emissions in the latter half of the century.

Average increase in global temperature by 2050



CROs were further evaluated based on their potential impact, with each identified risk and opportunity categorised as low, medium or high under the climate scenarios. This impact-based assessment supported the prioritisation of management responses, mitigation measures, and resource allocation across differing climate trajectories. Detailed descriptions of the underlying assumptions and factors considered under each scenario are presented in the accompanying table.

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	IPCC RCP 8.5	IPCC RCP 2.6
Political Regulation	Fragmented institutional support is hindering the transition to "Net-Zero" emissions	Enhanced operational resilience through global cooperation, regulatory alignment, and future-proofing standards
Economic Growth	Rising competition for limited resources is exacerbating inequality and impeding renewable growth	Sustained economic growth driven by the transition to renewable energy sources
Social Collaborative	Lack of proactive measures despite mounting pressure from stakeholders	Growing attention and pressure from diverse stakeholders regarding climate change issues
Technological Innovation	Sluggish advancement towards viable solutions and the uptake of new technologies	Advancements in renewable energy and decarbonisation technologies through R&D
Environmental Caution	Heightened physical risks and uncertainties regarding future risks due to inadequate information	Continuous commitment to adapting to evolving environmental regulations and heightened awareness
Legal Action	Increasing carbon prices alongside sluggish and ambiguous legal frameworks necessitate enhanced regulatory clarity	Implementation of carbon pricing mechanisms and supportive legal frameworks to bolster climate action across sectors

The findings indicated that transition risks have been comparatively more pronounced under the IPCC RCP 2.6/ 1.8°C scenario, reflecting stronger stakeholder expectations, accelerated regulatory developments, and heightened market demand for low-carbon products, thus, increasing the Group's exposure to transition-related pressures. These may include evolving climate policies, carbon pricing mechanisms, more stringent disclosure requirements, shifting customer preferences, and the need for faster adoption of low-carbon technologies and business practices.

Conversely, physical risks were assessed as more significant under the IPCC RCP 8.5/ 4.3°C scenario, where continued GHG emissions growth gave rise to more severe and persistent climate impacts. Under this pathway, the increasing frequency and intensity of extreme weather events, heat stress, flooding, and other climate-related disruptions may heighten risks to operations, infrastructure and supply chain continuity. This reinforced the importance of adaptation planning, resilience measures, and operational preparedness in managing the potential effects of a higher-warming future.

To support systematic oversight, CROs are documented in a dedicated Climate-related Risk Register and integrated into the Group's ERM framework. Each identified risk was assessed based on potential impact on operations, financial performance, and long-term business resilience, as well as the likelihood of occurrence across the short, medium, and long term.

Climate-related risks that were assessed as higher priority have been reviewed by the Board and the RMC through established governance processes. Continuous monitoring supported the timely escalation of emerging issues, facilitated informed strategic decision-making, and enabled the implementation of appropriate mitigation and adaptation measures. Through this integrated approach, Press Metal seeks to strengthen resilience and ensure that climate-related considerations are appropriately reflected in risk oversight and business planning.

Time Horizon Classification

Time Horizon Classification

- **Short Term** (0 to 5 years) – Impacts expected to materialise within the Group's near-term planning horizon
- **Medium Term** (6 to 10 years) – Impacts expected to materialise over the medium-term planning horizon
- **Long Term** (beyond 10 years) – Impacts expected to materialise over the longer-term planning horizon

Note:
Time horizon classifications are indicative and may evolve as climate-related conditions, policies and market dynamics change.

The impact of CROs is classified across short-, medium-, and long-term horizons. While the impacts of identified opportunities are expected to materialise over an extended timeframe, they represent ongoing efforts embedded in our operations and strategic planning, reflecting our drive for continuous improvement, sustainable value creation, and robust operational resilience.

Transition Risks

Transition risks refer to the changes an organisation are expected to encounter and navigate as Press Metal transitions to a low-carbon economy.

	Risk Categorisation under Different Climate Scenarios		
Implications	**IPCC RCP 8.5**	**IPCC RCP 2.6**	**Potential Opportunities**
Type of Transition Risk: Regulatory			
Category: Environmental regulations			
• Increased costs and production halts when adapting processes to new regulations. • Suspension of operations, fines, or penalties for non-compliance. • Greater regulatory and reporting requirements scrutiny.	• Medium risk associated with climate change policy and legislation in view of a lenient approach by the regulators towards climate-related issues.	• High risk associated with meeting expectations and commitments to adhere to stringent policies and regulations, which necessitate more investment in low-carbon technology and heightened monitoring and analysis of climate-related risks.	• Boosting low-carbon economy and contributing to circular economy. • Premium pricing for lower carbon-content products.
Type of Transition Risk: Regulatory			
Category: Carbon pricing			
• Increased raw material costs and strategic impacts from carbon tax implementation.	• Medium risk associated with less pressure and urgency to develop an internal carbon price, leading to less competitive bidding and reduced interest in carbon pricing within the market.	• High risk is linked to the widespread adoption of carbon pricing mechanisms in the market, impacting the supply chain and increasing operating expenses ("OPEX"), such as rising raw material prices and excessive logistics costs. • High risk associated with failure to comply with the CBAM, potentially resulting in the inability to export to the EU.	• Adopting internal carbon pricing to enhance adaptability. • Leveraging incentives arising from carbon pricing mechanisms to support the adoption of low-carbon technologies.

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Implications	Risk Categorisation under Different Climate Scenarios: IPCC RCP 8.5	IPCC RCP 2.6	Potential Opportunities
Type of Transition Risk: Market			
Category: Shift in customer preferences			
• Revenue loss due to lack of low-carbon products. Increased competition in meeting evolving preferences.	• Low risk arises from customer demands for cheaper products rather than low-carbon alternatives, resulting in lower profits and sales, which can potentially impact business sustainability.	• High risk associated with evolving customer preferences towards low-carbon products, necessitating increased investment in low-carbon technology, thereby raising both capital expenditures ("CAPEX") and OPEX.	• Developing low-carbon products and circular economy offerings to meet market demands.
Category: Overall market changes			
• Increased investment in GHG emissions reduction technology. • Limited sourcing availability of recycled aluminium feedstock. • Increased risks of equipment shutdown or write-off if unable to meet the low-carbon requirements of the market.	• High risk due to the low demand for low-carbon products in the market, reducing Press Metal's competitiveness despite its commitment to decarbonisation efforts in producing such products.	• High risk associated with rising demand for low-carbon products by major market players, requiring greater compliance efforts and resources for sourcing and production to meet market demands.	• Generating revenue through sector-specific initiatives and higher-margin products aligned with market demands. • Development of new products which contribute favourably to revenue.
Type of Transition Risk: Technological			
Category: Low-carbon technologies			
• High R&D costs and disruptions during technology transitions. • Potential investment loss from investing in R&D and new technologies. • Increased disruptions in existing work processes when implementing new technologies.	• Low risk associated with limited motivation to deploy decarbonisation technology to achieve net-zero emissions targets and the underdevelopment of R&D in the market, resulting in minimal impact on CAPEX.	• High risk associated with the deployment of technology at a premium cost due to limited in-house R&D capabilities.	• Long-term cost savings, regulatory compliance, and GHG emissions reduction.

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Implications	Risk Categorisation under Different Climate Scenarios: IPCC RCP 8.5	IPCC RCP 2.6	Potential Opportunities
Type of Transition Risk: Technological			
Category: Product changes and effects			
• Heightened competition for leadership in low-carbon products.	• Low risk associated with both the low demand for recycled aluminium by customers and the availability of low-carbon aluminium in the market.	• High risk associated with the growing demand for recycled aluminium from customers, driven by increasing regulatory requirements for climate action. This surge in demand is leading to a shortage of secondary or recycled aluminium in the scrap market. • High risk arises from diverging fundamental criteria for low-carbon aluminium in the market. Different countries have varying requirements, and these criteria may change with shifts in market perspectives.	• Enhanced innovation and emerging market penetration for low-carbon products.
Type of Transition Risk: Reputation			
Category: Litigations, fines and non-compliance			
• Delays, project refusals, and financial penalties due to non-compliance with regulations. • Increased costs to settle litigation cases and fines arising from non-compliance with environmental regulations.	• Low risk due to the absence of comprehensive climate control measures, minimal compliance requirements and the slow development of climate-related regulations.	• Low risk is evident as there are mitigation controls in place, including strategies, plans, and actions to ensure compliance with climate change regulatory requirements.	• Improved preparedness to meet climate-related regulations and avoid penalties.
Category: Negative investors and public perception			
• Potential reputational damage. • Delayed regulatory approvals on expansion plans.	• Low risk due to limited public awareness and minimal pressure from stakeholders to implement climate change strategies.	• Low risk as Press Metal continuously engages with stakeholders to provide updates on our climate-related strategies.	• Strengthening the Group's reputation by introducing low-carbon product offerings aligned with our climate change initiatives.
Category: Talent retention and attraction			
• Recruitment challenges and increased costs to align employer branding with climate action goals.	• Low risk is observed since social concern and climate change awareness are not heavily emphasised in talent retention and attraction, aligning with normal operating procedures.	• Medium risk is attributed to the prioritisation of climate change responsibilities and social concerns over remuneration. Efforts have been made to retain and recruit talent, although the impacts remain modest.	• Increased employee engagement through awareness initiatives and knowledge sharing on climate efforts.

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Implications	Risk Categorisation under Different Climate Scenarios: IPCC RCP 8.5	IPCC RCP 2.6	Potential Opportunities
Type of Transition Risk: Reputation			
Category: Social changes arising from climate change			
• Operational disruptions and conflicts due to local disputes or pressures from low-carbon lifestyles.	• Medium risk associated with the low public awareness of climate change risks in society, limiting the societal influence on low-carbon products.	• Medium risk is associated with social changes driven by end-user product makers, who utilise marketing strategies and branding to promote public awareness of living a low-carbon footprint lifestyle. Meeting the market's demand for low-carbon products is essential.	• Encouraging greater employee contribution and participation by increasing awareness of climate change.

Physical Risks

Physical risks refer to the direct and tangible impacts of climate change on organisations.

Implications	Risk Categorisation under Different Climate Scenarios: IPCC RCP 8.5	IPCC RCP 2.6	Potential Opportunities
Acute *(such as the increased severity of extreme weather events like cyclones and floods)*			
Upstream • Delays and disruptions in material sourcing due to extreme weather. • Increased costs of alumina due to supply constraints. **Operations** • Increased supply chain disruptions and operational delays. • Higher incidence of damage to facilities and increased insurance premiums. **Downstream** • Disruptions in transportation channels leading to additional costs. • Potential revenue loss due to delays in fulfilling customer orders. • Increased customer awareness of risks, potentially leading to changes in contract clauses.	• High risk attributed to the heightened frequency and severity of extreme weather events, which have significant impacts on infrastructure, supply chains and factory operations. • High risk related to the inability to renew insurance coverage.	• Medium risk in view of potential disruption to operations, leads to the development of an internal climate mitigation strategy to address risks associated with extreme weather events.	**Upstream** • Supporting climate resilience through the adoption of responsible sourcing and sustainable supply chain practices. **Operations** • Business opportunities and partnerships through diversified supply chains. • Enhanced business resiliency and adaptability to climate change, maintaining customer trust. • Economic benefits from contributing to climate change mitigation and striving for net-zero emissions by 2050. **Downstream** • Steady supply and revenue as customers rely on Press Metal's resilience in meeting contractual terms.

Implications	Risk Categorisation under Different Climate Scenarios: IPCC RCP 8.5	IPCC RCP 2.6	Potential Opportunities
Chronic *(including rising temperatures and sea levels, changes in precipitation patterns and extreme variability in weather patterns)*			
Upstream • Long-term increase in the cost of bauxite due to reduced supply from climate change affecting mining operations. **Operations** • Increased maintenance costs, manpower requirements, and resources due to higher precipitation, humidity, and flooding. • Higher damage to physical assets and production disruptions from rising temperatures and sea levels. • Increased health-related issues due to climate-related factors. • Higher insurance premiums or reduced availability of insurance plans. **Downstream** • Decreased revenues from more frequent disruptions, delaying customer contract fulfilment. • Loss of revenue as customers shift to alternative materials due to aluminium shortages.	• High risk emerges from the potential relocation of factories, leading to increased OPEX and CAPEX.	• Medium risk considering the existing factories situated on higher ground remain unaffected, although operational delays are anticipated. • Medium risk is present concerning environmental compliance and potential litigation issues.	**Upstream** • Supporting climate resilience through the adoption of responsible sourcing and sustainable supply chain practices. **Operations** • Business opportunities and partnerships through diversified supply chains. • Enhanced business resiliency and adaptability to climate change, maintaining customer trust. • Economic benefits from contributing to climate change mitigation and striving for net-zero emissions by 2050. **Downstream** • Steady supply and revenue as customers rely on Press Metal's resilience in meeting contractual terms.

Current Climate-related Financial Effects

During FYE2025, no material financial losses were recorded as a direct result of climate-related events or transition measures. Expenditure continued to be incurred in support of climate strategy implementation, including investments in energy efficiency initiatives, renewable energy adoption, digitalisation, process optimisation, circular economy measures, and decarbonisation enabling technologies across operations.

In FYE2025, Press Metal invested a total of RM72.4 million in climate-related initiatives, a significant increase from RM29.0 million in FYE2024, supporting the renewable energy transition, R&D, process optimisation, and circular economy. These expenditures were preventive and strategic in nature, supporting the transition towards low-carbon aluminium production while enhancing operational efficiency, energy management, and cost stability. Climate-related investments were integrated into normal capital allocation and operational planning processes and are expected to generate sustained performance benefits over time.

Resilience of our Climate Strategy and Business Model

The Group's strategy and business model demonstrate resilience to climate-related risks through the integration of climate considerations into strategic planning, risk management and operational decision-making. A structured net-zero roadmap, informed by scenario analysis and supported by defined decarbonisation pillars and enabling measures, guides climate action across the organisation.

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Investments in renewable energy, operational efficiency improvements, and development of lower-carbon products have enhanced adaptability to both physical and transition risks. Participation in collaborative decarbonisation engagements, including the Transitioning Industrial Clusters initiative, further strengthened alignment with industry-level transition pathways.

These measures reinforced operational resilience, supported sustained competitiveness, and positioned Press Metal to respond effectively to evolving regulatory and market expectations associated with the global transition to a lower-carbon economy.

How We Performed In 2025

Reporting Boundary for GHG Emissions

Scope 1, Scope 2, and Scope 3 GHG emissions are calculated in accordance with the IAI's Aluminium Sector GHG Protocol. Methodologies are aligned with the IPCC Guidelines for National GHG Inventories, with GHG emissions converted to carbon dioxide equivalent using factors prescribed by the GHG Protocol and the IPCC Sixth Assessment Report.

For Scope 3 GHG emissions, 12 of the 15 categories under the GHG Protocol Corporate Value Chain Accounting and Reporting Standard are reported and disclosed. Calculations are supported by the Technical Guidance for Calculating Scope 3 GHG Emissions, applying a combination of average data, spend-based, distance-based, and supplier-specific methodologies to enhance accuracy and reliability.

Organisational Boundary

The Group applies the operational control approach to define its organisational boundary for GHG reporting, encompassing entities over which it has authority to introduce and implement operational and environmental policies.

For FYE2025, GHG emissions data are aggregated at Group level and cover PMAH and its operational subsidiaries under direct operational control during the reporting period, while leased assets are excluded due to their immateriality.

For GHG emissions intensity calculations, Scope 1, Scope 2, and upstream Scope 3 GHG emissions from Categories 1, 3, and 4 are included, consistent with the Group's target methodology. Reporting covers on-site aluminium manufacturing activities across midstream entities PMBTU, PMS, and PMAR, as well as downstream entities PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2.

Operational Boundary

Press Metal defined its operational boundary for GHG emissions as follows:

Scope 1: Direct GHG emissions from facilities owned or controlled by operations within Press Metal's organisational boundary, while fugitive emissions are not accounted for, as their materiality has been assessed as insignificant in our operations. Scope 1 emissions cover all operating subsidiaries under Press Metal's operational control during the reporting year.

Scope 2: Indirect GHG emissions from purchased electricity from the grid. Scope 2 emissions are calculated using grid emission factors or supplier-specific emission factors, where applicable, in line with the GHG Protocol Scope 2 Guidance.

Scope 3: Indirect GHG emissions within the value chain that are not owned or controlled by the reporting entity. Scope 3 GHG emissions include 12 out of 15 categories, excluding Category 8 (Upstream leased assets), Category 11 (Use of sold products), and Category 14 (Franchises). Scope 3 emissions are calculated at Group level based on value chain activities rather than individual subsidiaries. Accordingly, none of the 29 entities listed above are categorised as Scope 3 sources, as emissions from subsidiaries under operational control are accounted for under Scope 1 and Scope 2.

In FYE2025, our total GHG emissions increased compared to FYE2024, primarily due to higher production output and the expansion of the organisational boundary to include all subsidiaries in the GHG emissions calculation.

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Key Performance Indicator	2023	2024	2025
GHG Emissions Data (kilotonnes CO_2e)			
Total direct and indirect GHG emissions (Scope 1, 2, and 3) location-based*	12,963.6	12,170.7	**13,632.8**
Total direct and indirect GHG emissions (Scope 1, 2, and 3) market-based*	12,041.9	11,573.9	**13,160.0**
Total direct GHG emissions (Scope 1)	2,171.4	1,793.6	**1,845.0**
Total indirect GHG emissions (Scope 2) location-based*	3,030.9	2,885.8	**3,006.3**
Total indirect GHG emissions (Scope 2) market-based*	2,109.2	2,289.0	**2,533.5**
Other indirect GHG emissions (Scope 3)*	7,761.3	7,491.3	**8,781.5**

Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*
4. *Scope 1 includes direct GHG emissions from facilities owned or controlled, and includes fuel use for mobile and stationary combustion, anode use, and process emissions, while fugitive emissions are not accounted for, as their materiality has been assessed as insignificant in our operations. Scope 2 includes indirect GHG emissions from purchased electricity from the grid.*
5. *PMBTU, PMS, PMAR, and PMBA Electricity Emission Factors: Based on the Grid Emission Factor for the years 2017 - 2022 published by Suruhanjaya Tenaga Malaysia in 2024.*
6. *PMI, PMIT, and PMPT Electricity Emissions Factors: Based on China's national electricity emission factor published by the Ministry of Ecology and Environment.*
7. *Scope 3 includes all other indirect GHG emissions within the value chain that are not owned or controlled by the reporting entity. Scope 3 GHG emissions data above covered twelve (12) out of fifteen (15) categories.*
8. ** The figures for FYE2023 and FYE2024 have been updated to reflect the following revisions:*
   Scope 2 (Location-Based and Market-Based): Revised electricity emission factors for China entities (Applicable to FYE2024).
   Scope 3: Restated to reflect the adoption of an improved calculation methodology for greater accuracy.

In FYE2025, Press Metal continued to advance our decarbonisation efforts, achieving a 16.5% reduction in GHG emissions intensity compared to the 2020 baseline — surpassing our short-term 2025 target. This strong performance reflected the combined impact of ongoing operational optimisation, energy efficiency initiatives, greater adoption of renewable energy, and expanded scrap recycling across our operations. In addition, our commitment to responsible sourcing and improved GHG emissions data visibility further reinforced our reduction efforts, highlighting the effectiveness of a holistic approach to managing and reducing GHG emissions.

Key Performance Indicator	2023	2024	2025
GHG Emissions Intensity Data (tCO_2e/ tonne of aluminium)			
Total direct and indirect GHG emissions intensity (Scope 1, 2 & 3)*	8.3	8.3	**8.6**
Total direct and indirect GHG emissions intensity (Scope 1 & 2)	3.3	3.2	**3.2**
Total direct GHG emissions intensity (Scope 1)	1.7	1.4	**1.3**
Total indirect GHG emissions intensity (Scope 2)	1.6	1.8	**1.9**
Total indirect GHG emissions intensity (Scope 3)*	5.0	5.1	**5.4**

Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
4. *Scope 1 includes direct GHG emissions from facilities owned or controlled, and includes fuel use for mobile and stationary combustion, anode use, and process emissions, while fugitive emissions are not accounted for, as their materiality has been assessed as insignificant in our operations.*
5. *Scope 2 includes indirect GHG emissions from purchased electricity from the grid.*
6. *Scope 3 includes upstream GHG emissions within the supply chain, which are not owned or controlled by the reporting entity, and include only categories 1, 3, and 4, covering GHG emissions from Purchased goods and services, Fuel- and energy-related activities, and Upstream transportation and distribution, respectively.*
7. ** The figures for FYE2023 and FYE2024 have been restated due to adoption of an improved calculation methodology for greater accuracy in Scope 3 emissions.*

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Scope 1 GHG Emissions by Category (kilotonnes CO_2e)	2023	2024	2025
CO_2	1,674.1	1,574.2	**1,663.6**
CH_4	0.1	0.1	**0.1**
N_2O	1.2	1.1	**2.3**
PFCs	496.0	218.2	**179.0**
Total Scope 1	2,171.4	1,793.6	**1,845.0**

Notes:
1. *Scope 1 includes direct GHG emissions from facilities owned or controlled, and includes fuel use for mobile and stationary combustion, anode use, and process emissions, while fugitive emissions are not accounted for, as their materiality has been assessed as insignificant in our operations.*
2. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
3. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
4. *FYE2025: Aggregated data from Press Metal.*

Scope 3 GHG Emissions by Category	Emissions in Aluminium Value Chain (kilotonnes CO_2e)		
	2023	2024	2025
Upstream: Scope 3 GHG Emissions			
Category 1: Purchased goods and services*	4,250.6	4,126.8	**5,046.2**
Category 2: Capital goods	1.3	1.8	**7.0**
Category 3: Fuel- and energy-related activities*	1,933.2	2,011.4	**2,187.5**
Category 4: Upstream transportation and distribution	200.6	169.5	**185.4**
Category 5: Waste generated in operations	63.2	50.3	**54.7**
Category 6: Business travel	3.1	5.1	**2.2**
Category 7: Employee commuting	20.4	15.1	**9.5**
Category 8: Upstream leased assets[4]	NR[4]	NR[4]	**NR[4]**
Others: Contractors and suppliers' commuting (air travel)	1.9	0.0	**0.1**
Downstream: Scope 3 GHG Emissions			
Category 9: Downstream transportation and distribution	2.2	3.4	**5.9**
Category 10: Processing of sold products	814.7	726.1	**887.7**
Category 11: Use of sold products[5]	NA[5]	NA[5]	**NA[5]**
Category 12: End-of-life treatment of sold products	5.0	4.4	**3.7**
Category 13: Downstream leased assets	2.9	4.7	**5.4**
Category 14: Franchises[6]	NR[6]	NR[6]	**NR[6]**
Category 15: Investments	462.2	372.7	**386.2**
Total Scope 3 GHG Emissions*	7,761.3	7,491.3	**8,781.5**

Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*
4. *Data not relevant as emissions from upstream leased assets are included under Press Metal's operational control reporting.*
5. *Data unavailable.*
6. *Data not relevant as Press Metal does not have any franchised operations.*
7. ** The figures for FYE2023 and FYE2024 have been restated due to adoption of an improved calculation methodology for greater accuracy.*

Going Forward

Addressing climate change requires sustained and coordinated action across industries, governments, and society at large. As a responsible aluminium producer, Press Metal recognises the role in supporting the global transition to a lower-carbon economy while safeguarding the resilience and long-term sustainability of the business. In alignment with Malaysia's net-zero ambition, the Group advances its Climate Change Strategy through a structured transition pathway that seeks to balance GHG emissions reduction objectives with operational realities, financial discipline and evolving market dynamics.

CROs may influence the Group's financial position, performance, and cash flows through multiple channels. The transition to a lower-carbon economy presents opportunities to strengthen revenue growth and margin resilience, supported by rising demand for lower-carbon aluminium products, enhanced market positioning, and improved access to sustainable and sustainability-linked financing. At the same time, potential exposures include increased operating expenditure, capital investments required to support decarbonisation initiatives, and financial impacts arising from carbon pricing mechanisms, regulatory developments, and changing customer expectations. These potential financial implications are considered within the Group's climate risk assessments and ERM framework, thereby informing strategic planning, investment evaluation and capital allocation decisions.

In the near to medium term, the Group's focus remains on reducing GHG emissions intensity through the disciplined execution of climate action plans, underpinned by process optimisation, technology upgrades, and continuous improvement initiatives. These measures are intended to support the achievement of GHG emissions reduction targets while enabling continuous progress towards lower-carbon aluminium production. For 2026, the Group has earmarked RM240.0 million for climate-related initiatives, including renewable energy projects, R&D, and circular economy initiatives, underscoring our continued commitment to addressing climate change. Over the long term, the Group's pathway towards its 2050 net-zero ambition will continue to be shaped by ongoing assessments of decarbonisation options, technological advancement, policy developments and market readiness.

Through proactive risk management, workforce engagement and collaboration with key partners, Press Metal aims to strengthen organisational resilience to respond effectively to the opportunities and challenges of the climate transition. By taking a measured and forward-looking approach, the Group seeks to create long-term value for stakeholders while contributing meaningfully to broader decarbonisation efforts at both the national and global levels.

Energy Management

GRI 3-3, GRI 302-1, GRI 302-3, GRI 302-4

SDGs



Capitals

N M I

Why It Matters

Energy is a critical input across Press Metal's operations due to the inherently energy-intensive nature of aluminium production. Stable and reliable access to electricity and fuel is therefore essential for maintaining process consistency and uninterrupted output. Energy expenditure represents a significant portion of operating costs; ineffective energy management, supply disruptions or prolonged price volatility could impact operating costs, place pressure on margins, and affect process stability.

The Group operates within an evolving regulatory and policy landscape that places growing emphasis on energy efficiency, transparency and decarbonisation. This includes compliance with Malaysia's EECA 2024, alignment with Sarawak's Energy Transition Policy and reference to recognised international standards and aluminium-industry benchmarks. As performance expectations and reporting obligations continue to evolve, the Group recognises that any misalignment could elevate regulatory risk, constrain operational flexibility, and diminish stakeholder confidence.

Within this context, improving energy efficiency and progressively integrating renewable and low-carbon energy sources are important for managing both transition and operational risks. Delays in adopting energy-efficient technologies or continued reliance on carbon-intensive energy sources could increase exposure to higher energy costs, GHG emissions-related pressures and long-term competitiveness challenges. In response, the Group remains committed to implementing targeted energy conservation initiatives and expanding renewable energy integration, reinforcing energy resilience, and supporting long-term environmental and economic sustainability in line with its net-zero ambition by 2050.

Our Approach

The Group's core smelting operations primarily utilise hydropower-based electricity, a strategic advantage that supports a lower-carbon energy profile for our primary aluminium production. We remain committed to continuously evaluating opportunities to expand our renewable energy share and reduce reliance on conventional, carbon-intensive power sources where technically and commercially feasible. This decarbonisation pathway aligns our production with the growing global demand for low-carbon aluminium and reinforces our long-term market competitiveness.

Operational resilience is strengthened through Press Metal's integrated approach to energy management and operational coordination. This includes embedding efficiency, continuous improvement, monitoring, and collaboration with energy partners, alongside close coordination with grid operators and established protocols to manage power supply fluctuations. Together, these measures enable controlled adjustments to production loads during grid disturbances, supporting system stability while ensuring safe, efficient recovery, and optimised operational performance in line with energy performance and decarbonisation objectives.

Energy Management System and Policies

Energy management across Press Metal is guided through the Group's Energy Management Policy, which promotes responsible energy use, adoption of efficient technologies, and integration of renewable energy where feasible. The policy also reinforces energy conservation awareness throughout the workforce, strengthening shared accountability for energy performance. The Energy Management Policy is publicly available on the Group's website: *https://www.pressmetal.com/investor-relations/corporate-governance*.

This policy framework is operationalised through ISO 50001:2018 Energy Management Systems certification at PMBTU, PMS, and PMI. Certification provides a structured approach to managing energy performance, supported by periodic audits and management reviews that assess progress against objectives and targets while identifying risks and improvement opportunities.

Within this structured system, energy efficiency initiatives focus on operational optimisation and targeted technology enhancements, particularly in energy-intensive processes such as electrolysis and machinery operations. Continuous improvement is reinforced through regular internal audits and performance evaluations. Where enhancement opportunities are identified, corrective and preventive actions will be implemented and tracked to completion, strengthening discipline in execution.

To further embed accountability at site level, PMS has introduced an internal communication channel to monitor energy management non-conformances, site inspection findings, audit observations, and follow-up actions. This mechanism aligns with the requirements of ISO 50001:2018 which promotes measurable improvements in energy performance.

Robust Governance and Oversight

A robust governance framework has been established to oversee our EnMS. Oversight of energy-related matters is supported through the Group's governance structure. At the highest level, the Board receives periodic updates on relevant sustainability and climate-related matters, including energy-related priorities that may affect the Group's long-term resilience and operational continuity.

The RMC supports this oversight by reviewing CROs associated with GHG emissions, the energy transition, and broader operational resilience.

At the operational level, each entity's Plant Head is responsible for energy performance and efficiency initiatives, with the support of operational and engineering functions. For facilities certified under ISO 50001:2018, a dedicated Steering Committee provides oversight of the EnMS, supported by the Energy Management Representative and cross-functional teams responsible for the implementation and maintenance. This structure facilitates the continuous monitoring of energy utilisation, identification of efficiency opportunities, and performance reviews to drive consistent improvements in energy management.

By institutionalising this governance framework, the decarbonisation strategy remains integrated with our long-term commercial objectives. This systematic approach upholds our commitment to transparency and allows Press Metal to navigate the complexities of the global energy transition with precision and foresight.

To further support energy-saving efforts, dedicated working groups have been established at selected operations in China to identify and evaluate energy-efficiency opportunities and support site-level improvement initiatives. In advancing our energy transition efforts, the Smelters Energy Transition Working Group was established in FYE2025. This cross-functional team is responsible for evaluating renewable energy opportunities, assessing energy-saving technologies, and supporting long-term power optimisation pathways across smelting operations.

Monitoring, Measurement and Digital Systems

The Group continues to enhance energy monitoring and data-management capabilities to improve visibility into energy consumption across our operations, guide operational decisions, and support consistent reporting. Energy consumption data are consolidated through a centralised platform, enabling structured monitoring, cross-site benchmarking, early detection of inefficiencies, and regular management reviews to support performance improvement.

In FYE2025, the DCC was launched at PMBTU to integrate real-time production and energy data across operational functions. The DCC enhanced operational visibility, enabled faster detection of abnormal trends, and enhanced the consistency of energy reporting. Supervisory Control and Data Acquisition systems were also deployed at selected operations to monitor electricity consumption at the equipment level, enabling more precise control, faster troubleshooting and improving energy management in energy-intensive processes.

Read more about the details of DCC in the Sustainable Manufacturing section on page 152 of this SS 2025.

Our Value Creation

Press Metal recognises that effective energy stewardship is fundamental to creating long-term value due to the nature of energy-intensive aluminium production. Our disciplined approach to energy management underpins operational stability, drives cost efficiency, and reduces our GHG emissions.

The continuous refinement of energy efficiency promotes more consistent operating conditions across our smelting, casting, and extrusion activities. By reducing variability in process parameters, these interventions will lower equipment stress and decrease the likelihood of unplanned downtime, thereby reinforcing the Group's resilience. Furthermore, the optimisation of energy consumption will serve to moderate our exposure to electricity tariff volatility. By mitigating these variables, Press Metal continues to safeguard competitive positioning against evolving regulatory requirements and transition-related risks, maintaining both economic viability and environmental responsibility over the long term.

Caring for the Planet

Through ongoing engagement in R&D initiatives and strategic collaboration, the Group continued to refine operational processes to improve energy efficiency and reduce GHG emissions. Investments in technology-driven solutions and process enhancements supported the transition towards more energy-efficient and lower-carbon operations, while improving long-term operational resilience.

Further details on these initiatives are presented in the Sustainable Manufacturing and Climate Change sections on pages 148-153 and 164-185, respectively of this SS 2025.

Energy Efficiency and Operational Optimisation Initiatives

During FYE2025, our manufacturing entities continued to improve energy efficiency, optimise production processes, and implement equipment upgrades. A range of targeted initiatives was introduced to enhance energy performance and operational control across manufacturing sites.

Initiative Deployed	Purpose of Improvement
Equipment efficiency upgrades	• Upgraded air compressors and air dryers to improve energy efficiency and reduce operating costs • Installed variable-speed inverters on main blowers to control airflow based on operational demand • Replaced compressed air systems with electric blowers for ingot drying to reduce energy consumption
Process and thermal efficiency improvements	• Replaced the material of steel piping in the cooling tower to enhance heat transfer efficiency • Refurbished furnaces to reduce diesel consumption associated with heat loss • Enhanced voltage drop control to minimise energy wastage • Upgraded pot lining design to improve energy efficiency and operational performance
Operational reliability and downtime reduction	• Improved emergency busbar setup processes to shorten potline downtime and reduce energy losses during interruptions • Implemented automated control systems for auxiliary equipment to reduce idle energy consumption during non-production periods
Fuel efficiency and logistics optimisation	• Transitioned 20 diesel forklifts to electric forklifts across manufacturing facilities, increasing the total to 57, reducing estimated GHG emissions by approximately 1,300 tCO_2e annually and supporting the adoption of cleaner technology • Established strategic diesel refuelling locations for high-consumption departments to reduce unnecessary vehicle travel and fuel use
Energy loss prevention and monitoring	• Conducted compressed air leak inspections to identify and eliminate avoidable energy losses
Renewable energy and low-carbon initiatives	• Powered street lighting within our manufacturing plant with solar energy to reduce grid electricity consumption and support the transition to cleaner energy sources • Increased scrap remelting to lower energy consumption by reducing reliance on primary aluminium production

Caring for the Planet

Expanding Renewable Energy Integration

The integration of renewable energy remains a cornerstone of the Group's broader transition strategy, with significant progress achieved during the reporting period. In FYE2025, an additional 6.2 MW of rooftop solar capacity was deployed across our downstream entities - PMBA Klang (2.7 MW), PMBA Nilai 1 (2.5 MW), and our China operations (1.0 MW) - covering workshops, warehouses, canteens, and parking facilities. Upon completion of these projects, the Group's total installed solar capacity reached 20.9 MW. This renewable infrastructure is estimated to facilitate an annual GHG emissions avoidance of approximately 7,304 tCO_2e.

Enabling Renewable Energy Growth Beyond Operations

Beyond direct operations, the Group contributed to renewable energy development to support the decarbonisation pathway. In FYE2025, Press Metal partnered with Solarvest Holdings Berhad to develop a 100 MWac utility-scale solar PV plant in Mukah, Sarawak through a joint venture, MSPSB. The project marks the Group's first large-scale solar initiative and underscores its strategic efforts to support the energy transition by contributing renewable electricity to the grid.

Further details on these initiatives are presented in the Economic and Financial Resilience and Climate Change sections on pages 128-132 and 164-185, respectively of this SS 2025.

Scaling Value Through Knowledge Sharing

Beyond site-level improvements, the Group enhanced value creation by systematically identifying, sharing, and scaling proven energy-efficiency initiatives across operations, extending sustainability benefits throughout the organisation.

Furthermore, periodic training and awareness programmes were conducted across the Group to strengthen energy-management practices. These sessions focused on practical energy-conservation measures, the efficient utilisation of power in both operational and office environments, and the cultivation of shared accountability for energy performance. Through these efforts, the Group reinforced operational resilience while ensuring our workforce remained aligned with the broader decarbonisation objectives.

Current Financial Effects

In FYE2025, there were no significant financial losses arising from energy management-related incidents. Expenditure incurred during the year was primarily directed towards improving energy efficiency, monitoring capability and operational stability through routine system enhancements, equipment upgrades, and optimisation activities.

In addition, the Group continued to incur expenditure and commit capital towards energy transition and renewable energy initiatives, including investments in renewable electricity sourcing, solar-related projects, and R&D activities supporting decarbonisation. These expenditures are strategic and forward-looking in nature, aimed at enhancing long-term energy performance, cost efficiency and resilience, rather than arising from operational disruptions or adverse events.

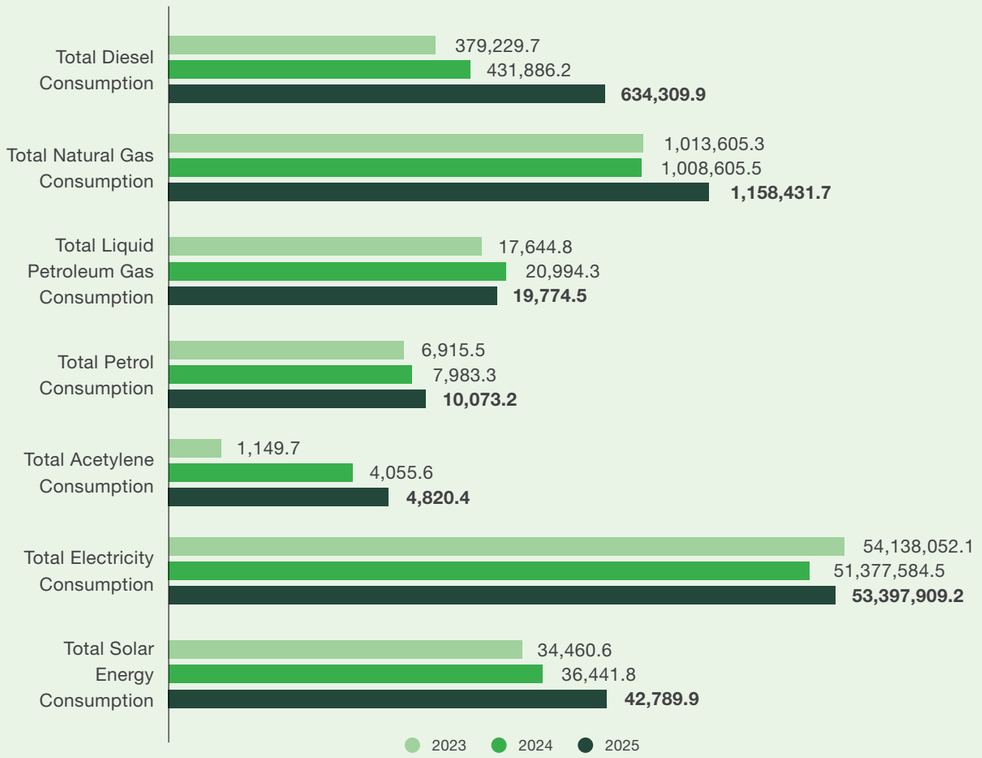
These expenditures were preventive and efficiency-driven in nature and did not result in notable operational disruption or financial impact during the year. Overall, energy management activities supported improved energy performance, operational reliability, and longer-term cost efficiency, without giving rise to significant financial exposure.

Caring for the Planet

How We Performed In 2025

In FYE2025, the Group's manufacturing operations consumed 55.3 million gigajoules ("GJ") of energy, representing a 4.7% increase compared with FYE2024, primarily reflecting higher production output and the broadened reporting scope covering all subsidiaries. However, our energy intensity reduced by 3.7% over the same period, driven by enhanced operational efficiency and the implementation of energy optimisation initiatives.

Total Energy Consumption (GJ)



Total Energy Consumption for
2025: **55.3 million GJ**
2024: 52.8 million GJ
2023: 55.6 million GJ

Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

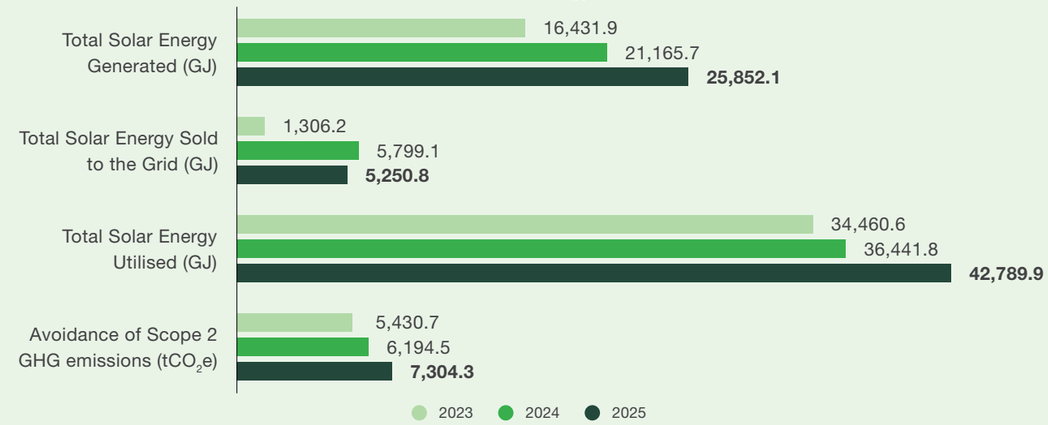
Caring for the Planet

Energy Intensity (GJ/ Tonne of Aluminium)



Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*

Solar Energy



Notes:
1. *FYE2023: Aggregated data from our manufacturing facilities (PMAR and PMI).*
2. *FYE2024: Aggregated data from our manufacturing facilities (PMAR, PMI, and PMBA Nilai 2) and PV generation facility (Foshan Baiwen New Energy Co., Ltd.).*
3. *FYE2025: Aggregated data from our manufacturing facilities (PMAR, PMI, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) and PV generation facility (Foshan Baiwen New Energy Co., Ltd.).*

Going Forward

Press Metal is committed to the continuous refinement of energy management practices, with a strategic focus on improving efficiency and gradually increasing the share of renewable and low-carbon energy across manufacturing operations. Alongside the ongoing deployment of rooftop solar installations at downstream facilities, the Group is evaluating diversified energy procurement options, including PPAs and other off-site renewable solutions, subject to technical and commercial feasibility.

While these initiatives necessitate capital investment, they are expected to support more stable operating costs, mitigate exposure to energy price volatility, and strengthen long-term energy resilience. This proactive approach reinforces the Group's ability to navigate a dynamic global energy market while maintaining trajectory toward decarbonisation.

Energy performance remains a critical priority due to its direct influence on both operating expenditures and GHG emissions. At the operating entity level, internal performance indicators and rigorous targets are established based on site-specific energy profiles and operational conditions. Progress is monitored through established protocols under the EnMS, enabling technical teams to initiate timely adjustments that align with our corporate objectives.

In the long term, further gains in energy efficiency are expected to strengthen cost management, accelerate GHG emissions reduction, and enhance operational reliability. These advancements position the Group to remain competitive amidst evolving energy markets and regulatory expectations.

Air Emissions

GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 3-3, GRI 305-7

SDGs

Capitals

M N

Why It Matters

Air emissions arising from industrial processes, combustion activities, and ancillary operations may pose environmental risks if not effectively managed. These air emissions could potentially affect surrounding communities and ecosystems, including vegetation, soil quality, and biodiversity, disrupting ecological balance in areas near operational sites.

The Group's air emissions risk profile is primarily linked to respective manufacturing operations. Air emissions mainly originate from electrolysis processes, combustion units, and material handling activities, generating pollutants such as sulphur oxides ("SO_x"), nitrogen oxides ("NO_x"), total particulate matter ("TPM"), and hydrogen fluorides ("HF"). Press Metal recognises that the efficacy of the air pollution control systems is paramount to maintaining operational continuity. Failure to maintain robust air emissions controls or implement timely corrective measures could potentially expose the Group to regulatory risks and operational disruptions. Such deviations may lead to regulatory sanctions, operational shutdowns, increased compliance costs, and weakened stakeholder confidence in our environmental stewardship.

Rigorous monitoring protocols, preventive maintenance schedules, and technical oversight are therefore essential to maintain our air emissions performance within prescribed environmental limits. These measures support operational stability and mitigate both environmental and operational risks.

Our Approach

The Group's approach to air emissions management underpins operational resilience by embedding structured environmental management systems, continuous air emissions monitoring, and engineered pollution-control measures across the manufacturing operations. Real-time monitoring, preventive maintenance programmes, and defined operating procedures enable early identification of air emissions deviations and timely implementation of corrective actions, while root-cause analysis and targeted remediation measures (including optimisation of control systems, equipment upgrades, and process adjustments) support the restoration of stable operating conditions. These practices are reinforced through periodic audits, comprehensive management reviews, and cross-facility knowledge sharing.

This integrated approach enables the Group to uphold regulatory compliance and maintain operational continuity, effectively protecting licence to operate amid evolving environmental standards. By institutionalising these rigorous oversight mechanisms, this systematic discipline mitigates the risk of non-compliance and underscored our commitment to industrial excellence, allowing the Group to navigate a dynamic regulatory landscape while preserving reputation for environmental stewardship.

Environmental Governance Framework and Management Systems

Environmental governance for air emissions is guided by the Environmental Policy and Environmental Mission Statement, which set out principles for environmental protection and regulatory compliance across manufacturing operations. These policies provide a structured approach for the identification, monitoring and management of air pollutant emissions, supported by internal standards and operational procedures.

Oversight at the Group level rests with the Group Environmental, Health and Safety ("GEHS") Department, which monitors regulatory developments, coordinates environmental audits, and promotes consistent implementation of air emissions controls across all manufacturing entities. At the site level, each facility is supported through a dedicated EHS Department responsible for day-to-day air emissions monitoring, regulatory compliance, and reporting, reinforcing accountability within operations.

To strengthen environmental risk management, the Group has adopted internationally recognised standards and codes of practice. In FYE2025, approximately 78% of manufacturing facilities achieved ISO 14001:2015 Environmental Management Systems ("EMS"), including PMBA Nilai 1, which obtained certification during the year. Facilities yet to be certified implement management practices aligned with ISO 14001:2015 principles, supporting a consistent approach to environmental control, regulatory compliance, and continuous improvement.

Across operations, the Plan-Do-Check-Act methodology guides systematic implementation, performance monitoring, and continual enhancement of air emissions management practices, reinforcing disciplined environmental governance throughout the Group.

Monitoring, Reporting and Control Systems

Air emissions arising from manufacturing activities, including key pollutants such as TPM, HF, SO_x, and NO_x, are monitored in accordance with applicable regulatory requirements in Malaysia and China. Air emissions data are submitted to the relevant regulatory authorities on a monthly or quarterly basis, as prescribed.

Across manufacturing facilities, Air Pollution Control Systems ("APCS"), such as fume treatment system, industrial dust collectors, and wet scrubbers, have been integrated into facility design and core operational processes to capture and treat pollutants before discharge. The operation and maintenance of APCS are governed by established protocols and reinforced by stringent preventive maintenance programmes, including routine inspections. Key operating parameters are tracked to support optimal system performance, with external consultants engaged where necessary to assist with optimisation and improvement initiatives.

Within smelting operations, the Fume Treatment Department is responsible for overseeing APCS performance and optimisation to support effective capture and treatment of process emissions. Our smelting facilities are equipped with online emissions monitoring systems connected to Malaysia's Department of Environment ("DOE") Centralised Continuous Emissions Monitoring System ("CEMS"), enabling real-time tracking of air emissions performance. Periodic validation and audits are conducted by accredited third-party auditors to support data accuracy and integrity.

Beyond regulatory requirements, internal air emissions KPIs has been established for PMBTU and PMS operations at levels more stringent than statutory limits, while other manufacturing facilities maintain strict adherence to applicable national environmental standards.

Pollutant	Malaysia's DOE Standard (mg/ m^3)	Internal KPI (mg/ m^3)
TPM	10.0	**5.0**
HF	1.0	**0.9**
SO_x	100.0	**95.0**

Audit, Review and Continuous Improvement

Environmental audits are conducted periodically across the Group's manufacturing facilities by the GEHS department to evaluate compliance with applicable environmental regulations in Malaysia and China, as well as alignment with internal policies, procedures, and management systems. These audits cover a wide range of environmental aspects, including air emissions management. In addition, independent third-party consultants conduct regular environmental assessments at our manufacturing facilities to ensure ongoing compliance with environmental mandates.

At the facility level, routine site inspections are undertaken by EHS teams to identify non-compliance, gaps in control measures, and opportunities for improvement across environmental management practices, including the management of air emissions. Where exceedances or non-compliance related to air emissions are identified, responsible personnel are required to conduct root cause analysis, implement timely mitigation actions, and establish corrective and preventive measures to avoid recurrence.

Air emissions performance is reviewed as part of continuous management oversight through quarterly EHS Committee meetings and annual ISO 14001 EMS management reviews. These reviews assess air emissions data, recorded exceedances, corrective actions, and identified improvement opportunities to progressively strengthen air emissions management practices across the Group.

Caring for the Planet

Training and Competency

Air emissions management is supported by a combination of general and role-specific training programmes. Annual EHS awareness training is conducted to uphold environmental responsibilities and regulatory compliance among employees across the organisation.

Personnel responsible for the operation and maintenance of APCS hold relevant professional certifications, such as Certified Environmental Professional in Bag Filter Operation and Certified Environmental Professional in Scrubber Operation. These certified practitioners provide technical competence to support effective system operation and sustained regulatory compliance across manufacturing facilities.

Our Value Creation

At Press Metal, disciplined air emissions management is essential to safeguard regulatory compliance, operational continuity, and environmental performance. By maintaining air emissions control capabilities, and systems at optimal operating levels, the Group mitigates exposure to environmental incidents, regulatory interventions, and unplanned production disruptions.

During FYE2025, targeted initiatives were introduced to refine air emissions capture, mitigate fugitive discharges, and bolster system reliability across our operations. These interventions were implemented in direct response to identified atmospheric risks, with the primary objective of limiting air pollutants and enhancing operational consistency. Our disciplined approach to compliance has enabled the Group to maintain uninterrupted operations, thereby avoiding regulatory penalties, enforcement actions, and financial liabilities associated with remediation.

Beyond regulatory outcomes, improvements to the air emissions control systems have facilitated higher operational efficiency and reliability. Preventive maintenance enhancements and system upgrades reduced equipment downtime, extended asset lifespans, and supported stable production conditions. Furthermore, effective air emissions control served to elevate workplace air quality and reduce ecological disturbance by treating air pollutants prior to their release.

Initiative Deployed	Purpose of Improvement
HF Emission Control in Fume Treatment Plant	• Stabilise the supply of fresh alumina into the dry scrubber process to enhance the HF treatment efficiency
New Bag Filter Installation for Expanded Furnace Operations	• Capture and filter particulate matter at the point of generation to enhance air emissions quality
Upgrade of Scrubber System	• Enhance gas treatment efficiency by upgrading the gas treatment system in anodising area
Suction Enhancement at Smelting Operations	• Improve suction systems at key operation areas to better control dust and fume dispersion at the source
Optimisation of Aluminium Dross Handling	• Reduce dust and fume emissions during dross handling while improving aluminium recovery efficiency

Current Financial Effects

In FYE2025, no significant financial impacts were recorded in relation to air emissions-related incidents. Costs incurred were mainly preventive and compliance-driven, arising from routine upgrades, optimisation and maintenance of air pollution control, and dust management systems.

These expenditures did not result in significant production disruption or financial loss. Overall, air emissions management efforts during the year supported regulatory compliance and operational stability, without giving rise to material financial exposure.

Caring for the Planet

How We Performed In 2025

Total Air Emissions (tonnes)	2023	2024	2025
TPM	312.5	173.3	**152.2**
HF	87.0	76.0	**74.7**
SO_x	7,645.1	7,135.0	**7,389.9**
NO_x	11.8	10.4	**15.8**

Notes:
1. *FYE2023 - FYE2025: Aggregated data from our smelting facilities at PMBTU and PMS.*
2. *Air emissions are measured through CEMS with a calculation methodology that accounts for emissions concentration, chimney surface area, and gas velocity.*

In FYE2025, NO_x and SO_x emissions at our SarOps increased slightly compared with FYE2024, reflecting operational variations during the year. Notwithstanding this increase, all recorded concentrations remained within the applicable regulatory limits, with zero (0) non-compliance incidents reported. To control these emissions, the Group continues to strengthen real-time monitoring, optimise process parameters, maintain air pollution control systems at effective operating levels, and review operational practices to minimise emission fluctuations where practicable.

Going Forward

Press Metal continued to uphold effective air emissions management through system enhancements, technological upgrades, and strengthened monitoring capabilities. With the institution of the DCC, it will facilitate real-time visibility and the early identification of abnormal trends, enabling more consistent and transparent reporting across our operations.

Press Metal strives to fortify the competency of our technical personnel through specialised external training on advanced air emissions control systems. These initiatives are expected to bolster system reliability, reduce unplanned downtime, and moderate maintenance-related operating costs.

Over the longer term, our continued investment in cleaner technologies and the refinement of air emissions monitoring are expected to strengthen compliance capabilities and operational resilience as environmental standards evolve. While these initiatives necessitate capital expenditure, they are designed to mitigate exposure to regulatory enforcement, prevent production interruptions, and reduce potential remediation costs.

By institutionalising these measures, the Group facilitates more stable and predictable operations, effectively managing costs and safeguarding business continuity while securing long-term value creation for our stakeholders.

Material Stewardship

M8

GRI 3-3, GRI 301-1, GRI 301-2

SDGs

Capitals

N M

Why It Matters

Aluminium production involves complex processing activities that require effective control and handling of materials to maximise production yields and finished goods output. Recoverable by-products generated during production could result in material losses if not managed properly. Material stewardship is therefore central to improving overall material utilisation efficiency and strengthening the recovery and reintroduction of materials across operations.

The efficient use of materials is integral to the Group's operating model. Inefficient material consumption increases input requirements and elevates operating costs. By contrast, improvements in material efficiency support responsible use of resources and reduce overall waste across operations. This approach reduces environmental impacts while enhancing operational efficiency and supporting the long-term viability of aluminium production.

Press Metal's manufacturing activities may be exposed to risks related to the quality and management of production materials. Without effective oversight, these factors could lead to inefficiencies, increased waste, and higher operating costs, potentially affecting production reliability. Although these risks primarily arise within the Group's manufacturing processes, quality and material-handling issues may create operational bottlenecks that affect subsequent processing stages, including fabrication delays and increased reworks.

Effective material stewardship is therefore essential to sustaining stable operations, optimising material recovery and utilisation, and supporting consistent production outcomes across the Group.

Our Approach

In Press Metal, material stewardship practices are anchored in disciplined material management, systematic process optimisation, and consistent operational practices across the manufacturing operations. Standardised procedures, digital monitoring systems, inventory controls, and 6S Lean Manufacturing practices support consistent material handling, efficient utilisation, and timely identification of operational deviations. Where issues are identified, corrective actions are integrated into routine operational processes to maintain production continuity, supporting reliable performance across the Group's operations.

These practices are guided by Group-wide Environmental Policy and Sustainability Policy, which establish overarching expectations for improving material efficiency, minimising material losses, and reducing reliance on natural and non-renewable resources, where practicable.

Within the Group's operations, material efficiency is managed through process optimisation and disciplined controls across key production stages. This includes continuous monitoring of critical operating parameters to ensure process stability and optimal material utilisation, preventive maintenance routines to reduce material losses and avoid unplanned disruptions, and systematic loss analysis to identify and address variances in material usage. Robust inventory management and controlled material handling practices are implemented to prevent material degradation, minimise contamination risks, and reduce unnecessary wastage during storage and internal transfers.

To safeguard material integrity and meet compliance requirements, material stewardship activities undergo structured quality assurance and testing controls. These include periodic testing for chemical composition and impurity thresholds relevant to aluminium products, incoming material quality checks and third-party laboratory analysis where required.

Material stewardship is guided by a dual approach that distinguishes between by-product recovery and circular reintegration. Material recovery is primarily achieved through the processing of aluminium by-products, including aluminium dross, from which aluminium is reclaimed and returned to the production cycle to minimise material losses. In parallel, circular economy initiatives focus on the reintegration of aluminium scrap into manufacturing processes, encompassing both internally generated process scrap and externally sourced recycled aluminium, subject to defined material specifications and process controls. Together, these practices enhance material yield, reduce reliance on primary raw materials, and extend the effective lifecycle of aluminium within the Group's operations.

The Group's circularity efforts are reflected in the manufacturing of high-quality recycled aluminium products under the CYCAL™ range, which incorporates a substantial proportion of recycled aluminium. As part of this progression, aluminium recovered from production by-products is reintegrated into the production cycle as an initial material recovery effort, followed by the introduction of aluminium scrap to further promote recycling activities and strengthen overall material circularity.

Consistent execution is supported through the application of 6S Lean Manufacturing principles as an enabling operational discipline. While 6S focuses on workplace organisation, standardisation, and safety, its application promotes orderly material flows, reduces handling errors, and reinforces good housekeeping practices that contribute to efficient material use and preservation across production areas. Regular training and awareness programmes underpin these principles, with emphasis on proper material handling, storage, process control, and the prevention of material losses across operations.

These practices provide a structured and integrated framework for material stewardship, supporting operational efficiency, product quality and the responsible management of materials throughout Press Metal's manufacturing processes.

Read more about the details of the 6S Lean Manufacturing in the Sustainable Manufacturing section on pages 148-153 of this SS 2025.

Certifications and Standards Supporting Material Stewardship

In FYE2025, material stewardship practices continued to be supported by recognised management system certifications and industry standards across the Group's operations. ISO 14001 EMS certification, maintained across manufacturing facilities, provides a structured framework for managing environmental aspects related to material use, recycling, resource recovery, and the control of pollutants and hazardous materials.

ISO 9001 Quality Management Systems certification, implemented across all manufacturing facilities, supports consistent material quality management by reducing reject rates, strengthening process controls, and promoting disciplined handling of raw materials and finished products throughout production.

In addition, PMBTU, PMS and PMI are certified under the ASI PS. In the context of material stewardship, ASI certification supports efficient raw material use, waste reduction, and the adoption of circular practices, including increased utilisation of pre- and post-consumer aluminium scrap, while requiring recycling activities to meet relevant environmental and safety standards.

Our Value Creation

Advancing Circular Economy and Sustainable Aluminium Solutions

Press Metal advances circular economy practices by integrating recycled aluminium and scrap materials into the production processes. Under the Scrap Recycling Project and Aluminium Scrap Buyback Programme, Press Metal procures pre- and post-consumer aluminium scrap from the open market, customers, and strategic partners.

In FYE2025, the Scrap Recycling Project was scaled through the expansion of local and international scrap supplier network, increasing the availability of recycled aluminium inputs and reinforcing circular economy practices within operations. During the year, Press Metal also expanded the recycling capacity as part of ongoing circular economy efforts. Supporting this effort, our scrap importation quota has increased to more than 74,000 tonnes, representing an increase of 13.8% compared to the previous year, enabling greater utilisation of recycled materials. In addition, initiatives to improve scrap quality were implemented through collaboration with aluminium scrap suppliers to enhance sorting and processing methods. These efforts included the adoption of automated scrap sorting technologies, which improved the quality of recycled aluminium inputs and reduced material losses during the recycling process. Our extrusion entity, PMI, has established an annual aluminium scrap recycling target of at least 1% in recycling intensity. This target supports Press Metal's commitment to improving material efficiency by systematically incorporating aluminium scrap into the production cycle.

These circular economy and material stewardship practices supported the manufacturing of aluminium products with higher recycled content. Building on initiatives introduced the prior year, Press Metal continues to offer CYCAL™, a range of aluminium products incorporating recycled aluminium, including CYCAL™ 50 and CYCAL™ 80, which contain 50% and 80% recycled content, respectively. In FYE2025, CYCAL™ 80 was further promoted following its launch at Asia's leading architecture business event, ARCHIDEX 2025, reflecting growing market interest in aluminium solutions with higher recycled content.

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The core values of CYCAL™ are:

Low-Carbon Solution for Aluminium Extrusion

Providing customers with low-carbon solutions with high product quality while supporting GHG emissions reduction.

Value Beyond the Product

Promoting the advantages of recycled aluminium, enabling customers to gain a competitive edge in their industries.

Circular Economy Leadership

Advancing a "closed-loop" circular economy and fostering customer partnerships in recycling initiatives.

Commitment to Sustainability

Leveraging aluminium's recyclability to optimise its role in decarbonisation and support long-term sustainability goals.

To strengthen transparency and reinforce market confidence, selected recycled aluminium products continued to undergo independent third-party verification of recycled content claims. As at FYE2025, four (4) aluminium products had obtained certification under recognised external verification programmes, including one (1) product verified as conforming to 80% pre-consumer recycled content in accordance with ISO 14021:2016.

These certifications substantiate the recycled content credentials of the Group's aluminium solutions and reflect a disciplined approach to product integrity, disclosure and environmental accountability.

Internal Material Processing and Circularity

Material stewardship efforts in FYE2025 focused on strengthening material utilisation across production processes. Measures included more stringent material specification requirements to reduce input variability, increased use of secondary raw materials where feasible, and optimisation of key raw material consumption. Process optimisation initiatives were supported by improved housekeeping practices, stabilised operating parameters, and enhanced monitoring systems across operations.

Collectively, these efforts reinforced resource efficiency by enabling greater recovery and reuse within production, supporting more disciplined material flows, and reducing reliance on primary inputs. Innovation was further advanced through investments in recovery technologies, process redesign, and digital monitoring tools to improve visibility and control over material utilisation.

Site-Level Improvements in Material Utilisation

In FYE2025, targeted process improvements were implemented at selected operations to enhance material utilisation and operational efficiency.

At our China operations, material properties and alloy compositions for selected billet grades were refined to improve internal microstructure stability and consistency, which supported a more uniform material performance, lowered extrusion deformation resistance, and increased extrusion speeds for automotive applications such as battery trays and rocker beams, thereby, strengthening production efficiency and material utilisation.

At our PMS operations, aluminium fluoride refilling processes were improved through the introduction of anti-spillage controls and sensors to the refilling truck. This effort contributed to reduced material losses during refilling, improved pot cleanliness, and increased operational efficiency by enabling faster and more controlled refilling cycles.

Read more about the initiatives in recovering aluminium by-products under Waste Management section on pages 201-206 of this SS 2025.

Current Financial Effects

In FYE2025, expenditure related to material stewardship was primarily directed towards advancing circular economy initiatives, strengthening recycled product offerings, and supporting certification and compliance requirements.

Operational expenditure of approximately RM49.6 million was incurred to support circular economy initiatives, including the development and scaling of recycled aluminium products under the CYCAL™ range, as well as associated R&D, process enhancements, and certification activities.

These expenditures are primarily strategic and enhancement-driven in nature, supporting the Group's circular economy objectives and strengthening the development of recycled aluminium solutions, without giving rise to significant operational disruption or financial impact during the year.

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How We Performed In 2025

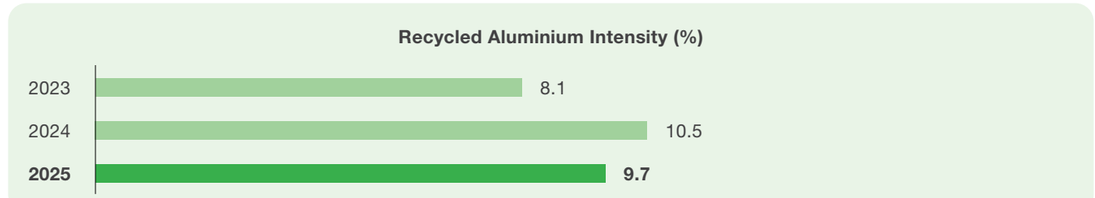
Aluminium Scrap Purchased and Recycled Aluminium Intensity



Notes:
1. *FYE2023: Aggregated data from our midstream (PMS and PMAR) and downstream (PMI and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI and PMBA Klang) facilities.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI and PMBA Klang) facilities.*

***Methodology**: Total aluminium scrap purchased represents the aggregated quantity of pre- and post-consumer aluminium scrap procured across relevant midstream and downstream operations during the financial year. The metric is calculated based on recorded purchase and intake data from participating operations.*

***Limitations and assumptions**: The metric depends on the completeness and consistency of operational records across facilities.*



The decrease in recycled aluminium intensity in FYE2025 was primarily attributable to lower volumes of rejected products returned for remelting during the year.

Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*

***Methodology:** Recycled aluminium intensity represents the proportion of aluminium-related material that would otherwise be disposed of but is instead recycled and reused in the Group's midstream and downstream operations, reducing reliance on raw or virgin materials during the financial year. The metric is calculated using aggregated operational data on recycled aluminium inputs and total production output.*

***Limitations and assumptions:** The metric reflects the weighted average recycled content across participating facilities and may vary by product and site. It is dependent on the accuracy and consistency of the material input data reported by individual operations.*

Materials Converted to Products (Pre-, Post-Consumer Scraps & Raw Materials)

Category	2023		2024		2025	
	Renewable Materials (tonnes)	Non-Renewable Materials (tonnes)	Renewable Materials (tonnes)	Non-Renewable Materials (tonnes)	Renewable Materials (tonnes)	Non-Renewable Materials (tonnes)
Total Materials Converted to Products	0	3,519,058.7	0	3,041,506.9	**0**	**2,947,890.8**

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Total Material Input Used

Category	2023	2024	2025
Total Non-Recycled Materials Used (tonnes)	3,154,246.9	2,649,501.6	**2,515,031.5**
Total Recycled Materials Used (tonnes)	364,811.8	392,005.3	**432,859.3**
Total Material Input Used (tonnes)	3,519,058.7	3,041,506.9	**2,947,890.8**
Recycled Materials Used (%)	10.4	12.9	**14.7**

Recycled Material Input by Business Segment

The increase in recycled material input was primarily driven by higher utilisation of aluminium scrap in the smelting process. While the Group achieved an overall improvement in recycled material input, the downstream segment saw a decline in its recycled material input rate, due to expanded production activities.

Category	2023	2024	2025
Midstream (%)	9.0	11.2	**12.8**
Downstream (%)	43.1	44.3	**40.4**
Group (%)	10.4	12.9	**14.7**

Notes:
For Materials Converted to Products (Pre-, Post-Consumer Scraps & Raw Materials), Total Material Input Used and Recycled Material Input by Business Segment, the data presented:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*

Going Forward

Press Metal is focused on further strengthening material stewardship by improving material handling and utilisation across its operations. This includes deeper integration of circular economy practices and continued improvements in material efficiency within production, where practicable, to support more effective resource utilisation and disciplined cost management across the value chain.

The Group is also advancing digitalisation, automation, and process monitoring initiatives to strengthen material efficiency and process control. Enhancements such as upgraded pot controllers with intelligent breaking systems, reinforced equipment condition monitoring, and improved process visibility are expected to support better operational productivity, reduce material losses and reworks, and improve overall production efficiency.

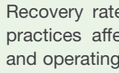
These initiatives will continue to strengthen operational discipline in material handling and support further improvements in material recovery and reuse within production processes. Over time, the Group expects these enhancements to contribute to greater operational resilience, improved cost efficiency, and sustained progress in material stewardship practices.

Waste Management

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GRI 2-12, GRI 2-13, GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-27, GRI 3-3, GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5

SDGs



Capitals

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Why It Matters

Responsible waste management is essential to protecting human health and the environment, particularly where waste possesses hazardous elements with toxic, flammable, corrosive or reactive properties. Improper handling, storage, or disposal of hazardous and non-hazardous waste may lead to environmental contamination, health and safety concerns, and regulatory breaches. Such incidents could result in financial penalties, remediation costs or reputational impacts.

Environmentally sound production, operational continuity, and regulatory alignment depend on effective waste management and proper control of waste generation, handling, and disposal across operations. As an integrated aluminium manufacturer, Press Metal generates both hazardous and non-hazardous waste through its manufacturing processes, including Spent Pot Lining ("SPL"), dross, and other industrial by-products. Responsible waste management is embedded in operational practices, with established protocols guiding the safe handling, treatment, and disposal of waste throughout production processes. These measures support resource efficiency and encourage circular practices within the manufacturing processes, while helping to minimise environmental impact and maintain compliance with applicable regulations.

Waste management practices are implemented across the Group, in line with the Environmental Policy and Environmental Mission Statement. Through continuous monitoring and performance tracking, the Group has better visibility over waste generation and resource utilisation. This approach not only advances operational efficiency and cost discipline, but also promotes continuous improvement in resource management.

Waste management performance also influences the stability and efficiency of midstream and downstream activities. Recovery rates, process controls, and structured handling practices affect resource utilisation, production continuity, and operating costs. By applying robust waste management practices, integrating circularity into our operations, and advancing resource efficiency, Press Metal reduces environmental impact while strengthening the resilience and future-readiness of its manufacturing footprint.

Our Approach

Press Metal applies a multi-layered waste management strategy that prioritises waste reduction, resource conservation, recycling, and recovery. In advancing this agenda, Press Metal has set a 2030 target to achieve zero (0) landfill waste, supported by an interim target to divert 95% of waste by 2026. To reinforce accountability, the Board evaluates waste diversion performance as one of the key sustainability metrics within the Group's ESG Remuneration Framework.

Operational discipline is maintained through structured protocols for handling, recovery, and disposal of hazardous waste across the Group's operations, underpinned by certified ISO 14001:2015 EMS as well as established monitoring and control processes that allow early detection of waste-related issues and timely corrective action. Partnerships with licensed recyclers and cement manufacturers support the treatment and repurposing of by-products such as SPL to reduce landfill dependence and regulatory exposure while improving resource efficiency.

To support these goals, we recognise that waste-related incidents may carry financial consequences. Improper handling or spillage of hazardous waste could lead to remediation costs, regulatory penalties, reputational impacts, production interruptions, and higher operating expenses. Investments in recovery technologies, supplier engagement for circular solutions, and process optimisation help mitigate these risks, reduce disposal-related costs, improve resource efficiency, and support stable operations over the long term. These proactive measures are reinforced by contingency plans and emergency response procedures to support effective incident management and operational continuity.

Our Environmental Policy, Environmental Mission Statement, and waste management-related SOPs are periodically reviewed and updated to ensure strategies and practices remain relevant and effective.

Implementing Waste Management Systems

As of FYE2025, about 78% of our manufacturing facilities hold ISO 14001:2015 EMS certification with plans to pursue certification for our remaining sites. Within each entity, the EHS Department oversees waste management practices, including strategy development, regulatory compliance, performance monitoring, and coordination with licensed waste contractors. Regular EHS department meetings facilitate the monitoring of waste management performance, driving progress towards waste diversion objectives. Through periodic reviews of the waste management practices, we continuously identify improvement opportunities, enhance operational efficiency, and align with industry standards.

Waste management practices, including managing hazardous waste, strictly follow applicable regulations in each operating jurisdiction, including Malaysia's Environmental Quality Act 1974 and the Environmental Protection Law in the People's Republic of China. Regular site inspections and audits reinforce regulatory compliance while identifying areas

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for further improvement. To monitor pollutant thresholds, sampling, and testing are conducted by accredited laboratories to determine hazardous properties, reinforcing transparency, and adherence to environmental standards.

Waste data is captured through structured measurement and internal reporting systems across all operating sites. In Malaysia, hazardous waste is tracked through the DOE's Electronic Scheduled Waste Information System, while non-hazardous waste is monitored through internal monitoring systems. In China, reporting and compliance are supported through the Guangdong Solid Waste Declaration System. All waste is handled by licensed contractors in accordance with local waste management regulations. To facilitate centralised oversight, waste data is compiled monthly and consolidated within the Group's ESG platform. This centralised data undergoes periodic internal review for data accuracy, reliability, and integrity to support performance oversight.

Implementing the 4R Approach

Press Metal adopts the 4R principles of Reduce, Reuse, Recycle, and Recover to drive effective waste management across our operations. This approach emphasises waste minimisation at the source, reuse of materials, recycling of valuable resources, and recovery of by-products, thereby enhancing resource efficiency and environmental stewardship through responsible waste management practices. To support these efforts, we also promote awareness and behavioural change through initiatives such as posters, videos, talks, and the application of 6S Lean Manufacturing Principles, reinforcing a culture of responsible waste management across our operations.

Reduce

We minimise waste volume and toxicity at source through operational efficiency improvements and process optimisation, which include:

- Enhancing operational efficiency to minimise material wastage during production
- Eliminating plastic packaging and implementing the use of paper straws in canteens
- Transitioning to digital documentation to minimise paper consumption

Reuse

We repurpose materials and by-products where safe and compliant, including reintegrating usable materials into our production cycle, which include:

- Separating electrolyte from carbon dross in our internal carbon dross recovery process, and reusing it as bath material
- Collaborating with external parties to reuse used carbon, either as fuel in the production process or for producing new anodes
- Reuse of pallets, drums, and containers where safe and compliant
- Encouraging practical reuse through internal initiatives such as the Go Green programme

Recycle

We recover material value through recycling efforts that support circularity in both operational and general waste streams, which include:

- Remelting aluminium scraps to produce aluminium products
- Operating an aluminium recycling programme to promote circular economy practices
- Recycling non-hazardous waste such as carton boxes and containers
- Collaborated with E-Waste Recycling Through Heroes ("ERTH") to establish an e-waste recycling campaign

Recover

We recover production by-products and convert waste streams into useful industrial inputs to reduce landfill reliance, which include:

- Collaborating with external stakeholders to optimise recovery efforts on aluminium by-products
- Repurposing SPL as an alternative raw material in the cement industry
- Operating an internal recovery system for aluminium dross and carbon dross to recover material value
- Enhancing internal recovery systems through equipment upgrades and process improvements
- Implementing a caustic soda recovery system to reclaim and reuse caustic soda

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Optimising Waste Handling Practices

Our waste management system includes effective waste segregation, allowing us to reduce, reuse, recycle, and recover valuable resources. We separate non-hazardous waste using colour-coded metal bins, which streamline proper segregation and collection of both recyclable and non-recyclable waste, reduce landfill waste, and minimise environmental impact. Hazardous waste is managed and treated responsibly by licensed third-party contractors in full compliance with environmental legislation. Throughout this process, we monitor waste management closely, maintain comprehensive records and report regularly to the relevant authorities. Additionally, we invest in employee training to reinforce best practices and ensure the integrity of our waste management protocols.

Managing Spills & Leakages

Recognising that spills and leakages present potential environmental and health risks to employees and nearby communities, we have established robust procedures and controls within the EMS. The framework incorporates measures such as maintaining sound facilities, implementing impermeable flooring, conducting spillage response training, and enforcing compliance control and monitoring programmes to safeguard people, the environment, and business operations.

Our personnel are trained to report any spillage and leakage incidents and act in accordance with the established reporting and response procedures. All incidents will be recorded in the EHS e-reporting system to support accountability and timely corrective action.

We have also strengthened our preventative infrastructure to minimise material spillage. This includes the installation of additional dedusting units to reduce alumina spillage during material handling. Preventive maintenance and regular filter replacements support these measures by limiting airborne particles and material loss.

Beyond prevention, we maintain a comprehensive Emergency Response Plan ("ERP") to manage unforeseen contingencies. This framework sets out clear procedures for incident management and seamless coordination with local authorities and communities. It is further supported by a dedicated stakeholder hotline to enable timely reporting of chemical incidents.

Advocating for Circular Economy Principles and Sustainable Waste Management

As part of our commitment to sustainability, we promote circular economy principles to extend the lifecycle of materials and products, reduce waste and strengthen waste management practices across the Group. The adoption of 6S Lean Manufacturing Principles supports this approach by driving greater operational discipline and efficiency while reducing waste generation.

Extending our efforts beyond internal operations, clear expectations on waste management practices are outlined in the SCoC and the Supplier Management Programme, which emphasise:

- Ethical and environmentally responsible practices in waste handling
- Encouragement to adopt recycling and reuse practices
- Collaboration on innovative solutions to reduce waste in the supply chain

Further details on our initiatives in promoting the circular economy are available in the Material Stewardship section on pages 196-200 of this SS 2025.

Our Value Creation

Anchored in the principles of the 4R approach, Press Metal has embedded a comprehensive waste management framework across its operations. This disciplined approach is designed to promote resource efficiency and minimise environmental footprint, while adhering to regulatory standards as well as fortifying our operational resilience.

Strengthening Oversight

Building on these internal improvements, the Group also strengthened oversight and collaboration across the external recovery value chain. This includes ESG audits and engagement with recovery partners to promote environmental best practices, identify opportunities to improve recovery efficiency, and strengthen governance over aluminium dross processing.

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Complementing these efforts, Press Metal continues to explore waste recovery pathways through research and innovation. In collaboration with the Universiti Malaya, we explored the viability of utilising secondary aluminium dross in the production of lightweight bricks and concrete, supporting the diversion of by-products from landfills. Following this study, PMBA engaged with industry players to evaluate the scalability of this application, assessing the technical, operational, and regulatory feasibility of commercial deployment.

Recovering Aluminium By-Products

The integration of recovery processes within aluminium production is essential for minimising environmental impact while conserving natural resources. Valuable materials contained in aluminium by-products and carbon dross, including aluminium and electrolytes, are reclaimed and reused whenever feasible.

The Aluminium Dross Recovery Unit oversees the internal recovery of aluminium dross, enabling the efficient reclamation of aluminium for remelting and reintegration into production. In addition, residual materials arising from the internal recovery process are transported to licensed recyclers for further processing. During FYE2025, we added dross recovery capacity through the installation of three (3) additional dross stirrers: one (1) at PMS and two (2) at PMBTU. These enhancements strengthened aluminium recovery efficiency and contributed to a reduction in environmental impact.

In addition, the carbon dross recovery process was upgraded in PMBTU through the installation of a higher-capacity ball mill, which functionally increased processing throughput and improved operational efficiency. The existing ball mill was retained as a secondary unit to support continuity and prevent production disruptions during equipment downtime. The upgraded equipment improved the recovery of electrolytes while reducing the generation of hazardous waste.

Repurposing Spent Pot Lining

Periodic maintenance of electrolysis cells in our smelting operations is essential for ongoing safety improvements and operational efficiency. However, this process generates SPL, a hazardous by-product containing sodium, fluoride, and other heavy metals, that can pose serious environmental risks if mishandled.

Entity-level EHS departments are tasked to enforce strict protocols for the secure handling and storage of SPL, effectively minimising exposure hazards. Advancing our zero (0) landfill waste ambition, the Group has collaborated with cement manufacturers to repurpose SPL as an alternative raw material in the cement industry; converting hazardous waste streams into a valuable industrial input, while reducing our reliance on landfills. We continue to explore complementary management methods to further optimise SPL utilisation.

During the year, in strengthening governance oversight of our SPL handling, Press Metal conducted site visits to SPL receiver facilities. These engagements facilitated closer monitoring of treatment practices and enabled technical discussions, ensuring robust oversight and continued alignment with regulatory requirements.

Coaction for Full Recovery Plant

Consistent with our commitment to the 4R approach, Press Metal continues to support the full recovery plant in Bintulu, Sarawak, in collaboration with a licensed waste recovery company. This facility plays a pivotal role in recovering aluminium dross and scrap, reducing landfill dependency, and optimising resource efficiency.

In parallel, our entities are also strengthening recovery efforts through strategic engagements. These include PMBTU's collaboration with scheduled waste recovery facilities to manage waste generation, while PMI secured an agreement with a third party to enhance the utilisation of refined aluminium sulfate. These initiatives exemplified our commitment to reintegrating by-products into productive use and minimised disposal requirements.

To further reinforce governance across recovery operations, PMS conducted an annual compliance audit at the carbon dross recovery facility in PMBTU as mandated by the special waste management requirements for carbon dross. The review identified improvement opportunities and supported alignment with environmental regulations and operational practices, improving the reliability of internal recovery processes.

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Zero-Waste Factory

One of our China entities, PMI, has been recognised as a pioneer in Foshan's "Zero-Waste City Cells" initiative and designated as a "Zero-Waste Factory" in 2024. This recognition reflects the implementation of circular waste practices, including the reprocessing of production waste into usable materials and the reduction of overall waste generation.

Building on this achievement, PMIT and PMPT are pursuing "Zero-Waste Factory" certification in 2026, further demonstrating our commitment to advancing circular economy principles across our operations.

Reducing Waste Generation Across Operations

Press Metal advanced its waste management efforts through targeted initiatives that addressed both disposal intensity and material handling practices.

In FYE2025, a total of 44.3 tonnes of used packing wood in PMS were diverted from disposal and repurposed as biomass fuel in brick production, transforming residual material into productive input while reducing the volume of waste directed to landfill.

Within the downstream segment, PMI pursued structural improvements aimed at reducing waste at source. PMI recorded an annual elimination of 19.6 tonnes of hazardous waste following the decommissioning of fluorocarbon powder coating line. In addition, PMI has also transitioned from chrome-based passivation to a chrome-free alternative, further lowering waste while moving its production processes towards safer and more responsible chemical practices.

Implementing E-Waste Recycling

In collaboration with ERTH, Malaysia's authorised e-waste collector, the Group promotes responsible electronic waste disposal through targeted recycling programmes. Collection boxes have been placed at our corporate headquarters in Setia Alam, with additional collection points established at other entities for specific e-waste items such as used batteries, to support proper e-waste disposal.

During FYE2025, the e-waste recycling programme diverted 198.7 kilograms of electronic waste, including small household appliances, laptops, smartphones, CPUs, monitors, and keyboards.

Promoting Awareness & Education

We conducted internal awareness programmes guided by the 6S Lean Manufacturing Principles to support responsible waste practices across operations. Employees were provided with informational materials such as posters and videos to reinforce waste management best practices.

Recycling programmes have also been introduced at facilities, with dedicated recycling bins to support proper waste segregation. These initiatives aimed to build a culture of accountability and sustainability, equipping employees with practical solutions to support environmental stewardship in daily operations.

Current Financial Effects

In FYE2025, the Group did not incur material financial losses from waste-related incidents. The Group continued to incur routine operational costs to maintain effective waste management systems across its operations.

These activities include investments in waste recovery and processing capabilities, enhancements to waste segregation practices at smelting facilities, and the implementation of preventive measures aimed at improving operational efficiency and regulatory compliance. The Group also conducted training and awareness programmes to reinforce adherence to waste management requirements and promote responsible operational practices.

How We Performed In 2025

In FYE2025, Press Metal recorded total waste generation of 203,330.3 tonnes, representing a 22.6% decrease when compared with FYE2024. The reduction reflected a return to normalised waste generation from the elevated volumes recorded in the previous year, attributed to additional maintenance and pot relining activities at smelting operations.

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Category	2023	2024	2025
Total Waste Generated (tonnes)	218,902.8	262,570.4	**203,330.3**
Total Waste Diverted from Landfills (tonnes)	203,966.2	243,363.3	**182,473.3**
Total Waste Directed to Landfills (tonnes)	14,936.6	19,207.1	**20,857.0**
Waste Diversion Rate (%)	93.2	92.6	**89.7**
Hazardous Waste Performance			
Total Hazardous Waste Generated (tonnes)	53,895.1	97,924.9	**75,221.7**
Total Hazardous Waste Diverted from Landfills (tonnes)	48,826.1	88,100.3	**64,476.9**
Total Hazardous Waste Directed to Landfills (tonnes)	5,069.0	9,824.6	**10,744.8**
Non-Hazardous Waste Performance			
Total Non-Hazardous Waste Generated (tonnes)	165,007.7	164,645.5	**128,108.6**
Total Non-Hazardous Waste Diverted from Landfills (tonnes)	155,140.1	155,263.0	**117,996.4**
Total Non-Hazardous Waste Directed to Landfills (tonnes)	9,867.6	9,382.5	**10,112.2**
Waste Recovery Performance			
Aluminium Dross Recovery Rate (%)	42.2	38.2	**39.5**
Spent Pot Lining Repurposed (tonnes)	30,093.3	48,536.2	**39,942.6**

Notes:
1. *FYE2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

In FYE2025, Press Metal recorded a waste diversion rate of 89.7%, influenced by limited recycling options for certain waste streams, particularly recovered carbon dross and iron dross, as well as challenges in securing suitable industrial off-takers.

In response, the Group is focusing on improving waste-handling efficiency and expanding recovery pathways. Ongoing initiatives include the identification of alternative off-takers, optimisation of internal recovery processes and the development of new solutions to support higher diversion rates and more circular resource use. These efforts are expected to improve diversion performance and strengthen alignment with the Group's zero (0) waste to landfill target.

Waste Handling
In FYE2025, there were no non-compliance incidents resulting in penalties related to waste handling.

Spills & Leakages
In FYE2025, there were no reported cases of significant spills or leakages.

Going Forward

Press Metal remains committed to advancing sustainable waste management through defined short- and long-term priorities that support our zero (0) landfill waste ambition. By 2026, we aim to reinforce waste segregation and source tracking practices, expand recycling and recovery initiatives where feasible and achieve a 95% waste diversion rate.

By 2030, our focus shifts toward eliminating landfill disposal through higher levels of circularity and more effective recovery solutions. Planned actions include exploring technologies that reduce hazardous waste generation and strengthening collaboration with recycling and recovery partners to broaden diversion options. In line with circular economy principles, we continuously explore alternative and viable waste receivers to maximise diversion from landfills and support resource recovery.

Continuous efforts will centre on disciplined waste handling across storage, transportation, and disposal activities, to protect health, safety, and the environment. Innovation, process improvements, and stronger industry partnerships will support the Group's longer-term sustainability goals.

To support these goals, we also recognise that waste-related incidents may carry financial consequences. Improper handling or spillage of hazardous waste could lead to remediation costs, regulatory penalties, reputational impacts, production interruptions, and higher operating expenses. Investments in recovery technologies, supplier engagement for circular solutions, and process optimisation will help reduce disposal-related costs, improve efficiency, and support stable operations over the long term.

Water and Effluents

M10

GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 3-3, GRI 303-1, GRI 303-2, GRI 303-3, GRI 303-4, GRI 303-5

SDGs

Capitals

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Why It Matters

Water is a vital shared resource. It supports operational continuity as well as the wellbeing of the communities where the Group operates. Although naturally renewable, water availability faces growing pressure from climate change, inefficient resource use, and contamination.

Prudent water stewardship carries strategic importance. Responsible management of water resources, therefore, extends beyond conservation to include long term sustainability and the mitigation of operational, and financial risks. Unmanaged exposure to water-related issues, such as supply scarcity or non-compliant effluent discharges, may lead to higher operating costs, disrupt production schedules, and undermine the Group's social licence to operate. Our risk management framework anticipates such challenges with rigorous monitoring and efficiency-focused measures.

Within this context, the Group places strong emphasis on responsible water stewardship. Priority is given to securing reliable water access, maintaining strict compliance with discharge standards, and strengthening monitoring, treatment, and operational controls. Proactive risk management, supported by continuous efficiency improvements, helps reduce water-related disruptions, protect surrounding ecosystems and communities, and support the long-term sustainability and resilience of operations.

Our Approach

Press Metal takes proactive measures to preserve the quality of surrounding water bodies across all operational sites. The Water Management Plan provides a structured framework for optimising water use, supported by targeted action plans covering facility upgrades, process optimisation, monitoring, inspections, and employee awareness. Through the implementation of this strategic plan, the Group mitigates water-related impacts while embedding sustainable practices across the business.

The Water Management Plan is guided by the following core principles:

- Minimising freshwater consumption by maximising water reuse
- Applying the 3R approach (Reduce, Reuse, and Recycle)
- Establishing a baseline and continuously monitoring water quality and consumption levels
- Maintaining zero (0) contamination of surface water, groundwater, and other critical water resources
- Measuring performance relative to defined water reduction targets
- Complying with national and regional water quality requirements

Robust governance oversight, standardised procedures, and site-level controls are applied across all entities, creating a unified framework for water management. This structure is supported by metering and monitoring systems that facilitate the early detection, evaluation, and mitigation of risks within critical processes, such as cooling and wastewater treatment. Where deviations occur, immediate remedial protocols will be activated to maintain regulatory compliance and operational stability. This disciplined approach not only safeguards operational stability and preserves our licence to operate but also drives the culture of continuous improvement.

Further information on our commitment to water management is set out in the Group's Sustainability Policy, Environmental Policy and Environmental Mission Statement, available at: https://www.pressmetal.com/investor-relations/corporate-governance.

Caring for the Planet

At our manufacturing facilities, water management is governed through a Group-wide framework led by the GEHS Department, with implementation carried out at the entity level by the respective EHS teams. The GEHS Department establishes overarching standards and guidelines to ensure consistent application and alignment with applicable ASI requirements and local regulatory obligations across all operations.

In line with this framework, entity-level EHS teams develop and implement site-specific water management procedures that reflect their respective operational contexts and legal requirements. The GEHS Department monitors performance and compliance through periodic reporting and assessments in addition to Group-level coordination and continuous improvement oversight.

Each entity manages water-related matters based on facility-specific risks and infrastructure. This includes maintaining water infrastructure and equipment to minimise water losses and improve efficiency. Wastewater treatment plant operators conduct regular monitoring and submit monthly effluent quality reports to relevant regulatory authorities to demonstrate compliance with applicable discharge standards and regulatory requirements.

The effective identification and mitigation of water-related risks are important to the Group's operations. Accordingly, we conduct comprehensive annual assessments across our manufacturing facilities, utilising globally recognised benchmarks such as the World Wide Fund for Nature Water Risk Filter and the World Resources Institute Aqueduct Water Risk Atlas. These evaluations support the identification of both existing and emerging risks, informing the development of targeted management strategies that are calibrated to site-specific conditions.

Entity	Country	State/ Province	Baseline Water Stress	Water Source	Non-Processed Water Discharge	Processed Water Discharge
PMBTU	Malaysia	Sarawak	Low	Municipal potable water	Offsite treatment plant	Closed loop
PMS						
PMAR		Johor				
PMBA Klang		Selangor				Surface Water
PMBA Nilai 1		Negeri Sembilan				
PMBA Nilai 2						Closed loop
PMI	China	Guangdong				Surface Water
PMIT						
PMPT						Closed loop

Note: *Only PMI, PMIT, PMBA Klang, and PMBA Nilai 1 have processed water discharge.*

While none of our manufacturing facilities are located in water-stressed regions, we remain committed to protecting water resources by continuously improving water efficiency and water discharge quality across all our manufacturing operations.

Water Efficiency and Effluent Management

Our water supply is primarily sourced from municipal potable systems, with no direct abstraction from natural water bodies, such as rivers, marine environments, surface water, or groundwater, other than rainwater harvesting. Our consumption is driven primarily by domestic use and manufacturing activities, including the cooling of cast products and the surface treatment of aluminium profiles. To optimise resource stewardship, Press Metal utilises closed-loop water systems that recirculate process water. This circular approach drives operational efficiency, thereby minimising both wastage and effluent generation, while sustaining optimal performance.

In managing our environmental footprint, wastewater arising from surface treatment activities is processed through dedicated on-site treatment facilities. We ensure that all effluent parameters strictly adhere to the discharge quality standards mandated by relevant authorities prior to controlled release. These management practices align with industry practices, underpinned by a monitoring procedure to validate compliance and uphold our broader environmental protection objectives.

Furthermore, every operational site implements an on-site water management plan that reflects operating conditions. These strategies address specific water-related risks through targeted mitigation and adaptation measures, ensuring our operations maintain resilience whilst remaining fully aligned with regulatory expectations.

Caring for the Planet

Driving Awareness across Our Value Chain

A culture of water conservation is cultivated through awareness and engagement initiatives across the Group. We foster a conscientious workforce where employees are encouraged to integrate water-efficient practices into their daily routines and operational activities.

Collaborative partnerships with external stakeholders also play a pivotal role in achieving measurable outcomes. Under our Supplier Management Programme, suppliers are encouraged to implement water-efficient practices, thereby extending our expectations and standards beyond the Group's direct operations.

Through structured training, continuous awareness-building efforts and active stakeholder collaboration, Press Metal promotes responsible water stewardship across the value chain and contributes meaningfully to broader sustainability objectives.

Our Value Creation

Our approach to water stewardship is governed by a strategic framework designed to mitigate environmental impact while reinforcing operational resilience. This commitment is operationalised through a comprehensive suite of integrated initiatives which focus on resource conservation, process optimisation, and continual advancements in our wastewater treatment infrastructure.

Implementing Water Conservation Practices

Reducing our dependency on municipal potable water remains a continuing priority. We continued to utilise rainwater harvesting systems for irrigation and cleaning activities, lowering dependence on treated municipal potable water and improving overall efficiency.

The existing Water Balance Project provides a structured framework for tracking usage and identifying areas with elevated water loss risk. High-priority zones are mapped and, where appropriate, main pipelines are reconfigured as exposed pipelines to expedite leak detection and response times. At PMS, we have implemented a contingency pipeline layout to enable direct water supply to essential production areas — including the Cast House, Compressor Room, and Power Distribution facilities — in the event of reservoir failure or scheduled maintenance. This infrastructure investment safeguards operational continuity, prevents prolonged water losses, and enhances our overall resilience and risk preparedness.

In addition, the Water Usage Difference Analysis and Improvement Programme at PMI was introduced to focus on the reduction of distribution losses through strategic upgrades of selected pipeline sections, converting them to more efficient and maintainable configurations. These enhancements complemented our metering and maintenance controls. A surveillance programme was also implemented at PMI and PMIT to evaluate the effective allocation of resources between production requirements and firefighting reserves, thereby strengthening operational readiness while strictly managing consumption.

To bolster accountability, flowmeters have been deployed at water supply nodes serving key operational areas, facilitating the continuous monitoring of daily consumption. This continuous tracking of flow rates enables the early detection of usage anomalies, potential leakages, or equipment faults, necessitating prompt intervention. Any discrepancies between main and sub-meter readings prompt a detailed investigation into root causes and enable timely corrective measures.

Routine maintenance also supports efficient water use. Cooling towers underwent scheduled servicing, and ageing flowmeters and piping systems were progressively replaced to enhance performance. This monitoring and maintenance regime, reinforced through periodic site assessments, supported sustained water conservation outcomes.

Caring for the Planet

Improving Our Wastewater Treatment Plant

The effective management of industrial effluents is of critical importance, particularly within our extrusion facilities, where wastewater is generated from the aluminium profiles' surface treatment processes. Our treatment plants are engineered to effectively remove pollutants, ensuring that all discharges strictly comply with applicable quality standards and regulatory mandates.

Within our aluminium treatment activities, water utilised in anodising tanks is directed to treatment facilities prior to discharge. To further drive efficiency, cooling water used in the anodising process is reused in the rinsing tanks. Additionally, a portion of the treated water is reclaimed for polymer dilution, filter press maintenance, and floor cleaning. These closed-loop practices significantly reduce freshwater demand and support stable treatment performance.

Ensuring the integrity of discharge quality is contingent upon the reliability and performance efficiency of our wastewater treatment infrastructure. Through scheduled maintenance and continual system evaluations, we maintain stable operations and regulatory alignment. Accordingly, we continued to evaluate technological advancements and process improvements with the aim of elevating treatment efficacy, reducing discharge volumes, and improving overall system efficiency. This measured progression reflects our commitment to responsible resource management and to limiting the environmental footprint of our operations over time.

During FYE2025, priority was placed on strengthening reliability and treatment stability across key assets. Anti-corrosion lining works were completed for the emergency pool, restoring anti-seepage performance, protecting the surrounding environment, and extending asset service life. Upgrades were also carried out on the nickel-bearing wastewater treatment line at the pre-treatment station. These works expanded treatment capacity and introduced automated chemical dosing to stabilise operations and support consistent compliance. Supported by regular inspections, preventive maintenance, and system reviews, these improvements helped safeguard discharge quality, ensure compliance with applicable limits, and strengthen operational resilience.

Current Financial Effects

In the current year, the Group did not incur any material financial losses arising from water or effluent-related incidents. Nevertheless, the Group continued to incur recurring expenditures to support effective water management, regulatory compliance and operational resilience.

These expenditures were primarily directed towards wastewater treatment upgrades, including enhancements to the emergency pool and the commissioning of the automated dosing system. Capital was also deployed for preventive measures, such as the installation of flowmeters, pipeline reconfiguration, and the routine maintenance of cooling towers, to mitigate leakage risks and support operational stability.

In addition, ongoing operational costs were incurred for monitoring and reporting activities to ensure compliance with regulatory requirements and discharge quality standards.

How We Performed In 2025

In FYE2025, water intensity further improved to 2.3 m^3 per tonne of aluminium, achieving the Group's 10% reduction target ahead of our 2030 target. This performance was supported by more stable plant operations, optimisation of water uses at the entity level, timely repair actions and strengthened monitoring practices. During the same period, water discharge increased, reflecting expanded operational activity within the reporting scope. The Group remains focused on sustaining this level of efficiency while advancing additional water conservation measures across its operations.

Regular monitoring and verification of water withdrawal and consumption data were carried out throughout the year. These processes enabled accurate tracking of performance and supported the identification of further opportunities to refine water use practices and strengthen overall resource efficiency.

Caring for the Planet

Key Performance Indicator	2023	2024	2025
Total Water Withdrawal (million m^3)	2.9	3.1	**3.2**
Water Withdrawal Intensity (m^3 per tonne of aluminium)	2.3	2.5	**2.3**
Water Consumption (million m^3)	2.4	2.6	**2.5**
Water Discharges (million m^3)	0.5	0.5	**0.7**

Notes:
1. *FYE2023: Total Water Withdrawal, Water Withdrawal Intensity and Water Consumption comprised aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Total Water Withdrawal, Water Withdrawal Intensity and Water Consumption comprised aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Total Water Withdrawal, Water Withdrawal Intensity and Water Consumption comprised aggregated data from Press Metal.*
4. *FYE2023: Water Discharges comprised aggregated data from PMI and PMBA Klang only.*
5. *FYE2024 and FYE2025: Water Discharges comprised aggregated data from PMI, PMBA Klang, and PMBA Nilai 1 only.*
6. *Water data is compiled through water bills as well as regular monitoring via flow meters and other monitoring systems to track day-to-day water withdrawal, consumption, and discharge.*

Effluent Discharge Compliance

Discharge thresholds are defined in line with applicable local regulations and environmental standards, with emphasis placed on limiting potential environmental effects. Effluent streams were monitored on an ongoing basis to meet prescribed discharge quality requirements. Verification was supported through routine water quality assessments, comprising both internal laboratory testing and independent external audits.

For FYE2025, there were no recorded cases of non-compliance with effluent discharge requirements, reflecting the effectiveness of monitoring controls, treatment systems, and operational management practices.

Going Forward

Water management remained a key pillar of the Group's sustainability agenda. Having surpassed our 10% water withdrawal reduction target ahead of 2030, Press Metal now shifts towards preserving this performance level through disciplined oversight and embedding further efficiencies within the Group.

Looking ahead, the Group will concentrate on strengthening treatment stability and advancing carefully targeted water-saving measures across our operating entities. These efforts will be guided by continuous monitoring, operational refinement and site-specific initiatives designed to maintain consistent environmental performance while enhancing system reliability.

The disciplined execution of the Water Management Plan remains a strategic priority. By leveraging closed-loop systems and progressively upgrading water infrastructure, the Group is reinforcing its ability to optimise water use, reduce exposure to operational disruption, and mitigate long-term financial liabilities associated with resource inefficiency and ageing assets. This measured and forward-thinking approach strengthens the resilience of our operations and reflects our commitment to responsible environmental stewardship and sustainable value preservation.

Biodiversity

M11

GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 3-3, GRI 304-1, GRI 304-2, GRI 304-3, GRI 413-1

SDGs

Capitals

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Why It Matters

Biodiversity preservation has become increasingly prominent as natural ecosystems face mounting pressure from pollution, resource depletion, and the accelerating effects of climate change. The degradation of air, water, and soil quality not only poses environmental challenges but also creates tangible risks for businesses that depend on stable ecological systems to support safe and reliable operations.

Effective biodiversity management is essential to safeguard habitats, sustain water quality, and reduce environmental risks that could otherwise affect operations or regulatory standing. It also responds to rising stakeholder expectations for responsible environmental stewardship, robust risk management, and transparent disclosure. By integrating biodiversity considerations into operational and project planning, Press Metal seeks to balance environmental protection with long-term business viability and positive outcomes for surrounding communities.

The Group recognises that certain activities and future developments might potentially introduce biodiversity-related risks if not properly managed. Potential impacts include land disturbance, environmental pollution, and noise from operational sites. These might result in regulatory actions, reputational damage or adverse environmental effects on nearby ecosystems.

Biodiversity considerations form an important part of operational oversight and project development activities across our organisation. Environmental assessments, including Environmental Impact Assessments ("EIAs") where required, support the identification of ecological sensitivities and inform the application of appropriate mitigation measures. Managing biodiversity-related risks strengthens regulatory compliance, operational stability, and stakeholder confidence, while supporting the Group's long-term value creation objectives.

Our Approach

As a responsible organisation, Press Metal is committed to managing our environmental impact across our value chain activities. This approach is sustained through defined biodiversity management procedures, biodiversity impact assessments, and adherence to applicable environmental regulations. Our biodiversity management practices are embedded within the Group's broader sustainability strategy, integrating responsible resource use, and conservation practices across operations.

Engagement with local communities, environmental experts, and industry stakeholders advocated the development and implementation of biodiversity conservation measures as well as the promotion of responsible land use and species protection practices. These efforts reinforced the resilience of the Group's strategy and business model in managing biodiversity-related risks over the short, medium, and long term. Through established governance structures, and environmental management processes, potential impacts on surrounding ecosystems were identified, assessed, addressed, and managed to sustain operational continuity and regulatory alignment.

Proactively Assessing Potential Biodiversity Impacts

Prior to the commencement of any capital works or construction, environmental assessments are undertaken to evaluate potential biodiversity-related impacts and ecological sensitivities. Where mandated by statutory frameworks, this process is formalised through EIAs, providing the technical oversight necessary for compliance and the application of robust mitigation measures across our operational sites.

Our biodiversity management is built upon a systematic identification and prioritisation of the ecological risks inherent within our operational activities, reflecting our understanding that healthy and resilient ecosystems are a fundamental requirement for long term operational stability. By translating risks associated with land use, resource consumption, and emissions into defined operational parameters, biodiversity considerations are seamlessly integrated into our strategic planning and daily execution.

Most of our manufacturing facilities are located within designated industrial zones, where land-use planning and environmental controls are focused on industrial activities. This approach limits encroachment into natural habitats, mitigates potential land-use conflicts, and centralises the management of impacts on surrounding ecosystems. None of the Group's sites are located within or adjacent to World Heritage Sites, protected areas or key biodiversity areas, which reduces our exposure to sensitive ecological zones.

Operational Environmental Management and Monitoring

Our manufacturing facilities operate within a framework of stringent environmental safeguards designed to mitigate potential impacts arising from our industrial activities. To facilitate effective oversight, a comprehensive Environmental Management Plan ("EMP") is implemented at all manufacturing entities where EIAs were mandated. This framework provides a structured approach to monitoring and control across several critical dimensions:

Land and Ecology
Implementing disturbance prevention strategies and ongoing ecological monitoring.

Atmospheric and Acoustic Emissions
Maintaining stringent air quality and noise control protocols alongside regular monitoring.

Water Stewardship
Executing water quality controls and systematic effluent monitoring.

Resource Management
Governing the responsible usage and handling of raw materials, waste, and hazardous substances.

The EMP serves as a dynamic management tool, providing the technical basis for our environmental performance and enabling our teams to respond proactively to operational data.

For our smelting operations, environmental monitoring reports are submitted quarterly to the DOE, while annual environmental compliance audits are conducted by independent, DOE-certified third-party auditors.

Press Metal also recognises that indirect biodiversity impacts may arise within the upstream supply chain. Consequently, the Group promotes the adoption of responsible environmental practices among business partners through the established Supplier Management Programme.

Adhering to our Biodiversity Management Plan

The Biodiversity Management Plan ("BMP") provides a structured framework for the identification and mitigation of ecological risks across our global operations. This framework facilitates the systematic evaluation of potential impacts and the execution of targeted mitigation actions. Furthermore, it governs the management of invasive or non-native species, addressing potential environmental or economic risks to local habitats. By formalising these processes, the BMP serves as a vital component of our broader commitment to maintaining the integrity and resilience of the natural landscapes in which we operate.

The BMP follows four (4) key steps:

1
Biodiversity and ecosystem services risk and impact assessment
Identifying areas where operations may affect biodiversity and ecosystem services

2
Formulation of a Biodiversity Action Plan ("BAP")
Establishing specific measures to address potential risks while setting measurable targets

3
Implementation of the BAP
Integrating mitigation actions into operational processes to minimise biodiversity-related impacts

4
Periodic reviews of the BAP
Assessing the effectiveness of implemented measures and making improvements where needed

Caring for the Planet

Annual internal biodiversity checks were conducted to monitor the presence of International Union for Conservation of Nature ("IUCN") listed species within and around operational sites, as identified through EIAs. The Group applied the Integrated Biodiversity Assessment Tool, which drew on global datasets including the IUCN Red List, the World Database on Protected Areas and Key Biodiversity Areas, to screen operational sites for proximity to sensitive ecological areas. Sites were also reviewed against World Heritage List sites, Tentative List properties and World Heritage List nominations to further assess early identification of potential risks.

Where protected or sensitive species are identified, a BAP will be developed based on consultant recommendations and guided by the Biodiversity Mitigation Hierarchy, prioritising avoidance, followed by minimisation and restoration. Each BAP includes defined timelines, measurable actions, and clear accountability to ensure effective implementation. Implementation progress will be monitored by entity-level EHS teams, and overseen by the GEHS department through scheduled reporting and site reviews. The continuous monitoring process maintains an up-to-date species inventory and enables timely deployment of appropriate protection and mitigation measures. Financial considerations related to mitigation and restoration will be assessed during planning to support informed decision-making. Where relevant, engagement with indigenous communities forms part of the mitigation planning process to advocate for no net loss of biodiversity.

Addressing Risks from Pests, Vectors & Invasive Species

Potential risks associated with pests, disease vectors, and invasive species are managed through a dedicated Integrated Pest, Vector, and Invasive Species Management Plan. This plan establishes the preventive measures, monitoring procedures, and response protocols necessary to mitigate risks arising from imported materials and ongoing operational activities.

The plan is structured around several core components designed to maintain ecological integrity:

Risk Mapping	Pre-emptive Assessment	Targeted Control	Performance Review
Systematic identification and registration of high-risk areas across our sites.	Evaluation and selection of the most appropriate management approaches prior to intervention.	Execution of management measures to address identified threats.	Regular programme audits to evaluate effectiveness and pinpoint opportunities for further refinement.

Through the established protocols, we maintained the resilience of our operational sites and prevented the introduction of species that could pose broader environmental or economic risks to the local landscape.

Our Value Creation

Aligned with Malaysia's ESG priorities and national net-zero ambitions, Press Metal advanced responsible land management and ecosystem rehabilitation through biodiversity-focused initiatives carried out in partnership with local communities, government agencies, academic institutions, and non-profit organisations. These collaborations extended beyond operational boundaries, contributing to wider conservation outcomes while strengthening biodiversity awareness across areas of influence. During the period, financial and in-kind contributions totalled approximately RM73,700, supported programmes that delivered positive environmental and community impact. In addition, for FYE2025, no instances of non-compliance were identified.

Environmental management capabilities continued to progress through academic collaboration. Since August 2021, PMBTU has partnered with Curtin University on a three (3)-year research programme with the support of investment totalling RM387,600. This collaboration led to the development of advanced environmental surveillance systems designed to monitor fluoride emissions associated with aluminium smelting activities, providing enhanced visibility of fluoride levels within the smelter and in surrounding areas. The improved monitoring systems enabled more informed mitigation measures and strengthened fluoride management practices.

Caring for the Planet

Following the successful completion of the initial phase, the partnership with Curtin University has been renewed to further advance environmental monitoring systems and reinforce long-term fluoride management initiatives.

Biodiversity Risk Assessment

PMI has concluded a comprehensive Biodiversity Risk Assessment for its operations in Guangdong, China, which evaluated site-specific ecological conditions, including topographical characteristics, climate patterns, hydrological systems, and local biological diversity. The scope of the assessment encompassed production activities, wastewater management, air emissions, and noise, alongside an evaluation of potential ecological disturbances such as the introduction of invasive species. The findings indicated a low level of biodiversity risk.

Building upon this approach, PMIT and PMPT have undertaken biodiversity risk assessments, utilising the same robust framework established at PMI. These assessments facilitated a deeper understanding of site-specific risks and provided the data necessary to inform long-term mitigation planning, further strengthening the Group's integrated environmental management practices.

Mangrove Tree Planting Campaign

Biodiversity protection forms an important element of the Group's environmental stewardship activities. During the year, PMBA implemented a mangrove restoration initiative at Taman Rekreasi Paya Bakau Kampung Sijangkang, with 150 mangrove trees planted and an estimated expenditure of RM10,000. The activity focused on the coastal mangrove and intertidal areas within the recreational park boundary, which form part of an important local coastal ecosystem. This initiative contributed to the restoration of degraded mangrove habitats and enhanced the ecological resilience of the area. It also supported biodiversity by conserving habitat for wildlife species. The mangrove ecosystem acts as a natural coastal buffer to reduce shoreline erosion and protect coastal landscapes, while contributing to climate change mitigation through its capacity to sequester and store carbon.

Lambir National Park Improvement Project

In support of national biodiversity conservation efforts, the Communications & Public Relations Department ("CPRD") Kuching collaborated with the Sarawak Forestry Corporation on the Lambir National Park Improvement Project in Miri, Sarawak. With funding support from Press Metal, the project aimed at conserving natural heritage areas and recreational facilities, supporting the long-term preservation of Lambir National Park to promote sustainable nature-based tourism and environmental awareness among visitors and local communities.

Tree Planting Project in Collaboration with NREB Sarawak and SK Semerah Padi

In collaboration with the Natural Resources and Environment Board ("NREB") Sarawak and SK Semerah Padi, a tree planting project was successfully carried out, involving the planting of 50 trees. This initiative reflects a shared commitment to environmental conservation, while fostering greater awareness and community engagement among students and stakeholders. It also supports long-term sustainability efforts by contributing to greener surroundings and promoting responsible environmental practices.

Supporting Conservation Beyond Our Operations

In supporting biodiversity conservation, Press Metal's subsidiary in China, PMI, joined the Society of Entrepreneurs and Ecology ("SEE") Foundation – an organisation dedicated to ecological protection and sustainable development. Key focus areas of the SEE Foundation include desertification control, climate action, ecosystem conservation, and marine protection. Notable projects include the 100 Million Suosuo Initiative, Groundwater Conservation, Free Flying Wings, Blue Defenders, Green Supply Chains, Conserving the Sanjiangyuan Region and Marine Conservation. Collectively, these initiatives have garnered over one (1) billion instances of public support. This year, Press Metal contributed RM63,730 to the Alashan SEE Foundation.

Current Financial Effects

In the current financial year, Press Metal did not experience any material financial impacts arising from biodiversity-related incidents. The Group continued to manage biodiversity-related risks through established environmental management practices and mitigation measures across operations.

These measures include ongoing environmental assessments, monitoring activities and participation in conservation and restoration initiatives, undertaken to support regulatory compliance and minimise potential adverse environmental impacts. Collectively, these efforts contributed to responsible environmental stewardship, supported constructive engagement with regulators and local communities, and helped mitigate the risk of operational disruptions.

Caring for the Planet

How We Performed In 2025

In FYE2025, a total of 200 trees were planted at external locations in collaboration with local partners. These initiatives contributed to ecosystem enhancement efforts beyond the Group's operational footprint, supporting habitat restoration and broader environmental outcomes.

Since 2023, the Group has planted more than 11,000 trees within our operational sites. Our efforts focused on maintaining and monitoring the existing plantings to support their survival, health, and long-term viability while reinforcing responsible land management practices. Ongoing reviews also provided insights to guide future planting and maintenance programmes, supporting consistent biodiversity outcomes across reporting periods.

Number of trees planted	2023	2024	2025
Internal (Operational sites)	4,030	7,222	-
External	850	200	**200**

Going Forward

Biodiversity preservation will remain a key consideration as the Group balances operational requirements with the protection of surrounding natural ecosystems. Press Metal has remained in compliance with applicable environmental management practices and regulatory requirements. This is supported by progressive enhancements aligned with regulatory developments and emerging industry practices. Continued engagement with environmental stakeholders and subject matter experts will support adaptive management as biodiversity-related risks and expectations evolve.

Where future developments or site expansions introduce additional biodiversity considerations, incremental costs may arise from environmental assessments, mitigation actions, and ongoing monitoring activities. The scale of these costs will vary based on site-specific ecological conditions, regulatory obligations, and mitigation measures identified through the assessment process. Potential financial impacts will be managed through early identification of environmental risks, established biodiversity management processes, and ongoing coordination with relevant authorities, supporting informed decision-making, and responsible project planning.

Empowering Our People and Enriching Our Communities

Occupational Health and Safety

M12

GRI 3-3, GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9, GRI 403-10

SDGs



Capitals

H I M

Why It Matters

At Press Metal, the safety and wellbeing of employees and on-site contractors are treated as the highest priority. The industrial nature of the Group's operations involves exposure to occupational hazards, including extreme temperatures, fire hazards, fall risks, and high noise levels. These hazards may arise from operational safety risks associated with molten metal handling, work at height, hot work activities, and machinery operations. In addition to established safety protocols, these risks are managed through structured health and safety frameworks, stringent operational controls, regular risk assessments, and continuous monitoring across the Group.

OHS management is a key priority across the Group's operations, particularly in higher-risk operational areas such as midstream activities, where safety risk exposure is greater. Insufficient oversight may compromise worker safety, resulting in serious injuries and incidents that could reduce workforce availability and disrupt production continuity. Alongside clearly defined operating procedures and close supervision, emphasis is placed on strengthening engineering controls, including automated tapping and casting systems, enhanced machine guarding, and structured inspection regimes. These measures reduce exposure to high-risk tasks, limit regulatory and legal risks, while improving overall operational stability.

A strong focus on workplace health and safety is integral to protecting our people while sustaining reliable operations. Continuous enhancement of safety culture, reinforcement of control measures, and the integration of proactive risk management across facilities strengthen the Group's ability to prevent work-related injuries, support regulatory compliance, and safeguard long-term value creation.

Our Approach

Our OHS management focuses on proactive identification and management of key workplace and operational risks that may affect employee wellbeing, operational productivity, and business continuity. Accordingly, our key operational risks have been systematically addressed through structured risk assessments, preventive controls, and advanced technology-enabled systems that support continuous improvement, strengthen oversight, and ensure timely mitigation.

A strong safety culture, supported by robust management systems and consistent compliance with health and safety regulations, promotes operational efficiency, enhances workforce wellbeing, and protects stakeholders from potential harm. Key health and safety risks are managed under a structured OHS framework comprising engineered controls, mandatory risk assessments, and strict SOPs to reduce the likelihood of accidents, injuries and operational disruptions. Control measures have been thoughtfully designed to sustain essential operations under stress and enable timely recovery following incidents. The framework is reinforced by regular inspections, preventive maintenance, and continuous competency training to promote safe work practices and effective risk control across operations.

The Group's OHS Policy provides the foundation for consistent safety management across all manufacturing facilities, and applies to employees, contractors, subcontractors, vendors, and visitors. The policy is publicly accessible on the Group's website at *https://www.pressmetal.com/investor-relations/corporate-governance*.

Health and safety are regarded as strategic enablers of sustained performance and long-term operational success. In line with this direction, the Group has set targets of zero (0) fatalities and a LTIFR of below 1.7 by 2030. Digital safety systems have been rolled out in phases across operations to promote safe work practices, with the aim of supporting effective risk control and strengthening operational resilience, ultimately lowering incident rates, and enhancing the reliability of our operations.

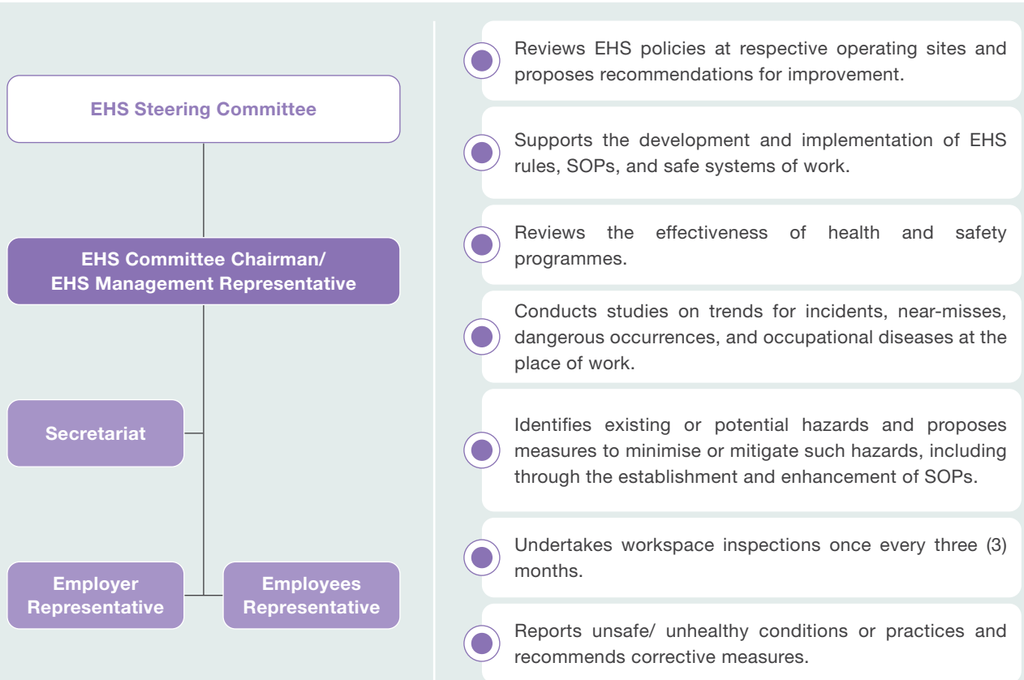
Occupational Health and Safety Governance and Oversight

At the Group level, overall responsibility for OHS performance rests with the Group CEO, supported by the GEHS Department. The GEHS Department establishes overarching objectives, monitors performance indicators and hazard exposure, and provides technical and operational support to manufacturing facilities.

Empowering Our People and Enriching Our Communities

At the entity level, the EHS Committees are led by senior management and voluntary departmental representatives who provide site-based oversight of OHS matters. The EHS Committees conduct periodic reviews of EHS policies, identify areas for improvement and oversee the implementation of safety measures to manage workplace risks in alignment with Group standards. Quarterly meetings are held to review OHS performance and monitor progress against established targets.

Role of EHS Committees



Each operating entity maintains a dedicated EHS Department responsible for implementing the Group's OHS Policy, in compliance with the OSHA 2022 and relevant local regulatory requirements across jurisdictions. This structure promotes consistent application of safety standards and supports effective execution of risk controls at the site level.

Adoption of Robust OHS Management System

Press Metal has established an OHS Management System aligned with ISO 45001:2018 across all manufacturing facilities. The system, which provides a structured framework for managing workplace health and safety, applies to all personnel within the operations' premise, including employees and contractors. Under the oversight of the EHS Department, formal policies and risk management frameworks support a proactive safety culture, driving continuous improvements, and safeguarding the wellbeing of employees and other stakeholders.

As of FYE2025, seven (7) out of nine (9) manufacturing entities, representing about 78%, have achieved ISO 45001:2018 Occupational Health and Safety Management Systems certification, namely PMBTU, PMS, PMAR, PMI, PMIT, PMBA Klang, and PMBA Nilai 1. The attainment of ISO 45001 certifications reflects the Group's continued commitment to upholding OHS standards across all operations. The Group will continue to progressively expand certification coverage to the remaining manufacturing entities in line with operational readiness and strategic implementation priorities.

To preserve the effectiveness and integrity of the OHS Management System, regular internal audits and independent external assessments are carried out. In line with ISO 45001 requirements, each certified entity conducts an annual management review of the system to identify improvement opportunities. Findings and recommendations from these assessments guide refinements to procedures, and encourage the wider application of effective practices across the Group, in support of a continuous cycle of measurable and sustainable improvement.

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Strategic Pillars of Our OHS Framework

The Group's OHS strategy is structured around four (4) core pillars, each intended to strengthen safety performance and operational resilience.

1 Continual Improvement of OHS Management System

OHS policies, procedures, and control measures are periodically reviewed to maintain alignment with regulatory developments and evolving industry benchmarks.

2 Strengthening Process Safety Management

Focus is placed on the early identification, prevention, and mitigation of process-related hazards to manage OHS risks arising from operational activities, maintain compliance with safety standards, and promote progressive improvements in process safety practices.

3 Embracing Innovation and Technology

Leveraging innovation and appropriate technologies to improve hazard identification, monitoring capabilities, and the effectiveness of health and safety controls across operations.

4 Developing a Safety Culture at the Workplace

Encourage active employee participation in OHS initiatives to cultivate a shared sense of responsibility and ownership that strengthens our collective commitment to a safe and supportive workplace.

The Group's LTIFR target and commitment to reducing work-related incidents underpin our continuous efforts to enhance workplace safety and safeguard employee wellbeing across all operations. Our LTIFR performance is benchmarked against the IAI Statistical Report to align with global industry standards. The Group's dedication is advanced through targeted initiatives, including safety coaching and structured safety training programmes. These measures reinforce safety knowledge across the workforce to drive consistency in work practices, strengthen adherence to established procedures, and cultivate positive safety behaviours across all operations.

Management of Hazard Risks and Determination of Controls

Press Metal applies the Hazard Identification, Assessment of Risks and Opportunities, and Determination of Control ("HIARODC") methodology to systematically identify workplace hazards and establish appropriate control measures. This approach reflects the enhanced risk management requirements introduced under ISO 45001:2018, evolving from the previous Hazard Identification, Risk Assessment and Risk Control framework adopted under OHSAS 18001. Implemented by each entity's EHS Department, this structured process comprises five (5) key stages:

1. Selecting areas for assessment based on plant layout and operational activities.
2. Identifying all potential OHS hazards, associated risks and improvement opportunities.
3. Documenting identified hazards, risks and opportunities in the HIARODC register.
4. Establishing management actions and mitigation measures, together with objectives and targets, to address significant OHS risks and opportunities.
5. Conducting ongoing monitoring and follow-up to verify compliance and control effectiveness.

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The HIARODC process undergoes regular updates and evaluations under, but not limited to, these conditions:

- Every three (3) years;
- Upon the implementation of new machinery, processes or operations;
- When Operational activities change, domestic legislation evolves, or stakeholder needs shift;
- Following incidents or accidents; and/ or
- During reviews of safety guidelines, rules, and regulations.

Hazards Prevention and OHS Risks Mitigation

Press Metal applies the hierarchy of controls as a structured approach to manage OHS risks, prioritising the most effective risk mitigation measures.

The five (5) levels of control and selected examples of corresponding measures are outlined below:

Hierarchy of Control	Action
Elimination	• Eliminate processes involving the use of hazardous equipment, machines, tools or materials.
Substitution	• Identify alternative methods/ tools for specific tasks.
Engineering Controls	• Enhance workplace safety through identification of associated risks of activities in accident-prone areas using HIARODC, followed by the development and introduction of targeted improvement measures to strengthen workplace standards, specifications, and designs.
Administrative Controls	• Review and update SOPs, conduct targeted training, and strengthen OHS compliance monitoring and enforcement. • Enforce stringent disciplinary measures for unsafe practices by linking to performance incentives.
Personal Protective Equipment (“PPE”)	• Review the adequacy and suitability of PPE annually, as well as implement strict compliance with PPE during working hours and educate employees in proper usage of PPE.

Sustaining Health and Safety Hazard Mitigation

Emergency Preparedness and Response

Press Metal maintains a site-specific ERP at each manufacturing facility to protect employees, contractors, visitors, and surrounding communities. The ERP sets out defined contingency arrangements and a structured escalation process to enable timely and decisive action during emergencies.

Potential emergency scenarios are classified according to severity and risk level, with trained Emergency Response Teams assigned to each category. These teams are supported by on-site firefighting personnel who are fully equipped with emergency equipment to manage and coordinate initial response actions, including containment, evacuation, and communication. The ERP is reviewed periodically and supported by scheduled training and simulation exercises to sustain preparedness and adaptability to evolving conditions.

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As part of the ERP procedure, we periodically conduct emergency drills such as:

- Spillage Prevention and Handling Training
- Pot Leakage Response Drills
- Emergency Busbar Installation Drills
- Firefighting Training
- Mock Fire Alarm Emergency Drills
- First Aid and Cardiopulmonary Resuscitation Training

In addition, a BCP is in place at the entity level to strengthen resilience against potential disruptions. The BCP sets out measures to sustain critical operations during emergencies, including workforce continuity arrangements, and coordination with relevant authorities, and local communities. It integrates early warning procedures, emergency response actions, and continuity measures to reduce potential impacts on operations, public health, and the environment.

Permit-To-Work System and Detailed Job Method Statement

Under the Permit-to-Work system, all high-risk or non-routine activities require a detailed risk assessment and a Detailed Job Method Statement (“DJMS”) prior to work.

The DJMS outlines the scope of work, task sequence, potential hazards, and control measures. Each permit is reviewed and authorised by the EHS Department before work begins, with ongoing supervision during task execution. Where such work does not meet the required standard, the permit will be suspended until corrective action has been completed.

Stop Work Order Procedure

The Stop Work Order (“SWO”) Procedure enables employees and contractors to temporarily cease work when work condition is considered unsafe or presents a heightened risk, in accordance with OSHA 2022. Upon the reporting of a concern, the EHS Department conducts a prompt assessment to verify the work condition. Where the hazard is substantiated, an SWO is issued, and the relevant activity is suspended until appropriate corrective action has been implemented and verified.

This procedure promotes early identification of hazards and timely risk control, reducing the likelihood of incidents and injuries. It also reinforces a safety culture that supports individual responsibility and open reporting, ensuring that personnel at all levels are able to act without hesitation to prevent harm. The SWO mechanism forms part of routine operational practice to strengthen preventive controls and support consistent adherence to safe work requirements across the Group’s facilities.

Streamlining Incident Management and Reporting Processes

Incident Reporting Process

1 Incident Reporting
All OHS incidents to be reported using EHS e-reporting system within 24 hours.

2 Incident Investigation
Investigations will be conducted by EHS personnel, and representatives from the affected department; a range of incident management tools will be employed to address OHS incidents.

3 Corrective Action and Preventive Action
Corrective and preventive action plans will be developed and implemented based on the hierarchy of controls.

4 Effectiveness Evaluation
Corrective action and preventive action will be monitored until completion.

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Our incident management and reporting procedure mandates that all OHS incidents and accidents are to be reported in the EHS e-reporting system within 24 hours. Once logged, an investigation is spearheaded by EHS personnel together with representatives from the relevant department to identify the root cause. A Corrective Action and Preventive Action ("CAPA") plan is then developed using the hierarchy of controls to establish appropriate preventive measures. Progress of the CAPA plan is monitored closely to ensure effective resolution and ongoing improvement.

Where a report is lodged in good faith, the reporting party will be protected from reprisals, intimidation, or threats for reporting incidents, near misses, or unsafe conditions as specified in our internal communication procedure.

Safety Reporting Mobile Application

Press Metal's safety reporting mobile application was introduced in FYE2024, to facilitate incident reporting, accident management, site inspections, and permit-to-work processes.

In FYE2025, the platform was further enhanced through the addition of a Safety Observation module, enabling employees, visitors, and contractors to report unsafe acts or conditions promptly, strengthening proactive hazard identification, and overall safety culture.

Strengthening Health & Safety Awareness and Communication

Safety Intelligence Centre

OHS performance is advanced through the Safety Intelligence Centre ("SIC"), operated by the GEHS Department, which acts as a central hub for collecting, analysing, and sharing safety intelligence derived from internal studies, incident investigations, and cross-plant information exchange. Data analysis, stakeholder engagement, and structured communication enable the SIC to identify underlying causes and establish mitigation actions that support continuous improvement in workplace safety.

In FYE2025, a total of 43 Safety Alerts were issued, including 16 by the GEHS team and 27 by EHS teams in downstream operations. These alerts were cascaded to entity-level EHS teams for dissemination, with associated preventive actions incorporated into ongoing health and safety initiatives to reduce the likelihood of recurrence. Knowledge sharing was further strengthened through two (2) cross-plant visits to encourage learning and promote preventive practices across facilities.

PressFan Mobile Application & PressSafe Feature

PressFan serves as a key platform for sharing operational updates, safety alerts, and OHS information across SarOps. Its user-friendly interface supports timely communication and helps employees stay informed and connected.

PressSafe, an additional feature embedded within PressFan, is available to female employees in SarOps, which provides added security to personnel who work at late hours or travel alone. The feature includes location tagging and an SOS alert, enabling users to communicate their whereabouts and request immediate assistance during emergencies.

WeChat Work ("WeCom")

In our China operations, WeCom is used as an internal communication platform for employees to provide feedback and raise concerns. This channel supports open communication, strengthens employee engagement, and contributes to ongoing improvements in health and safety practices across the Group's China operations.

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Our Value Creation

In FYE2025, Press Metal implemented a series of strategic initiatives to elevate workplace health and safety across all operations. These efforts underscored our continued commitment to empowering employees, strengthening operational resilience, and cultivating a proactive safety culture. The integration of preventive mechanisms, targeted training sessions, and technology-enabled safety solutions has enabled us to reinforce early hazard identification and prevention, further creating a safe and conducive working environment for all our employees.

Building a Mature and Interdependent Safety Culture

You See You Act Programme

The You See You Act ("UCUA") Programme is designed to strengthen employee ownership of workplace safety by promoting active involvement in the identification and resolution of risks. Employees are encouraged to report unsafe acts or conditions using a dedicated submission process. Each submission is reviewed in accordance with predefined categories and eligibility criteria by UCUA members, comprising nominated HODs. Following the review, the submissions are subject to voting, with selected entries receiving awards and additional safety performance points.

Since the introduction at SarOps in FYE2024, the programme has been progressively extended across operational sites which supported early visibility of workplace risks. In FYE2025, the UCUA programme was formally implemented at PMAR, expanding employee participation in workplace safety.

Building Internal Capacity through Health and Safety Training

A wide range of training programmes is provided to strengthen health and safety awareness among employees and contractors. Following HIARODC evaluations, training is tailored to operational risk profiles and individual requirements, equipping participants with stronger practical skills, and decision-making capability for workplace safety.

Programme effectiveness is assessed regularly using post-training evaluations, with feedback used to refine both content and delivery methods. Training initiatives are further supported by:

- **One Point Lessons programme** – Delivers concise and targeted safety messages
- **Video Standard Operating Procedure ("VSOP") 2.0** – Presents visual demonstrations of safety hazards and control measures to enhance understanding. VSOP 2.0 materials are available in English, Mandarin, and Burmese

In SarOps, employees are required to complete a minimum of four (4) hours of EHS training, delivered by registered internal trainers or certified personnel who have completed the "Train the Trainer" course, supporting consistency and quality in safety instruction. Further supporting these initiatives at the operational frontline, downstream entities introduced the EHS Supervisor Programme to strengthen safety culture. Under this programme, EHS Supervisors are appointed within each department at a target ratio of one (1) EHS personnel for every 120 workers, enabling closer on-site oversight and engagement. These EHS Supervisors serve as a conduit for safety governance, conducting structured briefings, and reinforcing safe work practices at the operational level. Furthermore, in support of continuous competency development, an annual target of a minimum of 15 training hours per person has been established to enhance safety awareness, workforce capability, and proactive risk management across downstream operations.

In FYE2025, both PMBTU and PMI engaged external professional consultants to deliver specialised programmes, aimed at strengthening training depth and effectiveness. At PMI, consultants provided topic-specific training addressing health, safety and operational risk areas of high priority. At PMBTU, they supported structured induction and refresher programmes, knowledge transfer for new employees, and reinforced essential safety requirements for the existing workforce.

Engagement with external subject matter experts supported the alignment of training content with regulatory requirements, industry practices and operational conditions. PMI invested approximately RM27,800 in external training services, while PMBTU allocated approximately RM666,000 for consultant-led programmes.

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During FYE2025, a range of training sessions was delivered to employees and contractors, including:

Training Programme	Objectives	Outcomes
EHS Training	• Aimed at equipping employees, especially new hires, with essential knowledge, skills, and awareness to maintain safe working environments. • Topics covered: EHS induction training, chemical management training, PPE training, ISO awareness training, HIARODC training, EAIA training, waste management training, and One Point Lessons.	**Total number of training sessions:** **3,802**
Safety 360 Training	• Aimed at cultivating a resilient safety culture by embedding a 360-degree safety perspective, fostering ownership and accountability for safety, with the objective of achieving zero (0) accidents.	**Total number of training sessions:** **98**
Health Awareness Training	• To address key global health issues affecting workforce wellbeing, a range of awareness programmes were conducted on communicable and non-communicable diseases, including dengue, malaria, influenza, tuberculosis, hypertension, diabetes, asthma, occupational stress, and sleep disorders. • Additional health initiatives included the Hearing Conservation Programme, Health Screening Programme, Heat Stroke Prevention Training, Breast and Cervical Cancer Prevention Talks, and Mental Health Awareness Talk.	**Total number of training sessions:** **93**
Emergency Response Training	• Aimed at equipping our workers with skills, knowledge and coordination abilities to respond effectively and safely to emergencies. • The training covered key elements such as emergency response procedures, roles and responsibilities during emergencies, basic firefighting techniques, first aid skills, evacuation protocols, and coordination with Emergency Response Teams.	**Total number of training sessions:** **356**
Special Equipment & Machinery Operation	• Designed to educate individuals on the safe use of specialised equipment. • Provided essential knowledge, skills, and protocols to ensure proper usage of equipment, minimise risks, and maintain a secure working environment.	**Total number of training sessions:** **272**

Ergonomic Risk Assessment

Ergonomic risk assessments have been carried out to identify hazards and contributing factors that lead to discomfort or musculoskeletal injuries. To strengthen ergonomic management, two (2) EHS team members from PMBTU and one (1) from PMS attended the Ergonomic Trained Person (Initial ERA) Programme. This initiative enhanced internal expertise in conducting ergonomic assessments at the plant level and supported ongoing improvements in ergonomic risk management across operations.

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Minimising Heat-Related Illnesses

The Group acknowledges the occupational health risks associated with high-temperature and outdoor working environments and has implemented a series of targeted controls to mitigate heat-related exposure across affected operations. These measures comprise supervisory controls, environmental monitoring, and infrastructure improvements to heat stress management. Across all manufacturing entities, heat stress management measures include the provision of well-ventilated and shaded rest areas equipped with drinking water to reduce employee exposure to elevated temperatures. These measures are reinforced by active supervisory oversight during peak temperature periods, enabling on-site observation of employee condition, and heat-related workplace risks, as well as timely intervention where necessary.

At China operations, we have implemented heat stress mitigation measures such as the installation of industrial cooling fans in critical areas to improve air circulation and provided designated relief stations, offering hydrating beverages, and fresh fruit. In addition, PMBTU has installed roofing materials with enhanced insulation properties to reduce heat absorption, and improve thermal comfort within the workplace.

Minimising Noise Exposure Risks

PMI has implemented sound insulation measures at its sandblasting workshop to reduce occupational noise exposure. This initiative involved the installation of physical barriers around noise-generating equipment to contain noise propagation within surrounding areas. With an investment of approximately RM10,300, the measure improved acoustic conditions and demonstrated a proactive approach to occupational health risk management.

Noise exposure risks were also addressed through process improvements under the SOIP by replacing compressed air usage with an electric blower at Casthouse operations. This upgrade delivered an estimated 50% reduction in workplace noise levels, minimising high-noise exposure while improving operational efficiency.

AI Safety Production Management System

Propelling the Group's digital transition pathway forward, a major enhancement to our manufacturing infrastructure was achieved with the deployment of an AI-driven Safety Production Management System. The system is supported by high-precision sensors, including level monitors, cooling-water temperature probes, and pressure transmitters, providing continuous, real-time oversight of critical process parameters. Any deviations from defined thresholds are identified promptly, activating alerts, and automated corrective actions to prevent escalation into safety or quality incidents. These capabilities strengthen real-time process control and operational reliability. Implementation has commenced across our key operations in Sarawak and China.

The AI-driven Safety Production Management System supports operational safety and performance through the following capabilities:

Real-Time Monitoring

Provides continuous tracking of production processes, operating records and personnel safety compliance, supporting stable operations, and safer working conditions.

Enhanced Emergency Response

Identifies production abnormalities immediately, with automated corrective actions, enabling prompt and effective response actions.

Cooling System Oversight

Provides early warnings and live monitoring of cooling-water systems to sustain appropriate water levels during abnormal conditions, including power interruptions.

Closed-Loop Alerts

Issues targeted notifications to authorised personnel, strengthening response coordination for safety and operational events.

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Fire Safety Management and Enhancements

In FYE2025, following two (2) fire incidents that occurred at one of our SarOps, the Group introduced a series of enhancements to strengthen fire safety and prevent recurrence across operations. This includes a temporary moratorium on hot work activities to enable a comprehensive review of safety practices, which led to an enhanced Hot Work SOP. The revised procedure introduced new protocols, such as dedicated fire watchers on-site, with planned access to suppression equipment (such as fire extinguishers and fire blankets), and stricter isolation controls for elevated activities.

In addition, a Fire Risk Assessment programme was initiated to formalise stronger fire prevention practices. PMBTU was selected as the pilot site before wider implementation across manufacturing operations. The programme includes an evaluation of combustible loads, potential ignition sources, and the adequacy of existing controls. An external fire safety specialist, formerly from the Fire and Rescue Department, was engaged by PMBTU to provide on-site guidance, conduct audits, and support targeted improvements. These actions reinforced site-level fire prevention, strengthened emergency preparedness, and promoted sustained improvement in fire risk management.

Safety Features Enhancement

To strengthen workplace safety and reinforce safe behaviours, a combination of digital safety communication tools and targeted equipment upgrades was introduced across operations.

PMI installed LED safety information billboards that continuously display safety messages, reminders and hazard alerts, reinforcing consistent communication to the workforce, as part of safety awareness initiatives. In addition, PMI and PMBTU developed safety awareness videos for visitors, which outlined essential site rules, key hazards, and emergency requirements to ensure individuals are informed prior to entering operational areas. PMI invested approximately RM15,100 in LED safety information billboards and RM8,700 in visitor safety videos, while PMBTU invested approximately RM49,800 in visitor safety induction videos. These initiatives strengthened safety communication, improved risk prevention and supported a more resilient safety culture across operations.

In parallel, forklift safety upgrades were introduced to reduce material-handling risks and improve operational safety. Enhancements include improved reverse-warning systems to alert surrounding personnel, installation of wider-angle mirrors to increase driver visibility and reinforced equipment structures to improve load stability. These measures lowered collision risks, improved equipment reliability, and supported safer forklift operations in higher-risk environments.

Enhancing Employee Health & Welfare

Press Metal provides comprehensive health support for employees through access to medical care, health screenings, and annual health surveillance programmes. In Sarawak, dedicated facilities, including in-house clinics, audiometric rooms, and medical transport services, support timely access to medical assistance. Annual health assessments are conducted across SarOps, PMBA Klang in Selangor and China operations to track key health indicators such as blood glucose and blood pressure, with additional screenings including dental checks. All medical data and health records are managed with strict confidence in accordance with the PDPA 2010, and are used solely for occupational health management and fitness-for-work assessments.

At PMAH, employee wellbeing is supported through an integrated programme addressing physical, mental and emotional health. During Press Metal Wellness Week 2025, a range of initiatives was introduced, including stress awareness activities and assessment tools such as the Depression, Anxiety and Stress Scale screening and an AI-based voice stress assessment. These were complemented by practical interventions focused on physical wellbeing, ergonomic improvement and injury prevention, including health screenings, preventive care services, and educational talks to strengthen employees' understanding of key health indicators. The Wellness Week programme reinforced the Group's focus on fostering a health-conscious workplace while equipping employees with knowledge to support sustained personal wellbeing.

Further details on Press Metal Wellness Week 2025 are available in the Talent and Labour Management section on pages 245-261 of this SS 2025.

Current Financial Effects

In the current financial year, no material financial losses were recorded arising from OHS. The improvement in the LTIFR has contributed to lower medical expenses and compensation claims. Simultaneously, sustaining safe operations required continued investments in our preventive controls, engineering controls, and competency-based safety training to strengthen our long-term operational resilience through minimised incident rates, improved workforce availability, and reduced incident-related financial exposure.

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How We Performed In 2025

Health & Safety Performance

In FYE2025, Press Metal sustained the focus on workplace safety, recording zero (0) fatalities and delivered measurable improvements in injury performance. The Group reported a LTIFR of 2.6, improving from 3.2 recorded in FYE2024, reflecting the effectiveness of targeted corrective actions, strengthened supervisory practices, and enhanced safety controls implemented across entities. Continuous performance monitoring, structured investigation of work-related injuries, and systematic follow-up on corrective actions remain integral to sustaining progress toward the Group's LTIFR target of 1.7 by 2030.

Indicators	2023		2024		2025	
	Numbers	Rate	Numbers	Rate	Numbers	Rate
Employees						
Work-Related Injuries						
Hours Worked	19,722,207	NA	20,851,246	NA	**22,328,069**	**NA**
Number of Work-Related Fatalities	0	0	0	0	**0**	**0**
High-Consequence Work-Related Injuries	5	0.3	0	0	**0**	**0**
Lost Time Incident Frequency Rate ("LTIFR")	54	2.7	66	3.2	**59**	**2.6**
Lost Time Incident Rate ("LTIR")	54	0.5	66	0.6	**59**	**0.5**
Recordable Work-Related Injuries	82	NA	126	NA	**91**	**NA**
All Injury Frequency Rate ("AIFR")	NA	5.2	NA	7.6	**NA**	**4.1**

Indicators	2023		2024		2025	
	Numbers	Rate	Numbers	Rate	Numbers	Rate
Contractors						
Work-Related Injuries						
Fatalities	0	NA	0	NA	**0**	**NA**
High-Consequence Work-Related Injuries	0	0	0	0	**0**	**0**
Recordable Work-Related Injuries	6	NA	6	NA	**7**	**NA**

Notes:
1. *FY2023: Aggregated data from our midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang).*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*
4. *Definition of lost time injuries: Accident which results in the injured person being absent for one or more workdays beyond the day of the accident.*
5. *Definition of recordable work-related injuries: Accidents arising from work causing death, serious bodily injury (over 4 days MC), or injuries requiring medical treatment.*

Formulas:

LTIFR: Number of lost time injuries/ total hours worked x 1,000,000 (Based on the IAI and GRI Standards, the LTIFR is calculated per 1,000,000 hours worked)

LTIR: Number of lost time injuries/ total hours worked x 200,000 (Based on Bursa Malaysia Sustainability Reporting Guide (3rd Edition), the LTIR is calculated per 200,000 hours worked)

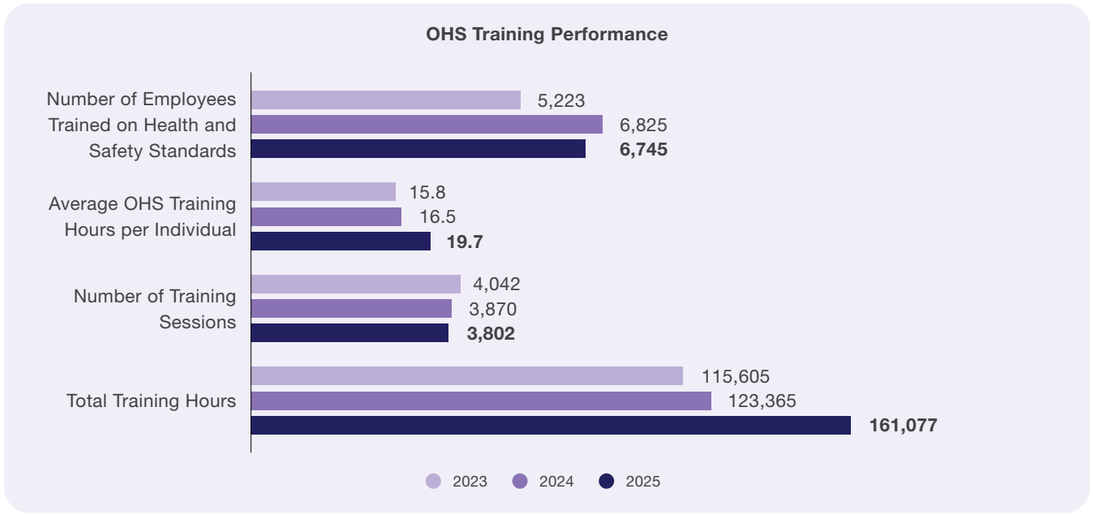
AIFR: Number of recordable work-related injuries x 10^6/ manhours

High-consequence work-related injuries: Total high-consequence work-related injuries x (10^6)/ Manhours

OHS Training Performance

In FYE2025, the Group continued to prioritise OHS training across operations. Training coverage remained broadly stable, with an increase in total training hours and average OHS training hours per individual during the year. These outcomes reflected the Group's sustained commitment to reinforcing health and safety practices and to embedding a disciplined safety culture across operations.

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Notes:

1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Stop Work Orders

During FYE2025, EHS personnel issued 34 SWOs during routine patrols at PMBTU. Each order was reviewed by the respective section heads of the EHS Department to ensure that the necessary safety measures were implemented before work commenced.

Going Forward

Press Metal remains committed to the continual advancement of workplace safety and health across the Group. As we move forward, we will further strengthen OHS by refining the OHS framework to foster better preventive risk management practices throughout our operations. Central to this strategy is the cultivation of a more mature and embedded safety culture. By fostering self-discipline, teamwork, accountability, and personal ownership, Press Metal aims to build a cohesive working environment where safety is a shared responsibility upheld by every individual across the Group.

To elevate workforce capability, the Group will continue to introduce structured training programmes that combine practical application with theoretical knowledge. Alongside capability building, we will be introducing advanced safety technologies, including AI-enabled safety analytics and integrated monitoring systems, to improve hazard identification, and strengthen management intervention.

The Group's EHS management platform will also be upgraded to expand analytical capability, automate reporting processes, and deliver real-time visibility over safety performance. In parallel, the mobile EHS application will be expanded through additional modules covering incident reporting, inspections, and on-site data capture. These enhancements will facilitate more immediate assessment of workplace conditions and generate predictive intelligence that enables emerging risks to be addressed at an earlier stage.

As OHS due diligence and risk management practices strengthen across the organisation, we anticipate continued capital, and operating expenditure associated with technology deployment and capability development. Conversely, shortcomings in OHS management may expose the Group to financial repercussions arising from unplanned production interruptions, regulatory sanctions or litigation in the event of non-compliance. Through increased data-driven approach to safety management, Press Metal is shaping a more resilient, future-ready organisation with enhanced capacity to better anticipate, manage, and respond to OHS risks over the long term.

Empowering Our People and Enriching Our Communities

Human Rights

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GRI 2-12, GRI 2-13, GRI 2-16, GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-27, GRI 2-29, GRI 2-30, GRI 3-3, GRI 406-1, GRI 407-1, GRI 408-1, GRI 409-1, GRI 410-1, GRI 411-1, GRI 413-1

SDGs

Capitals

H SR

Why It Matters

Respect for human rights is fundamental to maintaining Press Metal's social licence to operate and sustaining long-term business resilience. Integrating human rights principles into our operational practices fosters a safe, inclusive and respectful working environment, where all individuals are treated with dignity and fairness, regardless of background or identity. A structured risk identification process, supported by well-defined internal controls and strict adherence to the Group's Human Rights Policy, enables the identification, assessment, and mitigation of potential human rights risks. These include forced or child labour, breaches of human rights regulations, underpayment of wages and statutory entitlements, and misconduct involving security or auxiliary personnel. Maintaining vigilance in these areas are important across the Group's manufacturing operations, especially within labour-intensive and operationally demanding environments where insufficient oversight could undermine fair employment practices and weaken the protection of fundamental labour rights.

Press Metal recognises that inadequate controls or ineffective oversight may adversely affect employee trust and expose the organisation to financial, operational, and reputational risks. Accordingly, effective human rights and labour management practices are essential not only to safeguard workers, but also to reinforce stakeholder confidence, support compliance expectations, and preserve the Group's licence to operate. A credible human rights and sustainability framework also strengthens Press Metal's ability to meet growing stakeholder and investor expectations, including access to sustainability-focused capital.

To support these objectives, the Group continues to enhance communication channels, strengthen stakeholder engagement, and adopt a practical approach to managing labour-related risks. These efforts contribute to greater workforce stability and help mitigate the potential disruptions and liabilities associated with human rights issues across the value chain.

Our Approach

Press Metal's Human Rights Policy serves as the foundation of a risk-based human rights framework applied across the value chain. Designed to strengthen risk management practices and enhance operational resilience, our human rights framework incorporates internationally recognised human rights principles into internal policies and procedures to safeguard the rights and wellbeing of employees and a wider group of stakeholders, including suppliers, children, indigenous peoples, and neighbouring communities.

This approach is supported by the Social Management System ("SMS") and Human Rights Due Diligence ("HRDD"), which provide structured mechanisms for the systematic identification, assessment, management, and remediation of human rights-related risks and impacts. With these instruments, Press Metal is able to exercise a practical and disciplined approach in addressing potential human rights concerns across our operations and value chain.

Periodic impact assessments and due diligence reviews form an important part of this process, enabling the early detection of salient risks such as modern slavery, workplace harassment, child labour, forced labour, and other forms of human rights violations. The recommendations derived from these assessments are incorporated into the human rights risk management framework, supporting more informed decision-making and targeted mitigation measures.

By integrating these insights into our broader governance and operational processes, we are able to make better decisions in safeguarding supply chain integrity, reinforce governance oversight, and maintain sustained operational continuity, which reflects the Group's ongoing commitment to responsible business conduct and to uphold human rights standards.

Integrating International Human Rights Principles

Human rights principles applied across our workforce and supply chain are guided by internationally recognised standards, including the ten (10) core conventions of the International Labour Organisation ("ILO"), the International Bill of Human Rights, the United Nations Guiding Principles ("UNGP") on Business and Human Rights and the Voluntary Principles on Security and Human Rights. These standards form the foundation for the Group's Human Rights Policy, SCoC and Responsible Sourcing Policy, which set clear expectations on the prevention of discrimination, mistreatment and all forms of forced labour and modern slavery across our sphere of influence.

The Human Rights Policy further delineates our commitment to safeguarding women's and children's rights, alongside the traditional land and cultural rights of indigenous peoples. These commitments are institutionalised through comprehensive SMS and local community collaboration. All employees are introduced to the Human Rights Policy through employee handbook briefings as part of the onboarding programme.

Empowering Our People and Enriching Our Communities

Beyond our direct operations, our ethical mandates extend into the broader value chain. We have established supplier due diligence and capacity-building programmes that reinforce responsible sourcing practices and enhance transparency. This extensive coverage facilitates the standardisation of ethical conduct across diverse jurisdictions, meeting our expectations for responsible sourcing. Relevant policies are publicly accessible on the Group's corporate website, providing transparency to internal and external stakeholders.

To facilitate the relevant and effective implementation of the Group's human rights commitments, our policy sets a review of internal governance procedures, including responsible sourcing management practices, every five (5) years, or more frequently as operational requirements necessitate. In undertaking these reviews, Press Metal considers changes in regulatory requirements, stakeholder expectations, and relevant guidance issued by the ASI. Through this process, the Group's approach remains resilient, current, and responsive to the evolving business and regulatory landscape.

Robust Human Rights Compliance

The oversight of human rights compliance resides with the highest level of our governance structure, with the Board assuming ultimate accountability. Independent Non-Executive Director, Mr. Lim Hun Soon @ David Lim, was delegated by the Board to provide strategic direction and impartial oversight, with support from the SC, to monitor and evaluate developments related to human rights.

At the operational level, the Human Rights Policy is integrated into procedures and decision-making processes. The integration is strictly enforced by each facility's appointed department, which serves to administer alignment with the Group's ethical and sustainability commitments. This structured approach ensures that human rights stewardship permeates every facet of our operations, reinforcing our commitment to responsible governance.

The human rights commitments are enforced in the day-to-day operations across functions:

Department	Responsibilities
Human Resource	• Develop and implement human rights practices and strategy aligned with recognised standards. • Align recruitment and labour practices with applicable human rights requirements. • Conduct human rights training, due diligence, and impact assessments.
Legal	• Maintain the Legal and Compliance Register to identify applicable laws and regulations. • Monitor and update the register in response to regulatory developments. • Review and evaluate contracts to identify potential human rights risks and support ethical business conduct.
Sustainability	• Monitor the implementation of human rights initiatives. • Track and report human rights performance within sustainability disclosures.
Purchasing	• Conduct supplier due diligence to assess alignment with human rights and ethical sourcing standards. • Provide training and capacity building for suppliers. • Monitor supply chains for potential human rights risks.
Internal Audit	• Conduct regular internal audits to assess compliance with human rights standards and identify areas for improvement. • Maintain an effective grievance mechanism.
Risk	• Identify, assess, and mitigate human rights risks across operations and supply chain. • Integrate human rights considerations into the Group's ERM framework.

Empowering Our People and Enriching Our Communities

Upholding Workers' Rights

Press Metal upholds labour rights across every jurisdiction of our operations, promoting fair working hours and a conducive environment that align with applicable laws and regulations. As articulated in our Human Rights Policy, our workforce is remunerated through a fair and competitive framework, in line with prevailing market conditions, with strict adherence to wage legislation and statutory requirements.

We prioritise the cultivation of a safe, healthy, and supportive working environment to safeguard employee wellbeing and sustain operational productivity. Recognising that our people are among the key drivers of production resilience and long-term business continuity, Press Metal invests in initiatives that support the welfare, stability, and overall wellbeing of our workforce.

A key demonstration of this commitment is the township development at PMBTU. This project reflects the Group's efforts to improve living standards for employees by offering quality accommodation, essential amenities, and community facilities, further demonstrating our broader dedication to social stewardship.

Respecting Freedom of Association and Collective Bargaining

Press Metal remains steadfast in promoting fair practices that facilitate constructive engagement and mutual respect throughout our workforce. In adherence to our Human Rights Policy, we support the rights of all employees to participate in trade unions and worker organisations, and collective bargaining, aligned with applicable national laws and the core conventions of the ILO, demonstrating our commitment to global labour standards.

To empower our workforce, we have established structured and inclusive communication channels between employees and the management. This is primarily facilitated through worker representatives and dedicated committees, including a women's committee tasked with addressing matters relating to our female colleagues. These bodies serve as formal conduits to gather feedback and communicate concerns to the management.

Press Metal also reinforces this culture of transparency through regular forums, town halls, and diversified engagement channels. These platforms provide our people with the opportunity to raise concerns and share insights openly, underpinning an environment of mutual trust. By integrating these perspectives into our operations, we cultivate a responsive and inclusive workplace culture that forms the foundation of our organisational resilience.

Protecting Children's Rights

The promotion and protection of children's rights represent a core element of responsible business conduct. In alignment with the United Nations Children's Fund Children's Rights and Business Principles, the Human Rights Policy outlines our commitment to respecting children's rights to life, family, education, health, water, identity, freedom, and protection.

In line with this commitment, the Group enforces strict recruitment procedures to prevent the employment of individuals below the statutory minimum age, supported by age verification controls integrated across hiring processes to mitigate child labour risks. Beyond compliance, the Group continuously invests in community-based initiatives targeted at improving children's welfare and development. Through initiatives such as book donations, sponsorships and educational visits, we aim to support the personal development of children within our surrounding communities.

Further details are available in the Community Management section on pages 262-271 of this SS 2025.

Promoting Indigenous Rights

Press Metal upholds the rights of indigenous peoples and remains committed to providing fair and non-discriminatory treatment with respect to their political status, social and cultural practices and economic development pathways. This commitment aligns with the United Nations Declaration on the Rights of Indigenous Peoples. The Group has endorsed the principles of Free, Prior and Informed Consent, which is stipulated in our Human Rights Policy. This framework facilitates meaningful and substantive engagement with indigenous communities prior to any development initiatives that may impact their livelihoods or ancestral lands. We prioritise transparency and cultural sensitivity in all engagement processes, empowering communities to participate in informed decision-making free from coercion.

Empowering Our People and Enriching Our Communities

These commitments are formalised in the SOP for Indigenous Peoples, which underpins our approach to ethical engagement, providing a clear guide to respect cultural protocols across our operations—ranging from environmental management and human resource practices to community-centric initiatives.

Implementing Ethical Security Practices

Press Metal has established security measures designed to safeguard our people and assets across operational sites. We deploy professionally trained auxiliary police officers and security personnel, ensuring that all protective actions are substantiated by applicable national laws.

In Malaysia, our auxiliary police force operates in compliance with the Police Act 1967, undergoing accredited training that equips them with technical competencies and legal authority required for their duties. Meanwhile, in our China operations, all security personnel operate in accordance with the Civil Code of the People's Republic of China and relevant local regulations.

All auxiliary police and security personnel are required to undergo comprehensive training on the Group's Human Rights Policy, ABAC Policy, and CoC. This course equips personnel with the knowledge to implement procedures addressing anti-harassment, abuse prevention, and the strict prohibition of forced labour. Within our SarOps, the SOP for auxiliary police is aligned with the Voluntary Principles on Security and Human Rights and incorporates the Group's ethical mandates. This integration is designed to mitigate risks associated with the abuse of power and to facilitate a safe operational environment that upholds the dignity and rights of all individuals.

Prohibiting Workplace Harassment

Press Metal remains steadfast in fostering a safe, conducive, and motivating environment for our entire workforce. The Group fosters a culture of mutual respect and ethical conduct, prohibiting all forms of harassment, including sexual harassment, and any behaviour that undermines the dignity, wellbeing, or physical and psychological safety of our people. By institutionalising these protections, the Group upholds a professional atmosphere rooted in mutual respect and ethical conduct.

A formal grievance mechanism is established to empower employees to report concerns in a fair, impartial, and strictly confidential manner. Where a grievance is reported, appropriate due diligence will be undertaken and the individuals should feel secure in raising legitimate concerns, as safeguards have been integrated into the grievance mechanism protocol to protect employees from any form of retaliation.

Our Value Creation

Modern Slavery Statement

In alignment with the ILO Declaration on Fundamental Principles and Rights at Work, the prohibition of modern slavery and human trafficking is treated with utmost priority across operations and the value chain. Controls are designed to prevent forced labour and exploitative practices within our operations and, where possible, across our supplier networks. These commitments are reinforced through our policies and protocols, which apply to all employees and suppliers across our operations, prohibiting all forms of human rights violations across our operations.

Further information on the Group's business structure and supply chain is available in the Our Integrated Value Chain section of this IAR 2025 and the Responsible Sourcing section of this SS 2025, respectively.

Governance and Policies, Social Management System

Governance and Policies

Human rights principles are embedded across all levels of employment and business operations, and are formally incorporated into the Human Rights Policy, Responsible Sourcing Policy, SCoC, and the Employee Handbook. Workplace policies, expectations, and employee rights are communicated formally to both local and foreign employees through the Employee Handbook, which is made available in multiple languages relevant to our operating jurisdictions to provide accessibility and clarity.

Empowering Our People and Enriching Our Communities

Recruitment processes are guided by the Human Rights Policy to support fair, ethical and non-discriminatory employment practices. In addition, the HRDD on the recruitment process is conducted to identify and assess risks associated with hiring practices, enabling the Group to take appropriate measures to prevent and mitigate human rights-related concerns prior to employment.

Our human rights expectations extend beyond employment to the supply chain. Suppliers and contractors are required to operate in accordance with SCoC and Responsible Sourcing Policy, thereby reinforcing consistent standards across procurement and contracting activities. Through this approach, the Group seeks to promote responsible business conduct throughout the value chain and strengthen alignment with broader human rights commitments.

Social Management System

The SMS functions as a human rights governance mechanism by establishing a structured framework of processes and practices to support the consistent implementation of the Group's policies relating to human rights compliance. It provides a clear and systematic approach in translating policy commitments into operational practices, while clarifying expectations, roles, and responsibilities for effective implementation across the business.

In addition, the SMS serves as a practical guide for managing business-relevant human rights issues, enabling the Group to address potential risks in a more disciplined and structured manner. Through this systematic management process, Press Metal facilitates risk assessments, strengthens controls, and monitors human rights-related matters across our value chain.

Supported by an ongoing cycle of review and improvement, corrective actions and enhancement measures are integrated effectively into operations over time. This continuous improvement approach ensures that human rights risks are not only identified and managed, but also addressed in a manner that strengthens the overall effectiveness of the Group's governance and operational systems.

Risk Assessment and Management

Press Metal adopts a practical and structured approach to identifying, assessing, and managing human rights and social risks across our operations and value chain. To support systematic risk identification, evaluation, and informed decision-making, the Group conducts regular HRDD, Human Rights Impact Assessments ("HRIA"), Social Impact Assessments ("SIA"), and supplier assessments. These procedures strengthen the Group's ability to identify salient issues, implement appropriate controls, and reinforce responsible business conduct across operations and business relationships.

Human Rights and Social Impact Evaluation

Human rights and SIAs continue to strengthen the Group's ability to identify, manage and respond to evolving operational, regulatory and stakeholder expectations. While current assessments have not identified any salient risks across operations, continuous monitoring and due diligence processes support the early detection of emerging exposures and timely implementation of mitigation measures where required.

The findings from HRIAs further strengthened oversight by highlighting priority risk areas in labour practices, workplace conditions, grievance accessibility, and supply chain labour management. In response, targeted action plans were implemented to strengthen recruitment governance, enhance wage and working condition controls, reinforce OHS practices and improve employees' feedback mechanisms, supporting responsible operations and reinforcing stakeholder confidence across the Group.

The outcomes of the SIA have also provided greater visibility over social and labour-related risks, enabling the Group to strengthen governance and oversight on human rights and community issues. Structured stakeholder engagement, community grievance mechanisms as well as ongoing environmental and social management controls supported effective social management, promoted transparency in community engagement and enhanced alignment with regulatory and ASI expectations across operations.

Collectively, these efforts contributed to workforce stability, community relationships, and operational continuity. By enabling early identification and management of emerging risks, they contributed to operational resilience, strengthened stakeholder confidence and supported sustainable long-term value creation within the Group.

Empowering Our People and Enriching Our Communities

Human Rights Due Diligence

HRDD forms part of the Group's ongoing process to manage human rights-related risks across operations and supply chains. The framework is structured around four (4) key elements and adopts a risk-based methodology designed to prioritise areas of higher exposure and potential impact.



The HRDD exercise was undertaken by PMBTU, PMS, and PMI. In line with the ASI's requirements, the HRDD will be reviewed at least once every five (5) years.

Human Rights Impact Assessments

In FYE2025, PMBTU and PMS engaged an independent third-party consultant to conduct an HRIA. The exercise was undertaken to identify salient human rights risks, strengthen alignment with the UNGP on Business and Human Rights, relevant ILO conventions, ASI Performance Standard, as well as to establish a structured basis for ongoing due diligence.

The HRIA was conducted using a structured, multi-phased methodology that included desktop reviews of internal policies, procedures, and relevant external references, complemented by primary data collection through interviews, focus group discussions, worker surveys, and consultations with local communities and other stakeholders. Facility walkthroughs and documentation checks were also conducted to validate site-level practices and provide a more comprehensive understanding of actual operating conditions.

Social Impact Assessment

PMS and PMBTU conducted SIAs in FYE2023 and FYE2024, respectively. These assessments involved a broad range of stakeholders, including employees, local communities, government agencies, NGOs, suppliers, and contractors. Insights were gathered through surveys, interviews, and focus group discussions to assess social performance, stakeholder perceptions, and the wider social footprint of the operations.

The SIAs provided a coordinated understanding of potential social impacts and highlighted areas requiring continued oversight and management attention. Findings from the assessments were incorporated into the Group's risk registers, Social Impact Management Plan ("SIMP"), EIAs, and relevant policies and procedures, including the Social Management System Policy, Human Rights Policy, OHS Policy, CoC, and Grievance Procedures. This integration supported informed decision-making, strengthened visibility over social and labour-related risks, and reinforced governance oversight across operations.

In line with ASI guidance, the SIA is reviewed at least once every five (5) years, with interim reviews undertaken where necessary to address emerging risks and ensure continued relevance.

Empowering Our People and Enriching Our Communities

Supplier Assessments

Supplier compliance with the Responsible Sourcing Policy and SCoC is supplemented by structured evaluations, including SSAQ, site audits, and inspections. Where gaps are identified, suppliers are required to implement corrective action plans within defined timelines, with progress monitored to maintain oversight and encourage continuous improvement.

Further details are set out in the Responsible Sourcing section on pages 142-147 of this SS 2025.

Training and Awareness

Press Metal continues to invest in training and awareness programmes to equip our employees with the knowledge and awareness required to identify human rights risks, including modern slavery indicators, and to effectively utilise available reporting channels. These initiatives assist in fostering a vigilant and informed workforce, thereby strengthening responsible conduct across the organisation.

Throughout the year, a series of targeted training and awareness sessions were delivered, including:

- Employee Handbook Briefing, incorporating the Human Rights Policy;
- One Point Lessons on workplace conduct, including sexual harassment;
- Human rights awareness (including women's rights and the right to education);
- Employee grievance mechanisms and procedures; and
- Empowering managers in navigating and addressing bullying and harassment reports.

Training was also extended to suppliers as part of responsible sourcing initiatives, reinforcing expectations and promoting alignment across the value chain.

Effective Action Taken to Mitigate Human Rights Impact

Assessing the impact of our human rights initiatives remains essential to drive continuous improvement in labour practices and stakeholder protections. Multiple reporting channels are made available to enable stakeholders to report concerns, including an internal grievance mechanism for employees and a Local Community Grievance Management SOP for communities affected by operations in Sarawak. In addition, our whistle-blowing platform allows internal and external stakeholders to anonymously report concerns.

Safeguards are in place to protect individuals from retaliation, thereby promoting trust, security, and accountability. Where human rights violations are identified, corrective measures will be promptly implemented and, where relevant, remedies and compensation will be provided.

As at FYE2025, zero (0) human rights-related grievances or violations were reported.

Press Metal recognises that human rights risks are continuously shaped by evolving regulatory requirements, shifting stakeholder expectations, and operational developments. In response, the Group maintains a proactive approach to safeguarding compliance and strengthening oversight mechanisms across our operations and value chain.

To remain responsive to these developments, the SIMP is maintained as an active document and is subject to periodic review and refinement to remain relevant and reflective of the prevailing operating landscape, assessment outcomes, and emerging risk profiles. This adaptive approach is supported by the HRDD process, which is conducted at least once every five (5) years, or earlier where necessary, to evaluate risk exposure and validate the effectiveness of existing controls and mitigation measures.

This disciplined review cycle supports the Group's adaptive governance framework, enabling Press Metal to respond to emerging changes in a timely, structured, and effective manner, thereby sustaining ethical business conduct and securing long-term operational resilience.

Empowering Our People and Enriching Our Communities

Current Financial Effects

During the current financial year, no material financial losses were recorded arising from human rights-related incidents. Nonetheless, Press Metal continued to incur expenditure to support the implementation of our human rights commitments, with a focus on fair labour practices, workforce welfare initiatives and risk mitigation controls. Meanwhile, investments in digital systems will enhance grievance management effectiveness, while impact assessments and due diligence processes strengthened early risk identification.

These preventive measures will reduce exposure to regulatory penalties, revenue disruption and remediation costs that may arise from non-compliance. They will also support workforce stability and productivity, contributing to sustained operational performance across the Group.

How We Performed In 2025

Key Performance Indicator	2023	2024	2025
Incidents of violation involving rights of indigenous people	0	0	**0**
Number of incidents relating to discrimination, child labour, or forced or compulsory labour	0	0	**0**
Number of substantiated complaints concerning human rights violations	0	0	**0**

Notes:

1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Going Forward

Press Metal continues to monitor human rights and labour practices across our operations and supply chain. The Group remains committed to upholding fair wage standards, safe working conditions, and the strict prohibition of any human rights violations.

Moving forward, Press Metal will place greater emphasis on strengthening oversight through closer collaboration with industry associations, regulators, and other relevant stakeholders. At the same time, the Group will continue to foster stronger partnerships with local communities and enhance due diligence processes in order to deliver more meaningful and measurable social outcomes.

Digitalisation will also play a key role in supporting transparency and monitoring human rights-related matters. Planned initiatives include the implementation of multilingual grievance platforms and improved environmental and occupational monitoring tools to strengthen risk mitigation. In addition, a centralised digital dashboard and enhanced supplier management systems are expected to further enhance compliance monitoring, data visibility, and performance tracking across the value chain.

Through the continuous enhancement of governance frameworks, digital capabilities, and stakeholder engagement practices, Press Metal aims to strengthen risk prevention, reinforce stakeholder confidence, and support the creation of long-term sustainable value.

Empowering Our People and Enriching Our Communities

Diversity and Inclusion

M14

GRI 2-7, GRI 3-3, GRI 405-1, GRI 406-1

SDGs



Capitals

H

Why It Matters

Promoting diversity and inclusion strengthens organisations by bringing together a wide array of perspectives and experiences that drive innovation and creativity. For Press Metal, these values are important to our future success, and we strive to build a workforce drawn from diverse backgrounds and characteristics, fostering an inclusive environment grounded in equity and mutual respect. Valuing differences supports a workplace culture that enables individuals to contribute fully and perform at their best.

A diverse and inclusive workforce enhances employee engagement while reinforcing relationships with customers, business partners and local communities. By reflecting the cultural, linguistic, and socioeconomic diversity of our stakeholders, our employees are better positioned to appreciate differing perspectives, anticipate and address stakeholders' expectations effectively. Shared cultural or linguistic understanding can bridge communication gaps, reduce misunderstandings and build trust, particularly in communities surrounding our operating sites. Furthermore, diversity facilitates innovation, as teams with varied professional and personal experiences are better equipped to challenge assumptions and generate creative solutions.

Press Metal acknowledges that effective management of workforce diversity requires consistent, fair and inclusive employment practices. Shortcomings in cross-cultural communication and uneven application of employment standards may hinder collaboration and operational effectiveness, which potentially contribute to higher turnover, capability shortfalls, grievances and reduced productivity. These outcomes can affect talent attraction and retention, workforce stability and stakeholder confidence, with implications for the Group's operational continuity and cost efficiency.

To promote workforce diversity, Press Metal continues to embed inclusive people management practices within our governance and human capital frameworks. This includes clear accountability, providing training on inclusive behaviours, and improving monitoring of workforce dynamics to better respond to emerging issues. These measures advocate the development of a cohesive and resilient workforce capable of sustaining stable operations and advancing long-term value creation.

Our Approach

Press Metal advances its diversity and inclusion agenda across the operations through a robust governance framework, supported by policies and monitoring mechanisms. The principles of equality, non-discrimination, and respect for individual dignity are embedded within the Human Rights Policy, serving as the cornerstone of the Group's broader inclusion strategy.

Guided by the Diversity Policy, the Board promotes diversity and inclusion at every organisational level, fostering a workplace environment where individuals are respected, valued and empowered to contribute meaningfully regardless of age, gender, ethnicity, nationality, sexual orientation, cultural heritage, religious belief or socioeconomic background. Decisions regarding recruitment, professional development, and promotion are governed strictly by merit, experience, and professional qualifications, reflecting the objectivity and fairness of our human capital management.

Our Human Rights Policy, Diversity Policy and CoC reinforce our advocacy for gender equality and prohibit all forms of discrimination, establishing clear expectations for equitable treatment and advancement within the Group. Press Metal upholds equal employment opportunity across the operations and maintains a workplace environment designed to be safe, harmonious and free from discrimination. The Group's employment practices are guided by principles of fairness, respect and inclusivity, with clear recognition of personal dignity, privacy and individual rights as integral components of workforce management.

Additional information on the Diversity Policy, Human Rights Policy and CoC is available on the corporate website at https://www.pressmetal.com/investor-relations/corporate-governance.

The workforce composition of Press Metal reflects the structural and operational characteristics of the heavy industrial sector, where physically demanding roles have historically seen lower female participation. Representation levels are also influenced by external factors, including the availability of skilled female talent within the industry, the location of operational sites outside major urban centres and the demand for continuous shift work.

To promote gender diversity and equality, targeted efforts were directed towards increasing female participation across the organisation. The Board has established a target of achieving 30% female representation, currently reflected in three (3) female Directors out of ten (10) Board members. At the Group level, a 30% target has also been set for female representation in managerial roles. These targets guide structured and sustained initiatives to strengthen gender balance within leadership and management by promoting a diverse candidate pool in recruitment and succession planning processes.

Further details on Board composition are presented in the Corporate Governance Overview Statement section on pages 71-93 of this IAR 2025.

Empowering Our People and Enriching Our Communities

Assessing Our Governing Policies and Facilitating Grievance Reporting

The Board conducts periodic reviews of governing policies to validate continued alignment with evolving business requirements, regulatory developments and stakeholder expectations. Our diversity and inclusion principles are articulated in the Diversity Policy, Human Rights Policy, CoC, and Employee Handbook. These documents are communicated to employees during induction briefings and training sessions, setting clear expectations for standards of conduct.

To further strengthen transparency and accountability, we provide safe and confidential channels for grievance reporting. These include a whistle-blowing platform accessible to both internal and external stakeholders, enabling concerns relating to violence, harassment, intimidation or unsafe conditions to be raised. Our grievance mechanism permits anonymous reporting, thereby reducing the risk of reprisal and encouraging open communication. All reported matters will be assessed and addressed in a structured and impartial manner.

Furthermore, our Harassment and Bullying Prevention programme supports this framework by equipping managers and supervisors with the knowledge and skills required to manage workplace concerns with sensitivity and efficacy. The training initiatives focus on early intervention, fair case management and prioritisation of employee wellbeing.

Strengthening Workforce Diversity and Inclusion in Enhancing Business Resilience

Press Metal remains steadfast in our commitment to cultivate a diverse and inclusive workforce, underpinned by recruitment processes that are rigorous, transparent, and meritocratic. We recognise that a fair and unbiased selection strategy is fundamental to attracting talent. Candidate selection is conducted with strict objectivity, free from bias regarding race, gender, sexual orientation, disability, nationality or religion. This commitment to equity extends to career progression; advancement within the Group is governed by structured appraisal systems and competency frameworks, enabling equal opportunity for professional growth across the organisation.

Beyond policy, our diversity and inclusion priorities are embedded within the corporate culture through dynamic employee engagement initiatives. We foster social cohesion and a profound sense of belonging through sports programmes, tournaments and festive celebrations that are open to various ethnicities and nationalities. Furthermore, our induction programmes are designed to acclimatise new employees to our multi-cultural backgrounds and traditions of our workforce, instilling an awareness and appreciation of our shared traditions.

Collectively, these initiatives cultivate an environment where distinct perspectives are not only respected but valued. By strengthening workforce cohesion, we enhance our adaptability and operational continuity. Ultimately, a diverse workforce reinforces stakeholder confidence and contributes significantly to Press Metal's sustained organisational resilience and long-term performance.

Our Value Creation

A culture of inclusion is maintained through equitable treatment and consistent application of fair workplace practices. Every employee is accorded equal respect and opportunity, fostering an environment grounded in trust, transparency, and mutual accountability. This focus on fairness empowers individuals to contribute confidently and perform at their best, thereby strengthening organisational cohesion and overall performance.

To attract and retain a diverse and capable workforce and to facilitate gender diversity across functions, a comprehensive range of initiatives had been introduced to promote employee wellbeing and professional growth. These measures were designed to enhance inclusion, promote equality, and address the varied needs of employees across operational and corporate environments.

Empowering Our People and Enriching Our Communities

Key initiatives include:

Advocacy and Engagement

PressNita Women's Committee

Operates as a dedicated platform to support women's empowerment and representation through participation in corporate town hall engagements.

Merit-Based Recognition

Best Employee and Role Model Recognition Awards reinforce a fair, transparent, and merit-based framework for professional excellence.

Tailored Engagement

Designated engagement spaces at recruitment events support a welcoming and inclusive candidate experience.

Enhanced Safety and Operational Security

PressSafe Mobile Application

Enables female employees to report safety-related matters promptly and confidentially.

Infrastructure Security

Closed-Circuit Television installation in identified risk areas, together with designated female-only parking spaces, strengthens on-site security.

Secure Transit

Female bus drivers and designated seating on commuter buses support safe transit for shift-based employees.

Wellbeing and Workplace Inclusivity

Health and Hygiene

On-site mini-marts provide essential hygiene products, supported by periodic female doctor consultations.

Lactation Support

Dedicated lactation facilities to support nursing mothers in the workplace.

Communal Spaces

Multipurpose facilities are periodically reserved for ladies' activities to support engagement and social cohesion.

Professional Development and Skills Enrichment

Technical Upskilling

Training programmes in forklift operation, safety protocols and equipment maintenance to support career progression and job enrichment for women in technical roles.

Empowerment Workshops

Self-defence and basic automotive maintenance workshops to support confidence and practical capability.

Awareness and Advocacy

Targeted sessions, including International Women's Day activities and Sexual Harassment Awareness talks, reinforce a culture of mutual respect across the organisation.

Empowering Our People and Enriching Our Communities

The implementation of these initiatives have yielded valuable insights for the Group, reinforcing the importance of an inclusive culture. Fair grievance handling, mentorship programmes, and targeted employee recognition have collectively fostered a professional workplace that supported retention and strengthened employee loyalty.

Press Metal has remained steadfast in cultivating a diverse workforce by embedding these principles within our succession planning and leadership development frameworks. These efforts were essential to cultivating a diverse talent pipeline and reinforcing a cohesive organisational culture across all operational and corporate functions.

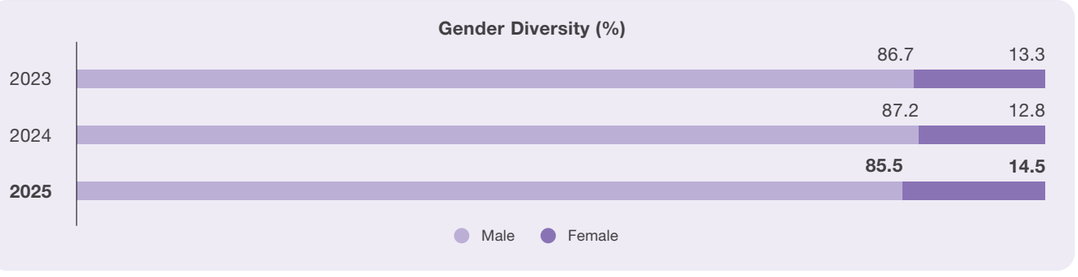
Current Financial Effects

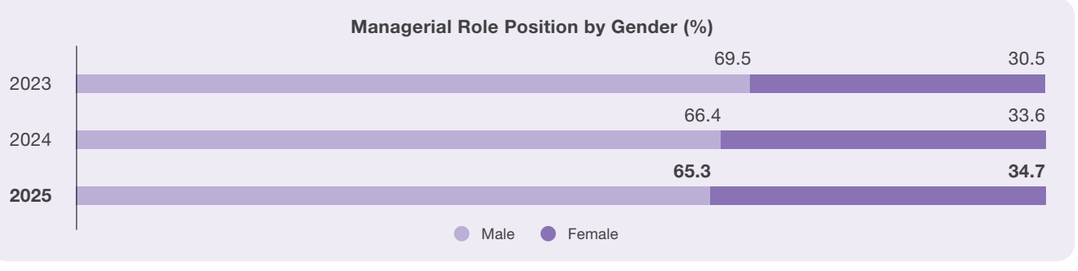
During the current financial year, no material financial losses were recorded in relation to diversity and inclusion-related incidents. Nonetheless, the Group continued to invest in initiatives that strengthened workforce engagement, wellbeing, and inclusion. Resources were also allocated to diversity and inclusion training and awareness programmes to promote respectful and professional workplace practices. In addition, recurring expenditures were incurred in support of monitoring and reporting of diversity, human rights, and workforce-related policies, including data collection, performance tracking, and improvement measures designed to sustain alignment with established standards and organisational objectives.

How We Performed In 2025

In FYE2025, female representation in managerial positions rose to 34.7%, an increase from 33.6% in FYE2024, remained above the established target, reflecting steady and deliberate progress in advancing our diversity objectives. Although the target for female participation in managerial positions has been achieved, continued efforts will be directed towards strengthening the representation of women across the broader workforce. This objective aligns with the Group's focus on non-discrimination, gender diversity, and equitable access to career opportunities at all organisational levels.

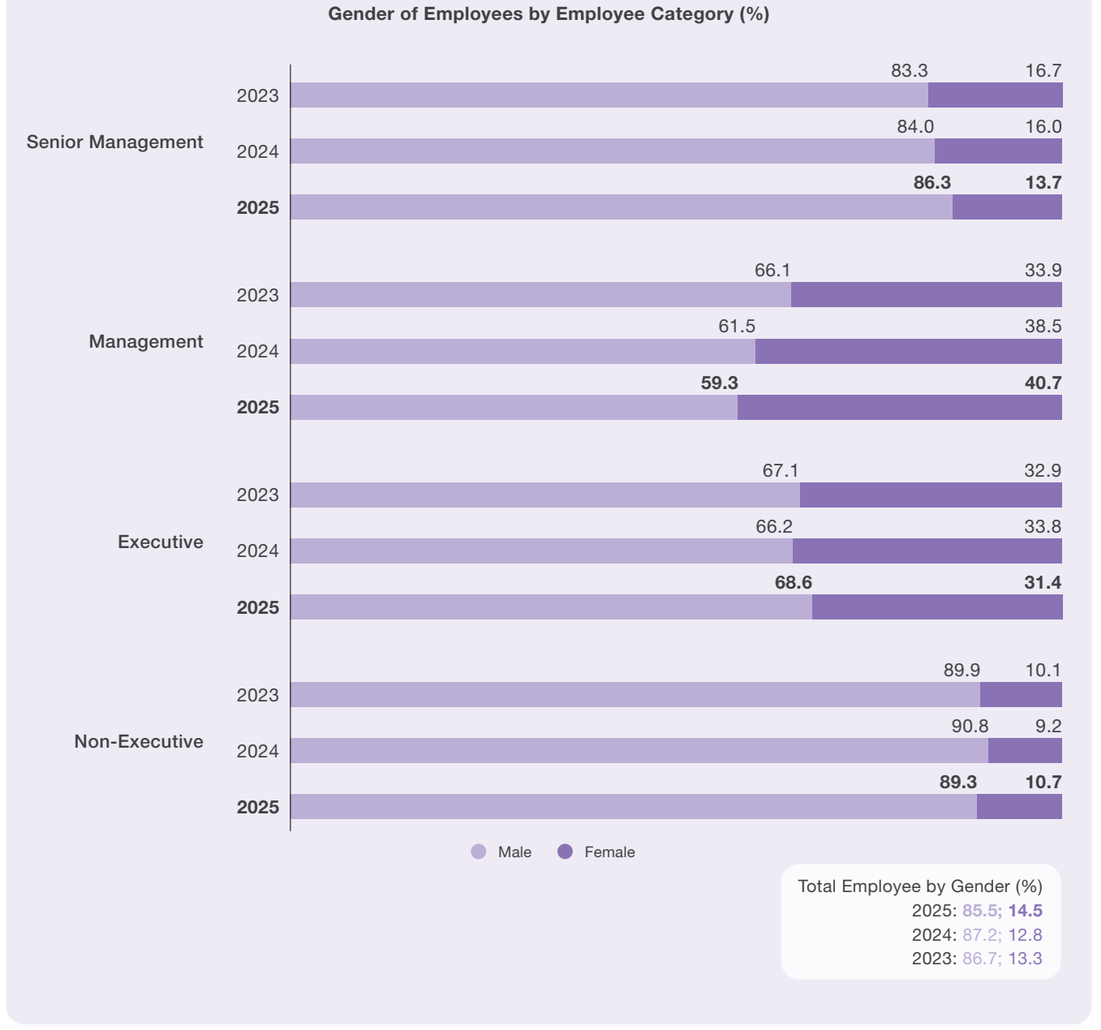
In addition, no instances of workplace discrimination were reported for the reporting period, reflecting adherence to established policies and grievance mechanisms.





Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Empowering Our People and Enriching Our Communities



Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
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3. *FYE2025: Aggregated data from Press Metal.*

Empowering Our People and Enriching Our Communities

Age Group & Gender of Employees by Employee Category

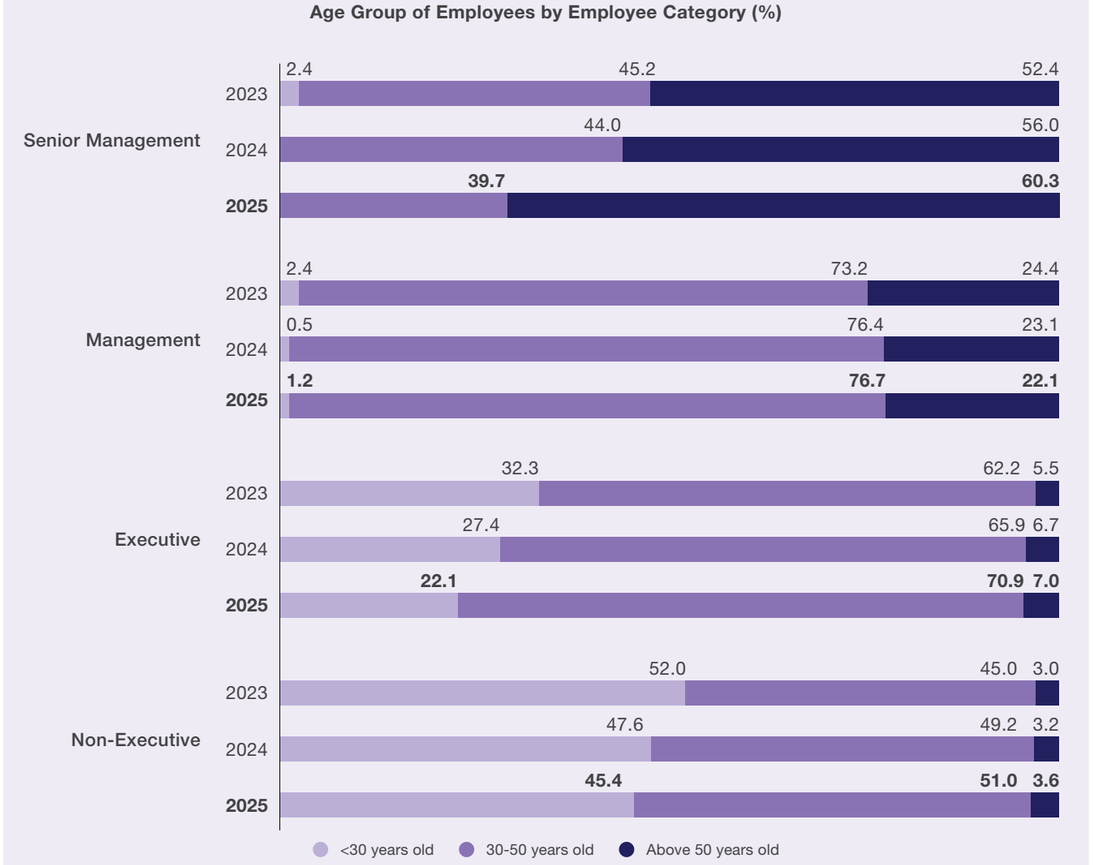
Employee Category	2023					
	<30 years old		30-50 years old		Above 50 years old	
	Male	Female	Male	Female	Male	Female
Senior Management	1	0	15	4	19	3
Management	1	3	79	44	31	10
Executive	155	119	370	156	43	4
Non-Executive	3,077	175	2,380	441	175	16
Total	3,234	297	2,844	645	268	33

Employee Category	2024					
	<30 years old		30-50 years old		Above 50 years old	
	Male	Female	Male	Female	Male	Female
Senior Management	0	0	17	5	25	3
Management	1	0	82	57	29	13
Executive	126	115	403	176	53	6
Non-Executive	2,873	168	2,733	407	193	10
Total	3,000	283	3,235	645	300	32

Employee Category	2025					
	<30 years old		30-50 years old		Above 50 years old	
	Male	Female	Male	Female	Male	Female
Senior Management	**0**	**0**	**23**	**6**	**40**	**4**
Management	**1**	**2**	**114**	**84**	**38**	**19**
Executive	**132**	**115**	**567**	**224**	**67**	**11**
Non-Executive	**2,848**	**193**	**2,906**	**507**	**225**	**16**
Total	**2,981**	**310**	**3,610**	**821**	**370**	**50**

Empowering Our People and Enriching Our Communities

Percentage of Age Group of Employees by Employee Category



Total Employee by Age (%)
2025: 40.4; **54.4; 5.2**
2024: 43.8; 51.8; 4.4
2023: 48.2; 47.7; 4.1

Locality & Gender of Employees by Employee Category

Employee Category	2023			
	Local Employee		Foreign Employee	
	Male	Female	Male	Female
Senior Management	33	6	4	1
Management	98	56	11	1
Executive	524	279	44	0
Non-Executive	4,439	631	1,193	1
Total	5,094	972	1,252	3

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Employee Category	2024			
	Local Employee		Foreign Employee	
	Male	Female	Male	Female
Senior Management	35	7	7	1
Management	97	69	15	1
Executive	527	298	57	0
Non-Executive	4,212	584	1,585	0
Total	4,871	958	1,664	2

Employee Category	2025			
	Local Employee		Foreign Employee	
	Male	Female	Male	Female
Senior Management	**55**	**9**	**8**	**1**
Management	**135**	**102**	**18**	**3**
Executive	**603**	**346**	**163**	**4**
Non-Executive	**4,687**	**715**	**1,292**	**1**
Total	**5,480**	**1,172**	**1,481**	**9**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Employees with Disability

Total Number of Employees	2023		2024		2025	
	Numbers	%	Numbers	%	Numbers	%
Employees with Disability	4	0.05	1	0.01	**1**	**0.01**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Going Forward

Press Metal remains steadfast in its commitment to fostering a workplace culture where respect for diversity is embedded within daily practices and strategic decision-making. The Group strives to promote fair and equitable treatment across all employee groups, cultivating an environment where individuals are acknowledged for their contributions and empowered to achieve their full potential.

Moving forward, Press Metal will continue to strengthen our diversity and inclusion commitments through the iterative enhancement of talent management practices and our succession planning framework. The target of 30% women representation in managerial roles remains, facilitating the consideration of women for key leadership positions. These efforts will be complemented by targeted leadership and skills-based training under the Group's comprehensive training and competency framework.

Press Metal recognises that sustaining a diverse and inclusive workforce requires attention and resource allocation. The Group will continue to invest in inclusive policies, training programmes, and governance oversight to enhance workforce stability and collaboration, aiming to strengthen employee retention and talent attraction while reinforcing equitable opportunities across the organisation, underpinning our long-term operational resilience, upholding stakeholder confidence, and driving sustainable performance in a dynamic business environment.

Empowering Our People and Enriching Our Communities

Talent and Labour Management

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GRI 2-7, GRI 2-8, GRI 202-2, GRI 3-3, GRI 401-1, GRI 401-2, GRI 401-3, GRI 402-1, GRI 404-1, GRI 404-2, GRI 404-3

SDGs



Capitals

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Why It Matters

Employees are one of the key drivers in catalysing Press Metal's growth trajectory and the delivery of long-term value creation. A capable, motivated, and engaged workforce supports the Group's operational reliability, technical excellence, and sustained competitiveness. Talent management is critical within manufacturing operations, where specialised technical expertise, operational discipline, and workforce reliability are essential for production efficiency, regulatory compliance, and health and safety performance. Misalignment in workforce planning or capability development may impact production throughput, limit asset utilisation, or constrain economies of scale, with potential implications for performance delivery and long-term value creation.

Comprehensive talent and labour management focuses on identifying and mitigating workforce risks, including ineffective employee communication, skill gaps, talent shortages, succession planning gaps, employee welfare concerns, and non-compliance with labour regulations. Press Metal recognises that any failure to manage workforce risks may disrupt workforce harmony, which will impact employee turnover, workforce stability, and operational continuity.

Effective talent and labour management plays a decisive role in strengthening workforce resilience and performance. Press Metal places strong importance on labour relations and continuous human capital development to support workforce continuity and sustained productivity within the Group. These efforts enhance competitiveness and reinforce confidence among customers, business partners, and stakeholders who place increasing emphasis on ethical employment practices and responsible workforce management.

Our Approach

Press Metal adopts a systematic talent management framework that encompasses strategies for recruitment, development, retention, leadership growth, and succession planning. Supported by established policies and procedures, the employee management system strengthens capability development and facilitates organisational resilience across operational and corporate functions.

Anchored in the CoC, Human Rights Policy and internal governance frameworks, employment practices are guided by fairness, accountability, and regulatory compliance. Fair and merit-based remuneration framework and defined career pathways cultivate a skilled and adaptable workforce, characterised by equity and inclusivity across all entities. Complementing these, continuous upskilling, structured succession planning, and adherence to labour regulations reinforce effective workforce oversight and strengthen operational stability.

To prevent or mitigate labour-related risks, Press Metal has established mechanisms to facilitate open dialogue, including grievance channels, whistle-blowing platforms, and town hall engagements. Employees' conduct is governed by clear SOPs to safeguard the rights of all parties.

These integrated measures facilitate the development of a resilient and capable workforce, underpinning the Group's ability to maintain high-performance standards across the value chain and uphold the commitment to long-term continuity.

Upholding Ethical Recruitment Practices

Robust recruitment policies and procedures support a fair and transparent hiring process, with candidate selection guided by merit-based criteria and fair employment practices.

Local talent recruitment is prioritised to support job creation, skill development, and workforce capacity building while retaining economic value within the local community in our operating regions. In addition, localisation, especially for managerial positions, allows us to leverage employees' knowledge on local market dynamics, cultural contexts, and regulatory environments, which strengthens stakeholder relationships and operational sustainability.

Empowering Our People and Enriching Our Communities

In line with our commitment to fair employment practices, the Group adheres to minimum wage requirements and applicable laws on working hours and overtime across our operating regions. Transparency and equity are maintained throughout the recruitment process, explicitly prohibiting deposits, recruitment fees or related charges. Employment terms are clearly defined in written contracts, which are translated into the native language of foreign employees and communicated directly or via authorised recruitment agencies to facilitate understanding of rights and obligations.

New hires are required to participate in an onboarding programme that covers legal employment rights and key Group policies, including the Human Rights Policy and CoC, providing clarity on expectations relating to human rights, health, safety, and ethical conduct. To support onboarding and facilitate a smoother transition, the SarOps Onboarding Buddy Programme will pair new hires with experienced colleagues to foster knowledge transfer, promote engagement, and strengthen a collaborative organisational culture.

Providing Competitive Remuneration & Benefits

Press Metal remains committed to the principle of equal pay for equal work, as endorsed by international treaties and national legislation, reflecting our standing as a fair and responsible employer. To attract and retain talent, the Group offers remuneration packages that extend beyond statutory minimum wage requirements. These offerings incorporate benefits and compensation structures designed to support employee wellbeing and facilitate workplace engagement. Key benefits include:

Benefits	Details	
Work-life Integration	• Healthcare • Volunteer opportunities • Recreational activities • Festive celebrations • Performance awards	• Personal development (education, training, and career development assistance) • Dental benefits • Optical benefits
Insurance	• Healthcare insurance • Personal accident insurance	
Leave	• Examination and study leave • Parental leave • Compassionate leave	• Religious leave • Natural calamity leave • Marriage leave
Subsidy	• Meal subsidy • Housing and utility subsidy	• Transportation • Accommodation

Working hours are managed in compliance with local labour laws to mitigate excessive hours, and overtime is undertaken on a voluntary basis with applicable rates communicated transparently to employees. Performance bonuses and annual salary increments are determined based on individual performance and contributions assessed during annual appraisals, reinforcing a merit-based culture that values achievement and dedication.

Adhering to Statutory Contributions

Statutory contributions are fulfilled in strict accordance with the legal requirements of our operating jurisdictions, reflecting the Group's commitment to fiscal and social responsibility. In Malaysia, a minimum of 12% of employee's income is contributed to the Employees Provident Fund by the employer. Meanwhile, all eligible employees are enrolled in the Employment Insurance System and the Social Security Organisation. These inclusions underpin our practices in securing our workforce against unforeseen circumstances, providing social protection and financial security.

Empowering Our People and Enriching Our Communities

Upskilling Internal Capabilities

Training and development forms a key component of our talent strategy, facilitating enhancements in job performance and career progression by equipping our workforce with relevant skills and competencies. These commitments are reflected in the Human Rights Policy, Diversity Policy and Employee Handbook, underpinning our approach to professional growth. To facilitate continuous and diverse development needs, a broad range of learning programmes is provided to Board members and employees, covering professional qualifications, technical expertise, soft skills, leadership development, and human rights awareness. By leveraging internal competency matrices and in-depth performance assessments, training plans are personalised to individual requirements, to promote the relevance and effectiveness of the capacity building programmes.

Press Metal has also deployed targeted technical upskilling programmes for technicians, engineers, and operators to accelerate automation adoption and bolster capabilities in advanced plant optimisation. The upskilling programmes included exposure to new pot technology designs, AI-enabled monitoring systems, and sophisticated data management within our Centralised Digital Operations Hub. The primary objective was to equip our workforce with competencies that aligned with technology-driven processes, thereby facilitating greater operational efficiency, safety, and sustainability.

Each training attended by participants will undergo a dual-tier evaluation process, where feedback from participants and their direct supervisors will be used to assess the learning outcomes. Insights derived act as a feedback loop for future training development, allowing knowledge acquisition to translate into practical workplace application and measurable performance improvements.

Building a Pipeline of Future Leaders

Effective succession planning is essential to sustaining organisational continuity and long-term performance. Integrated within the Group's talent strategy, this approach facilitates leadership continuity, skill readiness, and cultural alignment across all levels.

The Succession Planning Framework provides a structured approach to identifying and developing high-potential and high-performing employees for future leadership roles, aligning with the competencies, values, and strategic direction of the organisation.

This framework follows a systematic seven (7) stage pathway:

1	**Critical Role Identification**	Highlighting positions central to strategic goals and operational continuity to prioritise talent risks and resources where they matter most.
2	**Building Job Profiles & Role Clarification**	Defining clear performance indicators, core competencies, and behavioural expectations to establish a structured benchmark for future leaders.
3	**Successor Identification & Assessment**	Identifying potential successors for critical roles through leadership nomination, performance reviews, and competency-based assessments to evaluate their competence against critical role requirements.
4	**Successor Profile & Placement**	Mapping identified successors to specific target roles and creating comprehensive profiles to assess succession readiness and identify potential gaps.
5	**Succession Pipeline Development**	Implementing comprehensive development interventions, ranging from structured leadership programmes to cross-functional rotations and mentoring, to systematically bridge competency gaps and accelerate the readiness of the future leadership cohort.
6	**Talent Engagement & Mindset Readiness**	Fostering strong retention and commitment by aligning personal career aspirations with organisational goals, while ensuring successors remain engaged and prepared for future leadership advancement.
7	**Evaluation & Improvement**	Periodically review leadership pipeline coverage and successor capabilities to maintain a strong and prepared leadership bench, ensuring the succession strategy remains dynamic, relevant, and aligned with the organisation's long-term continuity objectives.

Empowering Our People and Enriching Our Communities

At the leadership development level, three (3) strategic levers support the Succession Planning Framework and strengthen talent dynamism for future leadership roles:

Competency-Based Evaluation & Mapping

A methodical competency framework that defines role-specific competencies across the organisation. Each position is mapped against technical, behavioural, and leadership requirements. Structured assessments identify skills gaps and development priorities, enabling targeted action plans to support employee growth and career progression. This systematic mapping strengthened internal mobility, enhanced transparency in talent decisions, and supported readiness for critical roles.

Comprehensive Leadership Assessment & Development

Leadership capability is strengthened using methodical assessment tools to provide data-driven insights to guide leadership development and succession readiness. The assessments support the evaluation of individual behavioural traits, motivation drivers, work orientation, and leadership styles to enhance self awareness, align personal and organisational goals, and improve leadership and adaptability across different contexts.

To strengthen team effectiveness and leadership growth, the assessments provide insights into work styles and team dynamics, enabling the identification of skill gaps, optimisation of team composition, and alignment of roles with individual strengths.

3Re (Retention, Reward and Recognition) Total Compensation Strategy

The 3Re Total Compensation Strategy aims to promote long-term talent sustainability across the Group. This approach integrates coordinated development opportunities, diversified role exposure, and internal mobility pathways with competitive remuneration and recognition mechanisms. Together, these elements support a high-performance culture where professional aspirations are aligned with organisational growth.

Talents are also provided with clear visibility of their career progression pathways, a factor that underpins sustained motivation and reinforces retention rates across all functions, which creates a resilient talent pool that supports long-term value creation.

Talent Succession Programme

A structured succession platform that reinforces knowledge sharing and skill transfer is essential to strengthen operational continuity and leadership depth across the Group. Building on the Group's Succession Planning Framework, the Talent Succession Programme has been implemented in SarOps to enhance systematic talent identification, professional development and succession readiness, reinforcing long-term workforce stability.

Key components of the programme include:

Talent Review Framework

A leadership-driven, end-to-end assessment, and development process that systematically identifies high-potential employees. It incorporates defined eligiblity criteria, competency gap analysis, and targeted development plans to support data-informed succession decisions aligned with strategic priorities.

Leadership and Growth Mindset Programmes

Structured development programmes designed to prepare selected talent for expanded responsibility, while strengthening leadership agility, strategic thinking, and managerial effectiveness.

Competency Matrix System

Assessment for identifying competency gaps and development needs, supported by KPI tracking through the Competency Gap Closure Rating.

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PICE©Successor Development Framework

Investment in future leaders is further supported through the proprietary PICE© framework, which focuses on Performance, Interaction with People, Competencies and Experience. The framework develops adaptable leaders to equip with critical thinking capabilities suited for an evolving business environment.

This balanced structure combines practical exposure, guided interaction, and targeted development learning, strengthening decision-making capabilities, business acumen, and leadership confidence.

ICEBERG Model Integration

Complementing PICE©, the ICEBERG model supports in-depth succession evaluation. While PICE© focuses on observable competencies, ICEBERG examines underlying attributes that influence long-term leadership effectiveness, including mindset, values, behavioural drivers, and cultural alignment.

This dual framework enables the development of comprehensive job profiles for critical roles, aligning technical capability with behavioural readiness and organisational fit. Together, these succession mechanisms enhance leadership continuity, mitigate talent risks, and strengthen the Group's capacity to sustain growth in a competitive industrial landscape.

Talent Retention & Development

A capable, motivated, and engaged workforce underpins our sustained operational excellence. Recognising human capital as one of the foundations, the Group has established short-, medium-, and long-term targets to reinforce employee retention and training effectiveness.

Press Metal employs a dual focus, designed to address the requirements of both key talents and critical operational roles. We prioritise career progression and capacity building to nurture a robust talent pipeline, cultivating leadership readiness to assume greater responsibilities. By aligning new responsibilities with commensurate rewards and recognition, the Group cultivates higher levels of engagement, commitment, and confidence in long-term career prospects, thereby supporting organisational stability, mitigating talent-related risks, and reinforcing the resilience of our operations.

	Short-term (2025)	Medium-term (2028)	Long-term (2033)
Employee Turnover	Reduce turnover rate to 14%	Reduce turnover rate to 13%	Maintain turnover rate at 12%
Average Training Hours for Employee	Achieve average training hours of 50 hours/ pax	Achieve average training hours of 52 hours/ pax	Achieve average training hours of 56 hours/ pax

Promoting Work-Life Balance

Maintaining a work-life balance is important to fostering employee wellbeing, engagement, and long-term retention. By creating a supportive working environment that enables employees to manage professional responsibilities alongside personal priorities, the Group strengthens productivity, commitment, and overall workforce performance.

At the corporate level, the Employee CARE model — Connect, Authentic, Recognition, and Engage — was implemented to enhance workplace engagement, team cohesion, and cultural alignment. This model promoted meaningful interaction and authentic communication, while establishing formal mechanisms to recognise individual contributions. By promoting active participation, this approach encouraged a positive workplace culture and reinforces alignment across functions.

At the entity level, a dedicated team focused on employee wellbeing was established. At SarOps, the SRWC Committee has been organising regular activities and programmes designed to support employee wellness and social connection. Participation in sports, cultural events, and recreational initiatives provided opportunities for team bonding and interpersonal engagement, while family-oriented events enhanced a sense of belonging and cohesion across the organisation.

Empowering Our People and Enriching Our Communities

Promoting Open and Transparent Communication

Press Metal has established a cohesive engagement framework that facilitates direct communication between employees and worker representatives. The Group encourages open dialogue in an environment grounded in transparency and mutual respect.

One of our engagement approaches is formal grievance mechanism that enables employees to raise concerns including labour and human rights, whereby the reported grievances are subject to regular monitoring to assess the effectiveness of remedial actions and ensure timely resolution. Furthermore, a whistle-blowing platform is accessible to both internal and external stakeholders, providing confidential reporting channels on concerns, including employment-related matters. These mechanisms are designed to safeguard individuals from retaliation, thereby reinforcing accountability across the organisation.

To complement these feedback channels, the HR Department facilitates ongoing engagement through town halls and dedicated meetings with employee representatives. In SarOps, monthly meetings bring employee representatives and Management Representatives together to discuss workplace concerns, propose improvements, and develop practical solutions, supporting a culture of transparency and workforce participation.

Where significant organisational or operational changes are anticipated, the Group adheres to responsible change management practices by notifying affected employees at least one (1) month in advance. This approach allows the transitions to take place and be managed with sensitivity, enabling open dialogue and maintaining the trust and alignment of the affected employees during the transition period. By providing a clear notice period, the Group supports transparent communication, effective workforce adjustment, while maintaining the stability of our operations and minimising potential adverse impacts.

Maintaining Fair Labour Relations

Within SarOps, the Employee and Industrial Relations SOPs sets out the protocols governing employer-employee relations. The procedures address critical aspects, including fostering active engagement and open dialogue, safeguarding the rights of both employers and employees — including the fundamental right to freedom of association — and ensuring that employment services and termination procedures are both legally compliant and ethically principled.

The Employee and Industrial Relations SOPs also defines misconduct categories and the appropriate remedial actions in the event of policy breaches. To ensure impartiality and procedural fairness, all disciplinary decisions are subject to review by an elected Board of Appeal, functioning similarly to a Board of Domestic Inquiry, to handle every case with transparency and objectivity.

The Group engages employees through periodic employee engagement surveys, which offer meaningful insight into workforce sentiment and organisational resilience. The feedback from the surveys capture key aspects of the workplace experience, including working conditions, remuneration and benefits, learning and development, leadership effectiveness, and areas of workplace concern. The findings will then be translated into targeted measures aimed at enhancing the employee experience and shaping a workplace culture grounded in inclusion, accountability, and respect.

Our Value Creation

Talent Development Programmes

During FYE2025, the Group enhanced learning and development through the strategic deployment of digital solutions. Central to this initiative was the implementation of online learning platforms designed to deliver structured and accessible training modules across the organisation. These platforms provided agile learning pathways, granting employees timely and efficient access to a comprehensive suite of technical, functional, and leadership programmes.

The expansion of our digital learning capabilities has been effective in providing training consistency across operating sites, while simultaneously improving knowledge retention and participation rates. By enabling employees to engage with curated content that is aligned with role requirements and career progression pathways, individual development will be supported for broader career progression.

Empowering Our People and Enriching Our Communities

Initiatives	Description
Press Metal E-Learning Platform	In FYE2025, Press Metal E-Learning Platform continued to support employee development by providing accessible online training courses to enhance employees' expertise, build key competencies, and strengthen awareness of compliance requirements across the organisation. During the year, this platform was expanded to include additional modules, covering areas such as: • Generative AI & Prompt Crafting • Unlocking the Power of Generative AI & Power BI • Cybersecurity Awareness Training • Personal Income Tax Guidelines 2025 The platform continued to offer features such as the Collaborative Learning Hub to facilitate effective knowledge sharing. Meanwhile, the E-Onboarding Programme feature also provided new hires with a more structured and seamless onboarding experience.
Training Development Management System ("TDMS")	Introduced in FYE2024, TDMS continued to serve as a key tool for improving accessibility, efficiency, and the quality of employees' training experience. The system supported holistic management of employee learning and development through meticulous training planning, tracking, and evaluation.
Cross-Functional & Cross-Plant Training	The Cross-Functional and Cross-Plant Training initiative was introduced in FYE2025, aimed to strengthen operational capabilities and facilitate knowledge transfer through exposure to diverse functions and processes, fostering a deeper understanding of operational requirements. Key components included: • **On-the-Job Learning**: Opportunities for employees to experience work processes in different functions or manufacturing facilities to broaden their practical knowledge and capability. • **Knowledge-Sharing Sessions**: A platform for employees to exchange insights, share best practices, and learn from the experience of teams across entities. • **Collaborative Training Activities**: Joint training sessions for different functional areas and manufacturing facilities to build shared understanding and strengthen teamwork. This initiative contributed to a more versatile workforce by broadening operational exposure, supporting broader skill development, and fostering collaboration across various functions and sites.

Career Development Programme

Press Metal has deployed a 12-month Career Development Programme to cultivate leadership and harness potential within our workforce. This merit-based programme has served as a platform to identify and nurture emerging talents, equip talents with the critical skills, strategic foresight, and operational exposure to excel in broader responsibilities, thus reinforcing leadership pipelines and mitigated succession-related risks.

Empowering Our People and Enriching Our Communities

Programme	Purpose of Improvement
Leadership Tea Talk	A series of discussions, workshops, and informal drop-ins for employees at the executive and managerial levels to gain valuable insights from our most senior leaders.
Engineer Development Programme	A purpose-fit programme to develop qualified engineers.
Executive Development Programme	A purpose-fit programme to develop the skills and competencies required of executive-level employees.
Supervisory Development Programme	A programme to refine the analytical and problem-solving skills of supervisory-level employees, empowering them to become more effective in managing operational teams.

In FYE2025, Press Metal introduced the Offsite Midstream Workshop as part of career development initiatives. This workshop has served as a structured platform for cross-functional collaboration, which gathered leadership teams together to foster a deeper understanding of business priorities, key performance indicators, and improvement plans across the midstream division. This workshop focused on three (3) key areas:

Understanding divisional challenges and interdependencies;

Identifying improvement measures to achieve KPIs and deliverables; and

Encouraging innovation and strategic thinking to support continuous success in our operations.

Through a collaborative engagement approach, the workshop created valuable opportunities for participants to exchange perspectives, share knowledge, and align more closely on priorities and actions. By strengthening inter-departmental coordination and promoting a more integrated understanding of operational goals, the initiative contributed not only to improved business performance but also to the ongoing development of leadership capabilities within the Group.

Talent Recruitment

Press Metal implemented the Smart Hire Savings initiative to optimise recruitment practices and reduce reliance on external recruitment agencies. The initiative was designed to streamline the recruitment process, strengthen internal coordination, and deliver cost savings without compromising the quality of hires, while supporting prudent and value-driven workforce planning.

In addition, the Group actively engaged prospective candidates through career fairs, industry events, and targeted engagement platforms to broaden our talent pool and strengthen local hiring efforts. In line with our commitment to workforce localisation, priority was given to recruiting from surrounding communities. This approach not only supported local employment opportunities but also contributed to regional socioeconomic development by creating opportunities for individuals to participate in and benefit from the Group's growth.

In FYE2025, Press Metal's participation in selected career exhibitions and industry engagement platforms enabled the Group to connect with graduates, technical professionals, and experienced industry practitioners. These engagements strengthened access to a broader pool of qualified candidates across both operational and corporate functions, as set out below:

Empowering Our People and Enriching Our Communities

Initiatives	Description
Youth Development Programme	Press Metal provided employment opportunities and financial support to unemployed and underprivileged youths through the following programmes: • **Apprenticeship/ Internship Programme**: An internship programme that offered students on-the-job learning opportunities and practical experience to support aspiring professionals. • **PENJANA Programme**: A training programme for polytechnic graduates to equip them with the skills necessary to become process operators. • **Student Adoption Programme**: A programme that offered financial support for the educational needs of students.
Collaboration with Educational Institutions	Press Metal continued to collaborate with universities and educational institutions as part of our broader commitment to human capital development, research capability, innovation, and community engagement. These partnerships are intended not only to support the Group's long-term talent development objectives but also to contribute to the advancement of industry-relevant academic research and knowledge creation. Close engagement with universities facilitated research in priority areas, including: • **Sustainable Construction Materials**: Development of Sintered Construction Materials from Aluminium Industry Residue • **Energy Efficiency & Carbon Footprint**: Evaluation of Energy Efficiency and Carbon Footprint in Aluminium Production Operations • **Wastewater Treatment**: Performance Enhancement of Vacuum Evaporation for Treatment of Aluminium Metalworking Wastewater Emulsions In FYE2025, PMAH collaborated with Universiti Malaya on joint R&D initiatives, structured internship placements, and knowledge exchange in aluminium production engineering. In addition, PMBA hosted students from Universiti Malaya for an industry visit which provided practical exposure to aluminium manufacturing processes and further strengthened industry–academia linkages. To support the development of future talent, the Group also initiated internships, scholarships, and employment pathways aimed at equipping students with relevant industry knowledge and practical experience. Beyond financial sponsorship, Press Metal provided practical support such as accommodation, transportation, and research-related equipment to facilitate applied learning and effective participation in research activities. These initiatives underscored the Group's commitment to creating meaningful opportunities for students to develop industry-relevant competencies in a supportive and enabling environment. Further reinforcing these efforts, Press Metal signed an MoU with selected institutions to extend educational benefits to employees and their children, including tuition fee rebates and preferential enrolment arrangements. This initiative reflected the Group's commitment to supporting lifelong learning and enhancing access to educational opportunities for the wider workforce community. The collaborations continued to strengthen the Group's talent pipeline by providing early exposure to industry-relevant competencies, applied research opportunities, and meaningful engagement with the Group. Through joint research, internships, scholarships, and industry interactions, Press Metal aimed to cultivate future-ready professionals equipped with specialised capabilities in aluminium production, sustainability, and innovation, while fostering continuous knowledge exchange between academia and industry.

Empowering Our People and Enriching Our Communities

Initiatives	Description
Local Recruitment	In FYE2025, SarOps organised recruitment sessions in collaboration with the Labour Department and SOCSO Sarawak to promote local employment opportunities. Outreach was expanded to include career talks at universities, colleges, and secondary schools to raise awareness of career pathways within the aluminium sector. In China, PMI received the Liepin 2025 Guangdong Annual Extraordinary Employer Award, acknowledging excellence in talent attraction, development, deployment, and retention. This recognition reflected the Group's strong human capital governance and competitive positioning within the regional labour market. Meanwhile, our new subsidiary, PT KAN, which is currently under construction, has also started prioritising the recruitment of local talent, particularly from surrounding communities, reaching 74.0% of local employees. This forms part of our efforts to support local employment and community development.

Succession Planning Framework

The refinement of the Succession Planning Framework in FYE2025 has yielded measurable outcomes, reinforcing the Group's commitment to leadership continuity, ethical talent management, and long-term organisational resilience.

Stronger operational resilience
Reduced reliance on external recruitment for critical technical and leadership roles, safeguarding institutional knowledge and strengthening continuity planning.

Enhanced trust and transparency
Improved employee confidence in merit-based progression practices, reinforcing ethical governance principles and alignment with the UN Global Compact Principles 1, 2 and 6.

Establishing a future-ready leadership pipeline
Integrated sustainability, diversity, and compliance competencies into the competency framework, further enhancing the ability to develop leaders to drive operational excellence, exercise sound judgement and responsible decision-making in a complex business environment.

Positive stakeholder perception
Evidence of structured governance, ethical leadership, and long-term sustainability planning within the competitive global landscape.

In FYE2025, Press Metal received national recognition, the CHRO Champion Award from TalentCorp Malaysia and the Ministry of Human Resources, acknowledging excellence in people strategy, inclusive leadership and sustainable workforce development. This recognition reflected our commitment to upholding governance standards and human capital stewardship.

Enhancing Employee Engagement and Workplace Experience

Press Metal places strong emphasis on employee engagement as a key enabler in shaping workplace practices and enhancing the overall employee experience. Through targeted dialogues, open communication channels, and improved supervisory coaching, the Group continued to create constructive platforms to encourage feedback, foster mutual understanding, and support a culture of continuous improvement across the organisation.

Empowering Our People and Enriching Our Communities

Insights gathered from the annual employee engagement survey provided valuable perspectives on areas for further enhancement, particularly in relation to corporate culture, career development programmes, and workplace infrastructure. These findings enabled the Group to better understand employee expectations and identify opportunities to strengthen workplace satisfaction, engagement, and organisational cohesion.

In response, Press Metal introduced targeted action plans aimed at improving engagement levels, boosting morale, and enhancing day-to-day working conditions, as part of our commitment to creating a more supportive, responsive, and positive work environment. Key initiatives implemented in FYE2025 included the following:

Initiatives	Description
Workplace and Learning Facilities Enhancement	• Training facilities were upgraded with integrated conference and audio systems to improve learning effectiveness, collaboration, and knowledge transfer across functions.
Employee Wellness Enhancements	• Our employees are given access to the wellness facilities, such as a gym and yoga room, to support wellbeing. Complementing these, wellness programmes are offered to promote balanced lifestyles and sustain workforce vitality.
Wellness Awareness Week	• A dedicated wellness campaign was introduced to promote physical and mental wellbeing through educational and interactive activities.
Knowledge Corner Programme	• The Knowledge Corner programme has offered access to curated business and professional development resources to encourage continuous learning, support competency development, and strengthen knowledge-sharing practices across the organisation.
Employee Engagement Workshops	• A series of engagement workshops was organised to encourage creativity, cross-team interaction, and personal development beyond daily responsibilities, contributing to a more positive and engaging workplace environment.

As a testament to our commitment towards enhancing employee welfare, Press Metal was awarded the Happy Companies to Work for - Malaysia Edition by World HRD Congress. This reflected our dedication to creating a safe, uplifting, and productive working ecosystem, while ensuring strong talent management and succession planning practices.

Enhancement of Workers' Accommodation Facilities

PMBTU undertook a township development project at Samalaju Industrial Park, Bintulu, covering 72.2 acres and complying with the Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990 (Act 446).

The project was structured in phases to deliver immediate benefits while supporting long-term workforce welfare. The first phase of the project focused on basic and essential infrastructures such as shop lots, residential units, and convenience outlets to address daily living needs. Subsequent phases will introduce additional residential units, recreational spaces, landscaped areas, sports facilities, and a clubhouse, further enhancing the quality of life for employees.

Approximately 10% of the township is designated as green space, promoting environmental sustainability and contributing to a healthier living environment. In addition, engagements with regional contractors and local sourcing efforts have supported surrounding economic activity and employment opportunities within the local community.



Phase 1 of the Bintulu Township was completed and launched in the third quarter of FYE2025, providing accommodations for up to 960 occupants across 120 residential units. Located approximately 12 kilometres from PMBTU, the township has offered convenient access to the workplace. As of FYE2025, a total investment of RM143.0 million has been incurred for this Bintulu township.

Empowering Our People and Enriching Our Communities

In addition, PMBA entered a long-term rental arrangement to lease a portion of the Housing, Accommodation, and Lodging facilities, providing accommodation to a minimum of 350 personnel. The construction of the facility commenced in FYE2025, with completion targeted in FYE2026. This long-term rental agreement aims to enhance employees' hostel experience, improve employees' living standards and support a safe and conducive environment for our workforce.

Current Financial Effects

In FYE2025, no material financial losses were recorded in relation to talent and labour management risks.

The Group continued to allocate resources to workforce development and engagement as part of the broader human capital strategy. During the year, approximately RM14.6 million was invested in employee training programmes, including RM83,200 dedicated to ESG-related training. These investments were developmental in nature and were expected to enhance productivity, leadership continuity, operational resilience, and long-term organisational capability.

How We Performed In 2025

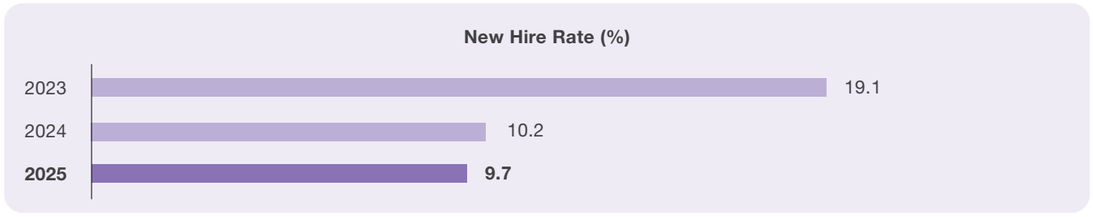
Employees by Permanent or Temporary Positions

	2023		2024		2025	
	Permanent	Temporary/ Contract	Permanent	Temporary/ Contract	Permanent	Temporary/ Contract
Employees by Positions	83.5%	16.5%	66.7%	33.3%	**68.4%**	**31.6%**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*
4. *The fluctuation in temporary and contract staff figures for FYE2024 was due to a revised methodology aligned with the definition outlined in the Bursa Malaysia Sustainability Reporting Guide (3rd Edition).*

New Hire Rate

Our new hire rate decreased by 0.5 percentage points compared to FYE2024.



New Hire by Age Group

	2023		2024		2025	
Age Group	Numbers	%	Numbers	%	Numbers	%
<30 Years Old	774	65.2	352	56.0	**472**	**45.0**
30-50 Years Old	406	34.2	271	43.2	**556**	**53.1**
Above 50 Years Old	7	0.6	5	0.8	**20**	**1.9**

Empowering Our People and Enriching Our Communities

New Hire by Gender

	2023		2024		2025	
Gender	Numbers	%	Numbers	%	Numbers	%
Male	1,017	85.7	484	77.1	**864**	**82.4**
Female	170	14.3	144	22.9	**184**	**17.6**

New Hire by Region

Region	2023	2024	2025
Malaysia	912	291	**216**
China	275	337	**345**
UK	NA	NA	**2**
North America	NA	NA	**0**
Australia	NA	NA	**15**
Indonesia	NA	NA	**470**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

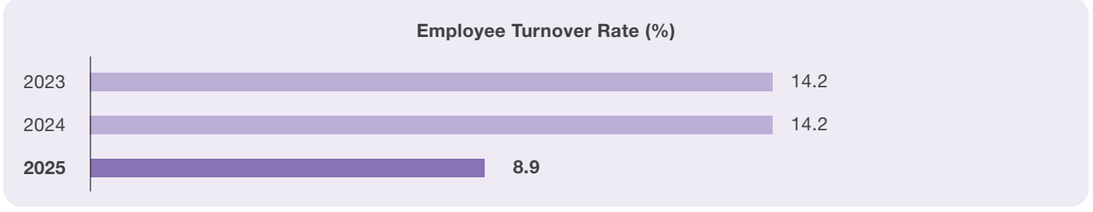
Senior Management Hired Locally

	2023		2024		2025	
Region	Numbers	%	Numbers	%	Numbers	%
Local	39	88.6	42	84.0	**64**	**87.7**
Foreign	5	11.4	8	16.0	**9**	**12.3**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Employee Turnover Rate

In FYE2025, the Group's employee turnover rate declined to 8.9% from the level recorded in FYE2024, reflecting the positive impact of our focus on career progression and talent development across the organisation. Building on this progress, the Group remains committed to strengthening employee retention through a combination of competitive remuneration and benefits, career development opportunities, and initiatives that promote work-life balance.



Empowering Our People and Enriching Our Communities

Employee Turnover by Age Group

Age Group	2023		2024		2025	
	Numbers	%	Numbers	%	Numbers	%
<30 Years Old	637	61.7	537	54.0	**319**	**53.9**
30-50 Years Old	355	34.4	428	43.1	**233**	**39.3**
Above 50 Years Old	40	3.9	29	2.9	**40**	**6.8**

Employee Turnover by Gender

Gender	2023		2024		2025	
	Numbers	%	Numbers	%	Numbers	%
Male	879	85.2	783	78.8	**478**	**80.7**
Female	153	14.8	211	21.2	**114**	**19.3**

Employee Turnover by Region

Region	2023	2024	2025
Malaysia	725	606	**426**
China	307	388	**141**
UK	NA	NA	**1**
North America	NA	NA	**4**
Australia	NA	NA	**17**
Indonesia	NA	NA	**3**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Employee Turnover by Employee Category

Employee Category	2023		2024		2025	
	Numbers	%	Numbers	%	Numbers	%
Senior Management	5	0.5	3	0.4	**1**	**0.2**
Management	11	1.2	13	1.8	**24**	**4.1**
Executive	96	10.2	101	14.1	**108**	**18.2**
Non-Executive	826	88.1	601	83.7	**459**	**77.5**
Total	938	100.0	718	100.0	**592**	**100.0**

Notes:
1. *FYE2023 and FYE2024: Aggregated data from our corporate headquarters (PMAH) and midstream (PMBTU, PMS, and PMAR) facilities.*
2. *FYE2025: Aggregated data from Press Metal.*

Average Training Received by Employee

In FYE2025, the Group invested over RM14.6 million in training programmes for our employees, reflecting our continued commitment to supporting employee development. We delivered a total of 364,623 training hours, equating to an average of 44.7 hours per employee. The decrease in average training hours per employee was primarily attributable to workforce expansion during the year.

2023		2024		2025	
Average Training Days	Average Training Hours	Average Training Days	Average Training Hours	Average Training Days	Average Training Hours
5.9	46.8	6.3	50.5	**5.5**	**44.7**

Empowering Our People and Enriching Our Communities

Average Training Hours Spent by Employee Category

Employee Category	Average Training Hours		
	2023	2024	2025
Senior Management	32.9	28.4	**29.8**
Management	43.0	41.9	**43.1**
Executive	56.4	51.1	**36.4**
Non-Executive	45.7	50.8	**46.4**

Average Training Hours per Employee by Gender

Gender	Average Training Hours		
	2023	2024	2025
Male	48.9	52.7	**47.5**
Female	33.4	35.4	**28.5**

Total Hours of Training by Employee Category

Employee Category	Total Training Hours		
	2023	2024	2025
Senior Management	1,086	1,421	**2,177**
Management	7,608	7,626	**11,125**
Executive	47,800	44,969	**40,624**
Non-Executive	286,352	324,439	**310,697**

Types of Training Provided in 2025

Types of Training	Average Hours Spent	% of Hours Spent
Technical Skills	5.6	**32.2**
Behavioral Skills	3.4	**2.7**
Compliance	2.1	**50.6**
Others	2.3	**14.5**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Youth Development Programme

In FYE2025, the Group offered 67 internship placements and two (2) Management Trainee positions to cultivate a talent pipeline. Of these, two (2) interns subsequently continued their careers with Press Metal.

Internship & Management Trainee Programmes	2024	2025
Number of Internships Provided	33	**67**
Number of Interns Retained	9	**2**
Number of Management Trainees	40	**2**

Notes:
1. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
2. *FYE2025: Aggregated data from Press Metal.*

Empowering Our People and Enriching Our Communities

Performance Appraisal

In FYE2025, 100.0% of employees across the Group underwent the annual performance appraisal and received personalised training aimed at strengthening their skills and knowledge.

Employee Receiving Performance Appraisal by Gender

Gender	2023	2024	2025
Male	98.3%	92.8%	**100.0%**
Female	91.7%	79.6%	**100.0%**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Promoting Employee Wellbeing

In FYE2025, the Group invested over RM300,000 in recreational activities, with the aim of improving employee wellbeing.

SRWC Category	Events Organised in 2024	Number of Participants	Events Organised in 2025	Number of Participants
Sport	21	2,289	**17**	**1,655**
Recreation	7	3,196	**15**	**1,059**
Welfare	35	7,465	**43**	**4,991**
Culture	27	13,087	**10**	**5,297**

Notes:
1. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
2. *FYE2025: Aggregated data from Press Metal.*

Employee Engagement

In FYE2025, 2,148 employees participated in the employee engagement survey, with 77.7% positive ratings given.

Parental Leave

In FYE2025, 270 employees took parental leave, including 225 males and 45 females. Notably, 99.1% of male employees and 100% of female employees returned to work following the conclusion of their parental leave.

Parental Leave by Gender						
	2023		2024		2025	
Employee Category	Male	Female	Male	Female	Male	Female
Total number of employees entitled to parental leave	2,830	446	3,276	631	**3,649**	**1,127**
Total number of employees who took parental leave	227	66	217	53	**225**	**45**
Total number of employees that returned to work in the reporting period after parental leave	226	55	216	48	**223**	**45**
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	194	51	192	29	**218**	**41**
Return to work rate (%)	99.6	83.3	99.5	90.6	**99.1**	**100.0**
Retention rate (%)	85.8	92.7	88.9	60.4	**97.8**	**91.1**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from Press Metal.*

Empowering Our People and Enriching Our Communities

Going Forward

Press Metal remains steadfast in strengthening the leadership pipeline through a balanced focus on technical mastery and value-based competencies. This strategic approach is reinforced across five (5) key pillars: talent acquisition, competency development, rewards and retention, succession planning, and the cultivation of a strong organisational culture. Guided by the Group's Competency Framework, leadership development continued to be methodical, deliberate, and forward-looking, with a focus on nurturing individuals who not only demonstrate strong capability but also embody the ethical standards and cultural values that define the organisation.

To further deepen organisational capability, knowledge transfer across entities will be enhanced to leverage shared expertise, strengthen cross-functional learning, and promote a sustainability-oriented mindset throughout operations. Internal communication platforms will continue to play an important role in encouraging collaboration, supporting professional growth, and aligning employees with the Group's long-term strategic objectives. Together, these efforts will create meaningful development pathways that inspire employees, strengthen engagement, and reinforce a culture of continuous learning.

The Group also intends to elevate talent and labour management practices through digitalisation. Planned enhancements include the development of an end-to-end digital platform integrating recruitment, onboarding, talent profiling, and performance management. In parallel, upgrades to job portal functionalities are being evaluated to streamline interview scheduling and application tracking, while workflow automation is expected to reduce administrative burden and improve data transparency across entities. These digital improvements will support a more efficient, connected, and data-driven approach to workforce management.

Workforce stability will be further strengthened through targeted initiatives centred on competitive benefits, career progression pathways, and continuous skills development. These measures are designed to enhance employee engagement, deepen organisational capability, and support the long-term sustainability of the workforce by creating an environment in which employees are motivated to grow and contribute over the course of their careers.

As these initiatives progress, financial implications are expected from investments in leadership development, capability enhancement, digital infrastructure, and strengthened labour practices. Such investments are strategic in nature and are anticipated to generate long-term value by improving productivity, enhancing succession readiness, and supporting greater internal talent mobility. In addition, more robust data-driven workforce planning and strengthened governance frameworks are expected to support informed decision-making, improve resource allocation, and reinforce sustainable value creation as the Group continues to expand the talent base in line with evolving business needs.

Empowering Our People and Enriching Our Communities

Community Management

M16

GRI 2-16, GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-29, GRI 203-1, GRI 203-2, GRI 3-3, GRI 413-1, GRI 413-2

SDGs



Capitals

F SR N

Why It Matters

Supporting local communities helps uplift livelihoods and improve the quality of life in the areas where Press Metal operates. Constructive community engagement fosters mutual trust, upholds stable operating conditions and promotes long-term business continuity. By understanding local priorities across health, education, socioeconomic development, environmental stewardship, and general wellbeing, the Group is better positioned to create shared value and deliver inclusive social outcomes while reinforcing its standing as a responsible corporate citizen.

Effective community engagement requires disciplined governance and cultural awareness. Upholding ethical conduct and demonstrating sensitivity to local norms during engagement activities reinforces confidence, strengthens partnerships, and mitigates potential reputational or operational exposure. Structured planning and clear accountability guide the principles and processes for community investments, focusing on areas aligned with the Group's business strategy while supporting social initiatives that meet community expectations and the Group's corporate objectives.

Strategic community investment also creates opportunities for shared value generation. Through targeted programmes spanning education, healthcare, environmental conservation, and social development — complemented by collaboration with government agencies, NGOs, and local institutions — Press Metal contributes to broader socioeconomic objectives at regional and national levels. These initiatives drive inclusive growth, enhance community resilience, and reinforce the Group's social licence to operate, thereby facilitating sustainable value creation for both communities and the business.

Our Approach

Community development constitutes a central pillar of Press Metal's engagement strategies, reflecting its social responsibility with emphasis on enhancing infrastructure, supporting sustainable progress, driving economic growth, and upholding environmental stewardship. By investing in these areas, the Group seeks to build a sustainable future and create tangible and long-lasting benefits for communities in areas where we operate.

Community engagement is integrated into the Group's broader business strategy, incorporating social initiatives into its long-term objectives. Structured stakeholder engagement processes, environmental and social impact assessments, and ongoing dialogue with local communities enable the identification of priority needs and potential social risks that may influence operating conditions. Insights derived from these engagements inform the design of sustainability and CSR programmes that deliver measurable social value while supporting operational continuity, workforce stability, and long-term business resilience.

To reinforce community management practices, Press Metal integrates community-related risk considerations into its strategic planning to facilitate early identification of potential issues and implement effective mitigation measures. Transparent communication, culturally informed engagement practices, and collaborative partnerships with local stakeholders to help reduce the likelihood of social disruption and enhance mutual understanding. This integration reinforces the Group's trust and acceptance within local communities, supports its social licence to operate and sustain constructive, long-term relationships with communities in proximity to its operations.

A Commitment to Meaningful Community Engagement

Constructive partnerships with stakeholders facilitate sustainable development initiatives that benefit the wider community. Engagement with local perspectives enables the formulation of targeted action plans to address community relations matters with relevance and lasting impact.

This commitment is operationalised through a structured and proactive approach. Prior to the establishment of manufacturing facilities, stakeholder identification and engagement form a critical part of the EIA process. Surrounding communities are consulted to gather feedback, understand expectations, and address concerns. This coordinated approach fosters informed decision-making and enables the delivery of social initiatives that extend beyond regulatory compliance, contributing to positive and meaningful social impact.

To effectively manage community engagement, Press Metal adopts a structured approach to stakeholder identification, encompassing government, local communities, educational institutions, employees, environment, media, and NGOs. This approach enables focused analysis of stakeholder concerns and facilitates tailored responses aligned with the specific characteristics, interests, and expectations of each group.

Empowering Our People and Enriching Our Communities

Managing Community Relations & Cultural Sensitivity

Engagement with local communities is guided by the Group's Human Rights Policy, which acknowledges the diversity of both the workforce and the surrounding communities. By respecting differences in customs, cultures and values, the Group fosters inclusive interaction grounded in mutual understanding and respect.

Across our SarOps, employees received induction briefings that include guidance on local traditions and community expectations, equipping them to better understand the needs and concerns of the surrounding communities. This cultural orientation enhanced sensitivity during engagements and promoted inclusive conduct in day-to-day interactions with neighbouring communities.

The Local Community Communication SOP provides guidance for engagement, setting out criteria for communication across different community segments and informing CSR initiatives in alignment with local priorities. At the smelter operations, the CPRD facilitates engagement with stakeholders, addressing a spectrum of concerns covering economic, social, cultural, environmental, safety and health matters, while overseeing emergency risk communications with discipline and foresight.

In FYE2025, the CPRD demonstrated effective governance in managing behavioural and cultural sensitivity considerations during Community Development Programme activities. Familiarity with local cultural contexts strengthens clarity of communication and supports constructive engagement outcomes.

Where interactions involve diverse beliefs, community dynamics or sensitive local issues, the CPRD maintains a neutral and balanced stance to promote fairness and minimise potential tensions. This approach supports responsible stakeholder engagement while reinforcing our commitment to respectful, culturally aware community relations.

Promoting Community Development

The Communication and Public Relations Management System is structured around five (5) pillars: *socioeconomics, health and safety, education, environment, and sports*. Each pillar is underpinned by defined programme categories that guide planning and implementation. This system enables a comprehensive and adaptable approach to community development in our effort to deliver impacts while addressing the multifaceted needs of the communities we serve.

Pillars	Guiding Principle/ CSR Category	Expected Outcomes
Socioeconomics	• Economics • Social Change • Work/ Policy • Development	Enhanced economic growth and elevated quality of life for local communities.
Health & Safety	• Physical Health • Safety & Security • Development • Sponsorship	Improved health awareness and strengthened trust among the local community in the safety of our operations.
Education	• Development • Sponsorship	Elevated educational quality and built a pipeline of skilled talent for future growth.
Environment	• Environment • Development • Sponsorship	Sustained environmentally conscious operations and secured community confidence in our operations.
Sports	• Development • Sponsorship	Cultivated sports talent and community achievements.

Empowering Our People and Enriching Our Communities

Upholding Community Grievance Mechanism

The Local Community Grievance Management SOP established a transparent and accessible channel for community members to raise feedback or concerns relating to the Group's operations. The grievance mechanism facilitates fair and timely handling of submissions, in alignment with the Group's CoC and organisational values.

This mechanism supports constructive dialogue with local communities, enabling the early identification of potential issues while strengthening responsible community relations. Upon receipt of a grievance or feedback, the CPRD conducts a formal review and coordinates with relevant departments to address, monitor, and follow up on the matter. By resolving concerns through a disciplined and timely process, the Group mitigates the risk of community-related matters escalating into operational disruptions. During the reporting period, no non-technical disruptions or delays arising from community-related issues were recorded, verifying the effectiveness of our engagement and mitigation strategies.

To bolster accessibility, the Community Grievance Promotion programme has been implemented to raise awareness of available reporting channels. During the year, a digital grievance platform accessible via QR code was introduced, enabling individuals to submit concerns efficiently. Community members may also communicate issues directly to CPRD personnel during community visits and dialogue sessions. This multi-channel engagement approach allows individuals with limited digital access or network connectivity to provide feedback effectively.

Our Value Creation

As a responsible corporate citizen, Press Metal recognises that its long-term commercial success is inextricably linked to the prosperity of our host communities. Consequently, the Group undertook targeted, community-focused initiatives that facilitated broader societal development within the communities surrounding our operations.

Financial and in-kind contributions were strategically directed towards programmes designed to elevate the quality of life and promote sustainable prosperity. By focusing on critical pillars such as education, healthcare, and infrastructure, the Group facilitated the development of a resilient local ecosystem. This approach not only bolstered regional stability but also reinforced the Group's community credibility, demonstrating that our growth remains synonymous with inclusive progress. Through this alignment, we facilitated the creation of shared value, underpinning a stable and constructive relationship between the Group and the community over the long term.

In FYE2025, there were no incidents of staff misconduct or culturally insensitive behaviour recorded.

Community-Oriented Programmes and Charitable Contributions

The Group's community initiatives were delivered through a number of CSR programmes and targeted charitable contributions. These initiatives were developed to move beyond traditional CSR activities; we endeavour to empower local populations and generate tangible, long-lasting benefits. Through this alignment, the Group facilitated the development of resilient local ecosystems that thrived alongside our operations.

Empowering Our People and Enriching Our Communities

Health

Facilitating the resilience of the local health sector constituted a primary pillar of the Group's community engagement strategy. Press Metal recognises that robust healthcare infrastructure is fundamental to the long-term stability and productivity of its host regions.

In FYE2025, contributions were extended to a range of health-related initiatives, including key activities such as:

Initiatives/ Activities	Key Contributions
Blood Donation Drives	• Organised blood donation campaigns in support of community wellbeing and public health, collected a total of 221 blood packs.
Healthcare Support	• Sponsored RM1.0 million to Pusat Kesihatan Bintulu for the purchase of portable X-ray machines and lead protective apron sets. • Donated materials for psychological wellness activities to support students' emotional management, resilience, and overall mental wellbeing.
Community Marathon & Fun Runs	• Sponsored Bomba Run 3.0 (State Level) that promoted community wellness and celebrated Bintulu's landmark, Jambatan Tun Taib Mahmud. • Collaborated with the District Education Department on the Bau Education Fun Run to support school development initiatives. • Sponsored Blue Cap Run that raised awareness and funds for prostate cancer-related treatments. • Supported Pink October - Run Against Cancer to empower cancer fighters and survivors as well as to raise awareness. • Hosted Larian KITA 2025, a Neon Glow-themed event that promoted health, community unity, and inclusive participation for all. • Sponsored Klang Marathon 2025 to promote health and fitness awareness, while supporting local community engagement and sports development.









Empowering Our People and Enriching Our Communities

Socioeconomic

Press Metal recognises that sustainable growth is intrinsically linked to the wellbeing and prosperity of the local communities. The Group facilitated targeted initiatives that bolstered local livelihoods and reinforced the social infrastructure, thereby supporting socioeconomic development to improve the standard of living for our surrounding communities.

In FYE2025, we supported community aid through contributions of over RM0.9 million, with the key activities listed below:

Initiatives/ Activities	Key Contributions
Disaster & Humanitarian Aid	• Conducted post-flood cleaning in 31 flood-affected areas in Bintulu town. • Provided building repair assistance to a house in Pasar Lama Balingian affected by a fire incident.
Community Welfare & Support	• Provided monthly aid of RM5,000 (totalling RM60,000) to underprivileged individuals with disabilities at the Love Home Charity Foundation. • Distributed red packets to 350 underprivileged seniors at a charity luncheon hosted by Love and Care Charitable Association. • Organised a zoo visitation for 20 orphanage children. • Donated necessities, school fees, and food to underprivileged children and elderly individuals to reduce financial burden for their families. • Organised an orphanage visit to contribute essential items, provide emotional support, and conduct educational and enrichment activities to inspire children.
Local Culture & Festivals	• Supported Sambutan Gawai Dayak Peringkat Negeri Sarawak 2025 in celebrating indigenous culture. • Organised annual programmes with Persatuan Bisaya Sarawak Cawangan Bandar Kuching for language preservation and traditional art activities. • Sponsored the KL Wushu Competition to promote traditional martial arts and culture.





Empowering Our People and Enriching Our Communities

Education

Facilitating access to quality education constitutes part of the Group's long-term social strategy. Press Metal recognises that a highly skilled and knowledgeable community is fundamental to sustainable development and the broader economy. The Group facilitated targeted educational initiatives, ranging from academic scholarships to technical and vocational training, that supported the aspirations of the next generation.

Recognising education as a catalyst for socioeconomic advancement, we contributed over RM0.7 million to initiatives that supported learning and skills development. Some of these efforts include:

Initiatives/ Activities	Key Contributions
Back-to-School Campaigns	• Donated 485 pairs of shoes, socks and tracksuits to underprivileged students in SK Telok Gong and SK Meru.
Infrastructure & Resource Sponsorship	• Sponsored smart TVs to 10 schools in Bau District. • Sponsored interactive Smart Board learning equipment to SK Tan Sri Datuk Sulaiman Haji Daud. • Sponsored design and technology teaching aids for schools under the Padawan District Education Office. • Collaborated with Jabatan Pendidikan Negeri Sarawak and multiple District Education Offices to improve school facilities, implement digital classrooms, enhance teacher quality, and provide STEAM (Science, Technology, Engineering, Arts, and Math)-based learning. • Funded the upgrade of Yuantan Primary School's security facilities to strengthen campus safety measures.
Student Aid, Recognition & Development	• Rewarded over 70 top SPM and STPM achievers through the Student Excellence Awards 2025. • Supported SMK Agama Sheikh Haji Othman Abdul Wahab in sustaining three (3) academic streams (Malay Language, English Language, and Religious Studies). • Collaborated with Pejabat Pendidikan Daerah Bintulu and Bintulu District Office on "Building A Brighter Future", a programme to raise awareness about drug abuse among youth. • Sponsored "Blooming Buds Awareness Campaign" to promote self-protection knowledge among children and enhance their awareness of personal safety. • Donated books and school bags to foster reading habits. • Conducted Engineering Study Trip to prepare UNIMAS engineering students for industry through exposure, knowledge exchange, and stronger academic–industry connections.





Empowering Our People and Enriching Our Communities

Sports

Facilitating active participation in sports constitutes one of the key elements to promote social cohesion and healthy lifestyles. Press Metal recognises that sporting initiatives serve as a catalyst for unity and discipline.

The Group facilitated targeted sponsorships and the development of local sporting infrastructure in FYE2025, with over RM1.4 million contributed towards diverse sports initiatives, such as:

Initiatives/ Activities	Key Contributions
Football Development	• Contributed RM1.0 million to Kuching City Football Club ("KCFC") for the Malaysia Super League 2025/ 26 season. • Sponsored the Setia Raja MUFA Football Championship 2025. • Sponsored jerseys for SMK Kemena athletes and officers in the Under-15 Sarawak School Sports Council Football Tournament 2025.
Badminton Sponsorship	• Sponsored the Mukah District Police to participate in the Sarawak PJP Badminton Tournament 2025. • Sponsored the Leping Town Union Cup Staff Badminton Tournament. • Organised quarterly badminton tournament series, providing a platform for children and youth from Bintulu and nearby areas to showcase their abilities.
Netball & Handball Support	• Contributed to the Bintulu Division Schools Netball Championship, organised by SMK Asyakirin • Sponsored Bintulu Handball athletes and teachers in the Sarawak School Sports Council.





Empowering Our People and Enriching Our Communities

Environment

Preserving our natural surroundings constitutes a fundamental commitment within the Group's sustainability framework. Press Metal recognises that the long-term viability of its operations is intrinsically linked to the health and resilience of the local environment.

The Group implemented targeted initiatives that facilitated environmental stewardship through:

Initiatives/ Activities	Key Contributions
Reforestation & Greening	• Organised a Mangrove Tree Planting Campaign, planting 150 mangrove trees to support coastal ecosystem restoration. • Organised a tree planting project in collaboration with the NREB Sarawak and SK Semerah Padi, planting 50 trees and reflecting a shared commitment to environmental conservation.
E-Waste Management	• Partnered with social enterprise ERTH to run an e-waste collection campaign. During this period, Press Metal staff and the public contributed 198.7kg of e-waste, including computer assets, batteries, smartphones, and small household appliances, promoting responsible disposal and recycling practices. • Participated in the Program Kempen Pengumpulan Buangan Elektrik & Elektronik across Sarawak divisions in conjunction with Hari Alam Sekitar Negara ("HASN") Sarawak 2025 to promote responsible e-waste management and raise community awareness of sustainable environmental practices.
Environmental Education & Advocacy	• Served as a main committee member for the Sambutan HASN Sarawak 2025, highlighting Press Metal's leadership and commitment to environmental stewardship at the state level. • Sponsored the Environmental Education Fund under the NREB Sarawak to support programmes that advance sustainability education and awareness. • Co-organised the ECO-Camp Peringkat Daerah Lundu 2025 and the Community Outreach Programme to strengthen community engagement and promote the conservation of Sarawak's natural heritage. • Supported the Lambir National Park Improvement Project in Miri in collaboration with the Sarawak Forestry Corporation to enhance and conserve one of Sarawak's key ecological and recreational sites.





Empowering Our People and Enriching Our Communities

Strategic Partnerships and Collaborations

Collaboration with NGOs, government agencies, educational institutions, and social enterprises enhances our programme reach and effectiveness across welfare, education, environmental conservation, and community empowerment. These partnerships leverage complementary expertise and local knowledge to strengthen delivery and accountability.

In FYE2025, partnerships included the NREB Sarawak, Sarawak Forestry Corporation, district education offices across Sarawak, Persatuan Bisaya Kuching, KCFC, and various media associations. Engagement with these stakeholders supported biodiversity preservation, sustainable practices, educational advancement, and cultural heritage initiatives within local communities.

Promoting Volunteerism

Volunteerism is encouraged within the organisation to foster employee engagement and meaningful connections with surrounding communities. Structured initiatives provided opportunities for employees to participate in social activities and community outreach programmes, reinforcing a shared sense of purpose.

In FYE2025, our employees participated in a range of volunteer programmes, including blood donation drives, visits to orphanages and elderly care homes, and supportive activities for hospital patients. These efforts contributed to a total of 3,898 volunteer hours, increased from 2,901 volunteer hours in FYE2024, reflecting stronger participation and sustained engagement. This upward trend indicated growing internal awareness of social responsibility and closer collaboration with local communities, contributing to more long-lasting social impact.

Current Financial Effects

During the financial year, no material financial losses were recorded in relation to community-related incidents. Expenditure continued in support of CSR programmes, stakeholder engagement activities, communication platforms, and partnership initiatives. These recurring investments contributed to community wellbeing, environmental awareness, cultural inclusion, and local development, reducing the likelihood of social disruptions and reinforcing sustained community support.

How We Performed In 2025

Our Contributions to the Local Communities

In FYE2025, the Group strengthened community engagement efforts by placing greater emphasis on programmes that fostered direct interaction and closer collaboration with local communities. Although total community investment amounted to RM4.6 million, compared with RM7.8 million in FYE2024, the number of initiatives undertaken rose from 133 to 201 programmes.

This strategic recalibration reflected a shift towards extending outreach and delivering initiatives that were more inclusive, participatory, and community-led. As a result, total beneficiaries increased from 1,903 to 2,206, demonstrating broader reach and stronger engagement despite lower contributions. The Group remains committed to generating meaningful social impact through disciplined resource allocation and a thoughtful approach to community investment.

Key Performance Indicator	2023	2024	2025
Total amount invested in the community where the target beneficiaries were external to the listed issuer	RM6.3 mil	RM7.8 mil	**RM4.6 mil**
Total number of beneficiaries of the investment in communities	462	1,903	**2,206**
Number of CSR events organised	141	133	**201**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*

Empowering Our People and Enriching Our Communities

Volunteerism

In FYE2025, total volunteer hours increased from 2,901 to 3,898 despite a lower number of participants, reflecting a stronger and more sustained commitment to volunteering activities. This demonstrates deeper individual engagement towards community initiatives.

Key Performance Indicator	2023	2024	2025
Number of Participating Employees	1,075	925	**883**
Total Volunteer Hours	7,771	2,901	**3,898**

Notes:
1. *FYE2023: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, and PMBA Klang) facilities.*
2. *FYE2024: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*
3. *FYE2025: Aggregated data from our corporate headquarters (PMAH), midstream (PMBTU, PMS, and PMAR) and downstream (PMI, PMIT, PMPT, PMBA Klang, PMBA Nilai 1, and PMBA Nilai 2) facilities.*

Going Forward

Advancement of the community management agenda will continue to be accompanied by partnerships with local communities and key stakeholders, including government agencies, NGOs, and community groups. Engagement priorities will focus on programmes that address local needs and support sustainable community development objectives.

The Group will place greater emphasis on structured, longer-term initiatives in areas such as education, social welfare, health, sports, and environmental stewardship, focusing on programmes with measurable outcomes and actionable insights to refine future design. Initiatives that demonstrate positive and measurable impact may be considered for continuation or expansion, subject to operational priorities and resource availability.

Over time, collaborative efforts are expected to evolve into self-sustaining community programmes that enhance local capacity and ownership. Targeted resource allocation and active employee volunteerism will continue to support these initiatives, ensuring contributions are impactful, inclusive, and aligned with long-term community resilience.

Independent Limited Assurance Report

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Independent Practitioners' Limited Assurance Report on Press Metal Aluminium Holdings Berhad's (the "Company") Selected Sustainability Indicators for the financial year ended 31 December 2025 ("FYE 2025") presented in the Company's Integrated Annual Report 2025

Conclusion

We have performed a limited assurance engagement on whether the Company's selected sustainability indicators ("Selected Sustainability Indicators") for the financial year ended 31 December 2025 listed below have been prepared in accordance with the Company's definition and calculation methodologies as set out in the Company's Integrated Annual Report 2025 ("Applicable Criteria").

No.	Selected Sustainability Indicators	Amount	Boundary
1	Percentage of directors by gender and age group (%)	Male 78% Female 22% Under 30 0% 30 - 50 0% Above 50 100%	Press Metal Aluminium Holdings Berhad
2	Percentage of employees by gender and age group, for each employee category (%)	**Senior Management** < 30 0.0% 30-50 39.7% > 50 60.3% Male 86.3% Female 13.7% **Management** < 30 1.2% 30-50 76.7% > 50 22.1% Male 59.3% Female 40.7%	All the Company's subsidiaries in Malaysia, Hong Kong, China, Indonesia, Australia, the United States ("US"), and the United Kingdom ("UK"), except for PMB Spectrum Sdn. Bhd.

KPMG PLT, a limited liability partnership under Malaysian law and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

Independent Limited Assurance Report

Press Metal Aluminium Holdings Berhad (the "Company")
Independent Practitioners' Limited Assurance Report on the Company's Selected Sustainability Indicators for the financial year ended 31 December 2025 ("FYE 2025") presented in the Company's Integrated Annual Report 2025
27 April 2026

Conclusion (continued)

No.	Selected Sustainability Indicators	Amount	Boundary
2	*(continued)*	**Executive** < 30 22.1% 30-50 70.9% > 50 7.0% Male 68.6% Female 31.4% **Non-Executive** < 30 45.4% 30-50 51.0% > 50 3.6% Male 89.3% Female 10.7%	*(continued)*
3	Confirmed incidents of corruption and action taken (No.)	0	
4	Number of work-related fatalities (No.)	0	
5	Lost time incident rate (employee only) (rate)	0.5	
6	Number of substantiated complaints concerning human rights violations (No.)	0	
7	Percentage of employees that are contractors or temporary staff (%)	31.6%	
8	Total energy consumption (million gigajoules)	55.3 million gigajoules	
9	Scope 1 Greenhouse Gas ("GHG") emissions (kilotonnes CO_2e)	1,845.0 kilotonnes CO_2e	
10	Scope 2 GHG emissions (location-based) (kilotonnes CO_2e)	3,006.3 kilotonnes CO_2e	
11	Scope 2 GHG emissions (market-based) (kilotonnes CO_2e)	2,533.5 kilotonnes CO_2e	

Independent Limited Assurance Report

Conclusion (continued)

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Selected Sustainability Indicators for the financial year ended 31 December 2025 presented in the Company's Integrated Annual Report 2025 are not prepared, in all material respects, in accordance with the Applicable Criteria.

Our conclusion on the Selected Sustainability Indicators does not extend to any other information that accompanies or contains the Selected Sustainability Indicators and our report. We have not performed any procedure with respect to the other information.

Basis for conclusion

We conducted our engagement in accordance with Malaysian Approved Standard on Assurance Engagements ("ISAE") 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and, in respect of GHG emissions, ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*. Our responsibilities under these standards are further described in the *Our responsibilities* section of our report. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Our Quality Management and Independence

Our firm applies Malaysian Approved Standard on Quality Management, ISQM 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Restriction on distribution and use of our reports

Our report has been prepared for the Board of Directors of the Company (the "Directors") solely in accordance with the terms of our Engagement Letter.

Our report should not therefore be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the Company for any purpose or in any context. Any party other than the Company who obtains access to our report or a copy and chooses to rely on our report (or any part of it) will do so at its own risk.

Without affecting, adding to or extending our duties and responsibilities to the Company or giving rise to any duty or responsibility being accepted or assumed by or imposed on us by any other party, we consent to the inclusion of this report in the Company's Integrated Annual Report 2025, to assist the Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Selected Sustainability Indicators.

Our conclusion is not modified in respect of this matter.

Independent Limited Assurance Report

Press Metal Aluminium Holdings Berhad (the "Company")
Independent Practitioners' Limited Assurance Report on the Company's Selected Sustainability Indicators for the financial year ended 31 December 2025 ("FYE 2025") presented in the Company's Integrated Annual Report 2025
27 April 2026

Responsibilities for the Selected Sustainability Indicators

The management of the Company (the "Management") is responsible for:

(a) designing, implementing and maintaining internal control relevant to the preparation of the Selected Sustainability Indicators such that they are free from material misstatement, whether due to fraud or error;

(b) selecting or developing suitable criteria for preparing the Selected Sustainability Indicators and appropriately referring to or describing the criteria used, including who developed them, when not readily apparent from the engagement circumstances;

(c) preparing and properly calculating the Selected Sustainability Indicators in accordance with the Applicable Criteria;

(d) preventing and detecting fraud; and

(e) selecting the content of the Selected Sustainability Indicators, including identifying and engaging with intended users to understand their information needs.

Inherent limitations

1. Due to the inherent limitations of any internal control structure, it is possible that material misstatement, whether due to fraud or error, may occur and not be detected in the Selected Sustainability Indicators.

2. GHG emissions quantification is unavoidably subject to significant inherent limitations, because of incomplete scientific knowledge used to determine emissions factors and limitations inherent in the nature of and methods used for determining emissions data. The selection by Management of different but acceptable emissions factors or measurement techniques could have resulted in materially different GHG emissions being reported.

Our responsibilities

We are responsible for:

(a) planning and performing the engagement to obtain limited assurance about whether the Selected Sustainability Indicators are free from material misstatement, whether due to fraud or error;

(b) forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and

(c) reporting our conclusion to the Directors.

Independent Limited Assurance Report

Press Metal Aluminium Holdings Berhad (the "Company")
Independent Practitioners' Limited Assurance Report on the Company's Selected Sustainability Indicators for the financial year ended 31 December 2025 ("FYE 2025") presented in the Company's Integrated Annual Report 2025
27 April 2026

KPMG

Summary of the work we performed as the basis for our conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the Selected Sustainability Indicators that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the Selected Sustainability Indicators and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, we have performed the following procedures, amongst others:

(a) enquired Management to gain an understanding of the processes established from which the Selected Sustainability Indicators are derived;

(b) interviewed relevant staff responsible for preparing and presenting the Selected Sustainability Indicators in the Company's Integrated Annual Report 2025;

(c) compared the Selected Sustainability Indicators presented in the Company's Integrated Annual Report 2025 to underlying sources on a sample basis; and

(d) read the Selected Sustainability Indicators presented in the Company's Integrated Annual Report 2025 to determine whether they are in line with our overall knowledge of, and experience with, the sustainability performance of Press Metal Aluminium Holdings Berhad.

We have performed the following additional procedures for GHG emissions, amongst others:

(a) enquired Management to gain an understanding on the determination of the Company's inventory boundary, the method of classifying emission sources, and Management's key judgements in estimating emissions, including selection and application of methods, significant assumptions and data; and

(b) tested accuracy of activity data, emission factors and global warming potential factors to relevant underlying sources on a sample basis.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Independent Limited Assurance Report

Press Metal Aluminium Holdings Berhad (the "Company")
Independent Practitioners' Limited Assurance Report on the Company's Selected Sustainability Indicators for the financial year ended 31 December 2025 ("FYE 2025") presented in the Company's Integrated Annual Report 2025
27 April 2026

KPMG

Other matter

We previously expressed a limited assurance conclusion over the Selected Sustainability Indicators 1, 3 to 6 and 8 to 10 for the financial year ended 31 December 2024, and our report dated 28 April 2025 included an unmodified conclusion.

As described in footnote 8 on page 183 of the Company's Integrated Annual Report 2025 - Sustainability Statement (the "Statement"), a revision was made to Indicator 10 for the financial year ended 31 December 2024. We were not engaged to express a conclusion, or apply any procedures, on the revision, and, accordingly, we do not express a conclusion or any other form of assurance about whether such revision is appropriate and has been properly applied.

Other than the comparative information of the Selected Sustainability Indicators above, we have not provided assurance on the remaining comparative information in the Statement for the financial year ended 31 December 2025.

Our conclusion is not modified with respect to this matter.

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants

Petaling Jaya

Date: 27 April 2026

GRI Content Index

Press Metal Aluminium Holdings Berhad ("Press Metal") has reported the information with reference to the GRI Standards 2021 for the period covering the full calendar year from 1 January to 31 December 2025 as cited in this GRI content index.

GRI Standard	Disclosure		Location
GRI Standard GRI 2: General Disclosures 2021	**Organisational Profile**		
	2-1	Organisational Details	• About This Report, pages 2-5 • Who We Are, page 6 • Our Integrated Value Chain, page 7 • About This Sustainability Statement, pages 110-112 • Our Approach to Sustainability, pages 123-125
	2-2	Entities included in the organisation's sustainability reporting	• About This Sustainability Statement (Reporting Scope and Boundary), page 110
	2-3	Reporting period, frequency and contact point	• About This Report (Scope and Boundaries), page 3 • About This Sustainability Statement (Feedback and Contact Point), page 112
	2-4	Restatement of information	• Restatements of information are disclosed at the relevant sections, where applicable
	2-5	External assurance	• About This Report (Statement of Assurance), page 4 • About This Sustainability Statement (Statement of Assurance), page 111 • Independent Limited Assurance Report, pages 272-277
	Activities and Workers		
	2-6	Activities, value chain and other business relationships	• Who We Are, page 6 • Our Integrated Value Chain, page 7 • Our Key Strengths, pages 8-9 • Chairman's Statement, pages 14-17 • Management Discussion & Analysis by Group CEO, pages 18-24 • Our Value Creation Model, pages 58-59 • About This Sustainability Statement, pages 110-112 • Message from Group CEO, pages 118-119
	2-7	Employees	• Diversity and Inclusion, pages 237-244 • Talent and Labour Management, pages 245-261
	2-8	Workers who are not employees	• Talent and Labour Management, pages 245-261
	Governance		
	2-9	Governance structure and composition	• Corporate Information (Board of Directors), page 60 • Profile of Our Board of Directors, pages 62-67 • Profile of Our Key Senior Management, Key Operating Management and Country Heads, pages 68-70 • Corporate Governance Overview Statement, pages 71-93 • Our Approach to Sustainability, pages 123-125
	2-10	Nomination and selection of the highest governance body	• Profile of Our Board of Directors, pages 62-67 • Corporate Governance Overview Statement, pages 71-93
	2-11	Chair of the highest governance body	• Corporate Information (Board of Directors), page 60 • Profile of Our Board of Directors, pages 62-67

GRI Content Index

GRI Standard	Disclosure		Location
GRI Standard GRI 2: General Disclosures 2021	**Governance (Cont'd)**		
	2-12	Role of the highest governance body in overseeing the management of impacts	• Corporate Governance Overview Statement, pages 71-93 • Our Approach to Sustainability, pages 123-125 • Waste Management, pages 201-206
	2-13	Delegation of responsibility for managing impacts	
	2-14	Role of the highest governance body in sustainability reporting	
	2-15	Conflicts of interest	• Profile of Our Board of Directors, pages 62-67 • Corporate Governance Overview Statement, pages 71-93 • Our Approach to Sustainability, pages 123-125 • Business Ethics and Corporate Governance, pages 133-141
	2-16	Communication of critical concerns	• Engaging with Our Stakeholders, pages 33-38 • Business Ethics and Corporate Governance, pages 133-141 • Human Rights, pages 229-236 • Community Management, pages 262-271
	2-17	Collective knowledge of the highest governance body	• Profile of Our Board of Directors, pages 62-67 • Corporate Governance Overview Statement, pages 71-93 • Our Approach to Sustainability, pages 123-125
	2-18	Evaluation of the performance of the highest governance body	• Corporate Governance Overview Statement, pages 71-93
	2-19	Remuneration policies	• Corporate Governance Overview Statement, pages 71-93 • Our Approach to Sustainability (Linking ESG to Remuneration), page 124 • Information on the Board of Directors' fees are provided in the Corporate Governance Report
	2-20	Process to determine remuneration	
	2-21	Annual total compensation ratio	
	Strategy, Policies and Practices		
	2-22	Statement on sustainable development strategy	• Engaging with Our Stakeholders, pages 33-38 • Corporate Governance Overview Statement, pages 71-93 • Overview of Our Sustainability Approach, page 113 • Message from Group CEO, pages 118-119 • Our Approach to Sustainability, pages 123-125 • Business Ethics and Corporate Governance, pages 133-141 • Responsible Sourcing, pages 142-147 • Climate Change, pages 164-185 • Air Emissions, pages 192-195 • Waste Management, pages 201-206 • Water and Effluents, pages 207-211 • Biodiversity, pages 212-216 • Human Rights, pages 229-236 • Community Management, pages 262-271
	2-23	Policy commitments	
	2-24	Embedding policy commitments	
	2-25	Processes to remediate negative impacts	

GRI Content Index

GRI Standard	Disclosure		Location
GRI Standard GRI 2: General Disclosures 2021	**Strategy, Policies and Practices (Cont'd)**		
	2-26	Mechanisms for seeking advice and raising concerns	• Business Ethics and Corporate Governance, pages 133-141 • Human Rights, pages 229-236 • Community Management, pages 262-271
	2-27	Compliance with laws and regulations	• Waste Management, pages 201-206 • Human Rights, pages 229-236
	2-28	Membership associations	• Associations and Memberships, page 12
	Stakeholder Engagement		
	2-29	Approach to stakeholder engagement	• Engaging with Our Stakeholders, pages 33-38 • Human Rights, pages 229-236 • Community Management, pages 262-271
	2-30	Collective bargaining agreements	• Human Rights (Respecting Freedom of Association and Collective Bargaining), page 231
GRI 3: Material Topics 2021	3-1	Process to determine material topics	• Material Matters at Our Core, pages 39-43
	3-2	List of material topics	• Material Matters at Our Core, pages 39-43
	3-3	Management of material topics	• Material Matters at Our Core, pages 39-43 • Economic and Financial Resilience, pages 128-132 • Business Ethics and Corporate Governance, pages 133-141 • Sustainable Manufacturing, pages 148-153 • Product Quality and Customer Satisfaction, pages 154-159 • Customer Data Privacy and Information Technology, pages 160-163 • Climate Change, pages 164-185 • Energy Management, pages 186-191 • Air Emissions, pages 192-195 • Material Stewardship, pages 196-200 • Waste Management, pages 201-206 • Water and Effluents, pages 207-211 • Biodiversity, pages 212-216 • Occupational Health and Safety, pages 217-228 • Human Rights, pages 229-236 • Diversity and Inclusion, pages 237-244 • Talent and Labour Management, pages 245-261 • Community Management, pages 262-271
GRI 200: Economic			
Economic Performance			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	• Economic and Financial Resilience, pages 128-132
	201-2	Financial implications and other risks and opportunities due to climate change	
	201-3	Defined benefit plan obligations and other retirement plans	• Talent and Labour Management, pages 245-261
	201-4	Financial assistance received from government	• Economic and Financial Resilience, pages 128-132

GRI Content Index

GRI Standard	Disclosure		Location
GRI 200: Economic			
Market Presence			
GRI 202 Market Presence 2016	202-2	Proportion of senior management hired from the local community	• Talent and Labour Management, pages 245-261
Indirect Economic Impacts			
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	• Community Management, pages 262-271
	203-2	Significant indirect economic impacts	
Procurement Practices			
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	• Responsible Sourcing, pages 142-147
Anti-corruption			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	• Business Ethics and Corporate Governance, pages 133-141
	205-2	Communication and training about anti-corruption policies and procedures	
	205-3	Confirmed incidents of corruption and actions taken	
Anti-competitive Behavior			
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	• Business Ethics and Corporate Governance, pages 133-141
Tax			
GRI 207: Tax 2019	207-1	Approach to tax	• Economic and Financial Resilience, pages 128-132
	207-2	Tax governance, control, and risk management	
GRI 300: Environmental			
Materials			
GRI 301: Materials 2016	301-1	Materials used by weight or volume	• Material Stewardship, pages 196-200
	301-2	Recycled input materials used	
Energy			
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	• Energy Management, pages 186-191
	302-2	Energy consumption outside of the organisation	• Climate Change, pages 164-185
	302-3	Energy intensity	• Energy Management, pages 186-191
	302-4	Reduction of energy consumption	
Water and Effluents			
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	• Water and Effluents, pages 207-211
	303-2	Management of water discharge-related impacts	
	303-3	Water withdrawal	
	303-4	Water discharge	
	303-5	Water consumption	

GRI Content Index

GRI Standard	Disclosure		Location
GRI 300: Environmental			
Biodiversity			
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	• Biodiversity, pages 212-216
	304-2	Significant impacts of activities, products and services on biodiversity	
	304-3	Habitats protected or restored	
Emissions			
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	• Climate Change, pages 164-185
	305-2	Energy indirect (Scope 2) GHG emissions	
	305-3	Other indirect (Scope 3) GHG emissions	
	305-4	GHG emissions intensity	
	305-5	Reduction of GHG emissions	
	305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	• Air Emissions, pages 192-195 • Climate Change, pages 164-185
Waste			
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	• Waste Management, pages 201-206
	306-2	Management of significant waste-related impacts	
	306-3	Waste generated	
	306-4	Waste diverted from disposal	
	306-5	Waste directed to disposal	
Supplier Environmental Assessment			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	• Responsible Sourcing, pages 142-147
	308-2	Negative environmental impacts in the supply chain and actions taken	
GRI 400: Social			
Employment			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	• Talent and Labour Management, pages 245-261
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3	Parental leave	
Labor and Management Relations			
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	• Talent and Labour Management, pages 245-261

GRI Content Index

GRI Standard	Disclosure		Location
GRI 400: Social			
Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	• Occupational Health and Safety, pages 217-228
	403-2	Hazard identification, risk assessment, and incident investigation	
	403-3	Occupational health services	
	403-4	Worker participation, consultation, and communication on occupational health and safety	
	403-5	Worker training on occupational health and safety	
	403-6	Promotion of worker health	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work-related injuries	
	403-10	Work-related ill health	
Training and Education			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	• Talent and Labour Management, pages 245-261
	404-2	Programs for upgrading employee skills and transition assistance programs	
	404-3	Percentage of employees receiving regular performance and career development reviews	
Diversity and Equal Opportunity			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	• Corporate Governance Overview Statement, pages 71-93 • Diversity and Inclusion, pages 237-244
Non-discrimination			
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	• Human Rights, pages 229-236 • Diversity and Inclusion, pages 237-244
Freedom of Association and Collective Bargaining			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	• Responsible Sourcing, pages 142-147 • Human Rights, pages 229-236 • Talent and Labour Management, pages 245-261
Child Labor			
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	• Responsible Sourcing, pages 142-147 • Human Rights, pages 229-236
Forced or Compulsory Labor			
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	• Responsible Sourcing, pages 142-147 • Human Rights, pages 229-236

GRI Content Index

GRI Standard	Disclosure		Location
GRI 400: Social			
Security Practices			
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	• Human Rights, pages 229-236
Rights of Indigenous Peoples			
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	• Human Rights, pages 229-236
Local Communities			
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	• Biodiversity, pages 212-216 • Human Rights, pages 229-236 • Community Management, pages 262-271
	413-2	Operations with significant actual and potential negative impacts on local communities	• Community Management, pages 262-271
Supplier Social Assessment			
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	• Responsible Sourcing, pages 142-147
	414-2	Negative social impacts in the supply chain and actions taken	
Public Policy			
GRI 415: Public Policy 2016	415-1	Political Contribution	• Business Ethics and Corporate Governance, pages 133-141
Customer Health and Safety			
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	• Product Quality and Customer Satisfaction, pages 154-159
Marketing and Labeling			
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	• Product Quality and Customer Satisfaction, pages 154-159
Customer Privacy			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	• Customer Data Privacy and Information Technology, pages 160-163

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ISSB Standard	Requirement	Page No. in the IAR 2025
IFRS S1		
S1.20	Are the entity's sustainability-related financial disclosures for the same reporting entity as the related financial statements?	• About This Report, pages 2-5 • About This Sustainability Statement, pages 110-112
S1.21(a)	Does the entity disclose the connections between the items to which the information relates, such as various sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects?	
S1.21(b)	Does the entity disclose the connections between disclosures provided by the entity i) within its sustainability-related financial disclosures and ii) across its sustainability-related financial disclosures and other general purpose financial reports published by the entity?	
S1.22	Does the entity identify the financial statements to which the sustainability-related financial disclosures relate?	
S1.23	Are the data and assumptions used in preparing the sustainability-related financial disclosures consistent - to the extent possible, considering the requirements of IFRS Accounting Standards or other applicable GAAPs - with the corresponding data and assumptions used in preparing the related financial statements?	
S1.24	When currency is specified as the unit of measure in the sustainability-related financial disclosures, does the entity use the presentation currency of its related financial statements?	
S1.27(a)(i)	Does the entity disclose how responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions, and other related policies?	• Overview of Our Sustainability Approach, page 113
S1.27(a)(ii)	Does the entity disclose how the governance body(s) or individual(s) determines whether appropriate skills and competencies are available (or will be developed) to oversee strategies designed to respond to sustainability-related risks and opportunities?	• Our Approach to Sustainability, pages 123-125
S1.27(a)(iii)	Does the entity disclose how and how often the governance body(s) or individual(s) is informed about sustainability-related risks and opportunities?	• Our Approach to Sustainability, pages 123-125
S1.27(a)(iv)	Does the entity disclose how the governance body(s) takes sustainability–related risks and opportunities into account when overseeing strategy, major transactions, and risk management policies, including the consideration of trade-offs?	• Managing our Risks and Opportunities Effectively, pages 44-53 • Fuelling Growth through Our Strategic Priority Areas, pages 54-57 • Our Value Creation Model, pages 58-59
S1.27(a)(v)	Does the entity disclose how the governance body(s) oversees the setting of targets related to sustainability-related risks and opportunities and monitors progress towards those targets?	• Our Approach to Sustainability, pages 123-125
S1.27(b)(i)	Does the entity disclose whether the role is delegated to a specific management-level position or committee?	• Our Approach to Sustainability, pages 123-125
S1.27(b)(ii)	Does the entity disclose whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities?	• Our Approach to Sustainability, pages 123-125
S1.30(a)	Does the entity describe the specific sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects?	• Refer to the respective Material Matters sections

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S1.30(b)	Does the entity specify the time horizons (short, medium, or long term) over which the effects of each identified sustainability-related risk or opportunities could reasonably be expected to occur?	• Not explicitly disclosed, transition relief applied.
S1.30(c)	Does the entity explain how it defines 'short term', 'medium term', and 'long term', and how these definitions link to the planning horizons used for strategic decision-making?	• Not explicitly disclosed, transition relief applied.
S1.32(a)	Does the entity describe the current and anticipated effects of sustainability-related risks and opportunities on its business model and value chain?	• Refer to the respective Material Matters sections. For sustainability matters other than climate, the Group is applying applicable transition reliefs and will progressively expand these disclosures in future reporting periods.
S1.32(b)	Does the entity describe where in its business model and value chain sustainability-related risks and opportunities are concentrated (e.g., specific geographical areas, facilities, or asset types)?	• Refer to the respective Material Matters sections. For sustainability matters other than climate, the Group is applying applicable transition reliefs and will progressively expand these disclosures in future reporting periods.
S1.33(a)	Does the entity disclose how it has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making?	• Fuelling Growth through Our Strategic Priority Areas, pages 54-57 • Material Matters at Our Core, pages 39-43 • Refer to the respective Material Matters sections.
S1.33(b)	Does the entity disclose its progress against previously communicated plans, including both quantitative and qualitative information?	• Sustainability Targets and 2025 Performance, pages 126-127 • Refer to the respective Material Matters sections.

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ISSB Standard	Requirement	Page No. in the IAR 2025
S1.33(c)	Does the entity disclose trade-offs considered sustainability-related risks and opportunities and other factors (e.g., environmental impact vs. employment creation) when making decisions?	• Our Value Creation Model, pages 58-59 • Refer to the respective Material Matters sections. For sustainability matters other than climate, the Group is applying applicable transition reliefs and will progressively expand these disclosures in future reporting periods.
S1.35(a)	Does the entity disclose quantitative and qualitative information on how sustainability-related risks and opportunities have affected its financial position, performance, and cash flows for the 'current' reporting period?	• Refer to the respective Material Matters sections and relevant financial disclosures. For sustainability matters other than climate, the Group is applying applicable transition reliefs and will progressively expand these disclosures in future reporting periods.
S1.35(b)	Does the entity identify sustainability-related risks and opportunities for which there is a significant risk of a material adjustment to the carrying amounts of assets and liabilities within the 'next annual reporting period'?	• Energy Management, pages 186-191
S1.35(c)	Does the entity disclose how it expects its financial position to change over the short, medium, and long term, given its strategy to manage sustainability-related risks and opportunities?	• Not explicitly disclosed, transition relief applied.
S1.35(d)	Does the entity disclose how it expects its financial performance and cash flows to change over the short, medium, and long term given its strategy to manage sustainability-related risks and opportunities?	• Not explicitly disclosed, transition relief applied.
S1.40	If the entity has determined it cannot provide quantitative information on the financial effects of sustainability-related risks and opportunities (due to uncertainty or lack of skills), does it explain why, provide qualitative information, and identify the line items in the financial statements likely to be affected?	• Not explicitly disclosed, transition relief applied.
S1.41	Does the entity disclose a qualitative (and if applicable, quantitative) assessment of the resilience of its strategy and business model in relation to sustainability-related risks?	• Refer to the respective Material Matters sections. For sustainability matters other than climate, the Group is applying applicable transition reliefs and will progressively expand these disclosures in future reporting periods.

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ISSB Standard	Requirement	Page No. in the IAR 2025
S1.44(a)(i)	Does the entity disclose the inputs and parameters used in its sustainability-related risks management processes (e.g., data sources, scope of operations covered)?	• Refer to the respective Material Matters sections.
S1.44(a)(ii)	Does the entity disclose whether and how it uses scenario analysis specifically to inform the identification of sustainability-related risks?	• Climate Change, pages 164-185
S1.44(a)(iii)	Does the entity disclose how it assesses the nature, likelihood, and magnitude of the effects of sustainability-related risks?	• Material Matters at Our Core, pages 39-43
S1.44(a)(iv)	Does the entity disclose whether and how it prioritises sustainability-related risks relative to other types of risk (e.g., operational, financial, or other sustainability risks)?	• Material Matters at Our Core, pages 39-43
S1.44(a)(v)	Does the entity disclose how it monitors sustainability-related risks over time?	• Managing Our Risks and Opportunities Effectively, pages 44-53
S1.44(a)(vi)	Does the entity disclose whether and how the sustainability-related risks management processes changed compared with the previous reporting period?	• Material Matters at Our Core, pages 39-43
S1.44(b)	Does the entity disclose the processes used to identify, assess, prioritise, and monitor sustainability-related opportunities?	• Managing Our Risks and Opportunities Effectively, pages 44-53 • Material Matters at Our Core, pages 39-43 • Refer to the respective Material Matters sections.
S1.44(c)	Does the entity disclose the extent to which sustainability-related risk and opportunities processes are integrated into and inform the entity's overall risk management process?	• Managing Our Risks and Opportunities Effectively, pages 44-53
S1.46(a)	Does the entity disclose the metrics required by an applicable IFRS Sustainability Disclosure Standard?	• SASB Content Index, page 302
S1.46(b)	Does the entity disclose the metrics it uses internally to measure and monitor sustainability-related risks or opportunities, as well as its performance?	• Refer to the respective Material Matters sections.
S1.48	Do the disclosed sustainability-related metrics include metrics associated with particular business models, activities, or common features that characterize participation in the entity's industry?	• Material Stewardship, pages 196-200
S1.49	If an entity discloses a metric taken from a source other than IFRS Sustainability Disclosure Standards, does it identify the source and the metric taken?	• SASB Content Index, page 302 • GRI Content Index, pages 278-284

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ISSB Standard	Requirement	Page No. in the IAR 2025
S1.50(a)	For any metric developed by the entity, does the entity disclose how the metric is defined, including whether it is derived by adjusting a metric from an external source?	• Not applicable. No self-developed metrics.
S1.50(a)[1]	If a metric has been developed by an entity, does it disclose how the metric is defined?	• Not applicable. No self-developed metrics.
S1.50(a)[2]	If a metric has been developed by an entity, does it disclose whether it is derived by adjusting a metric taken from a source other than IFRS Sustainability Disclosure Standards, and if so, which source and how the metric disclosed by the entity differs from the metric specified in that source?	• Not applicable. No self-developed metrics.
S1.50(b)	For any metric developed by the entity, does the entity specify whether it is an absolute measure, a measure expressed in relation to another metric (intensity), or a qualitative measure?	• Not applicable. No self-developed metrics.
S1.50(c)	For any metric developed by the entity, does the entity disclose whether the metric is validated by a third party and, if so, which party?	• Not applicable. No self-developed metrics.
S1.50(d)	If a metric has been developed by an entity, does it disclose the method used to calculate the metric and the inputs to the calculation, including the limitations of the methods used and the significant assumptions made?	• Not applicable. No self-developed metrics.
S1.51	Does the entity disclose the targets it has set to monitor progress towards strategic goals, including any targets required by law or regulation?	• Sustainability Targets and 2025 Performance, pages 126-127
S1.51(a)	For each target, does the entity disclose the specific metric used to set the target and monitor progress?	
S1.51(b)	For each target, does the entity disclose the specific quantitative or qualitative target value it has set or is required to meet?	
S1.51(c)	For each target, does the entity disclose the period over which the target applies?	
S1.51(d)	For each target, does the entity disclose the base period from which progress is measured?	
S1.51(e)	For each target, does the entity disclose any milestones or interim targets?	
S1.51(f)	For each target, does the entity disclose its performance against the target and provide an analysis of trends or changes in performance?	
S1.51(g)	For each target, does the entity disclose any revisions to the target and provide an explanation for those revisions?	• Not applicable
S1.52	Are the definitions and calculations of metrics (including those used for targets) consistent over time, and if redefined/replaced, are the changes explained?	• Refer to the respective Material Matters sections.
S1.53	Does the entity label and define metrics and targets using meaningful, clear, and precise names and descriptions?	• Refer to the respective Material Matters sections.
S1.59(a)	Does the entity identify the specific standards, pronouncements, industry practice and other sources of guidance that it has applied in preparing its sustainability-related financial disclosures, including, if applicable, identifying the disclosure topics in the SASB Standards?	• About This Report, pages 2-5 • About This Sustainability Statement, pages 110-112
S1.59(b)	Does the entity identify the industry(s) specified in the IFRS Sustainability Disclosure Standards, the SASB Standards or other sources of guidance that the entity has applied in preparing its sustainability-related financial disclosures, including in identifying applicable metrics?	
S1.60	Does the entity provide disclosures required by IFRS Sustainability Disclosure Standards as part of its general purpose financial reports?	

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ISSB Standard	Requirement	Page No. in the IAR 2025
S1.62	If the entity discloses information required by an IFRS Sustainability Disclosure Standard in the same location as information disclosed to meet other requirements, such as information required by regulators, does the entity ensure that the sustainability-related financial disclosures are clearly identifiable and not obscured by that additional information?	• IFRS Content Index, pages 285-301
S1.64	Does the entity report its sustainability-related financial disclosures at the same time and cover the same reporting period as the related financial statements?	• About This Sustainability Statement, pages 110-112
S1.66(a)	If the entity changes the end of its reporting period and discloses sustainability-related financial disclosures for a period longer or shorter than 12 months, does the entity disclose the period covered by the sustainability-related financial disclosures?	• Not applicable; no changes to reporting period.
S1.66(b)	If the entity changes the end of its reporting period and discloses sustainability-related financial disclosures for a period longer or shorter than 12 months, does the entity disclose the reasons for using a longer or shorter period?	
S1.66(c)	If the entity changes the end of its reporting period and discloses sustainability-related financial disclosures for a period longer or shorter than 12 months, does the entity disclose the fact that the amounts disclosed in the sustainability-related disclosures are not entirely comparable?	
S1.67	If, after the end of the reporting period but before the date on which the sustainability-related financial disclosures are authorised for issue, an entity receives information about conditions that existed at the end of the reporting period, does the entity update disclosures that relate to those conditions in the light of the new information?	• Not applicable; no disclosure of post-reporting period events affecting sustainability-related financial information.
S1.68	Does the entity disclose information about transactions, other events and conditions that occur after the end of the reporting period, but before the date on which the sustainability-related financial disclosures are authorised for issue, if non-disclosure of that information could reasonably be expected to influence decisions that primary users of general purpose financial reports make on the basis of those reports?	
S1.70	Does the entity disclose comparative information in respect of the preceding period for all amounts, narrative and descriptive sustainability-related financial information disclosed in the reporting period?	• About This Sustainability Statement, pages 110-112 • Press Metal applied the available transition relief from having to disclose comparative information.
S1.72	Does the entity provide an explicit and unqualified statement of compliance if its sustainability-related financial disclosures comply with all of the relevant requirements of IFRS Sustainability Disclosure Standards?	• About This Sustainability Statement, pages 110-112
S1.74	Does the entity disclose information to enable users of general purpose financial reports to understand the judgements, apart from those involving estimations of amounts, that the entity has made in the process of preparing its sustainability-related financial disclosures and that have the most significant effect on the information included in those disclosures?	• About This Sustainability Statement, pages 110-112
S1.77	Does the entity disclose information to enable users of general purpose financial reports to understand the most significant uncertainties affecting the amounts reported in its sustainability-related financial disclosures?	• About This Sustainability Statement, pages 110-112

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ISSB Standard	Requirement	Page No. in the IAR 2025
S1.78(a)	Does the entity identify the amounts that it has disclosed that are subject to a high level of measurement uncertainty?	• About This Sustainability Statement, pages 110-112 • Climate Change, pages 164-185
S1.78(b)(i)	Does the entity disclose the sources of measurement uncertainty for each amount subject to a high level of measurement uncertainty?	
S1.78(b)(ii)	Does the entity disclose the assumptions, approximations and judgements the entity has made in measuring each amount subject to a high level of measurement uncertainty?	
S1.83	Does the entity restate the comparative information to correct the prior period errors unless it is impracticable to do so?	• Climate Change, pages 164-185
S1.B32	Does the entity disclose material sustainability-related financial information, even if law or regulation permits the entity not to disclose such information?	• Not applicable; transition relief applied.
S1.B33	An entity need not disclose information otherwise required by an IFRS Sustainability Disclosure Standard if law or regulation prohibits the entity from disclosing that information. If an entity omits material information for that reason, does it identify the type of information not disclosed and explain the source of the restriction?	
S1.B36(a)	If the entity omits information about a sustainability-related opportunity because the information is commercially sensitive, does the entity disclose the fact that it has used the exemption specified in S1.B34-B35?	• Not applicable
S1.B36(b)	If the entity omits information about a sustainability-related opportunity because the information is commercially sensitive, does the entity reassess, at each reporting date, whether the information qualifies for the exemption specified in S1.B34-B35?	
S1.B42(a)	Does the entity explain connections between disclosures in a clear and concise manner?	• Climate Change, pages 164-185
S1.B42(b)	Does the entity avoid unnecessary duplication if IFRS Sustainability Disclosure Standards require the disclosure of common items of information?	• Climate Change, pages 164-185
S1.B42(c)	Does the entity disclose information about significant differences between the data and assumptions used in preparing the entity's sustainability-related financial disclosures and the data and assumptions used in preparing the related financial statements?	• Not applicable
S1.B47(a)	If the entity discloses information required by an IFRS Sustainability Disclosure Standard by cross-reference to another report published by the entity, do the sustainability-related financial disclosures clearly identify the report within which that information is located and explain how to access that report?	• About This Sustainability Statement, pages 110-112
S1.B47(b)	If the entity discloses information required by an IFRS Sustainability Disclosure Standard by cross-reference to another report published by the entity, is the cross-reference to a precisely specified part of that report?	• About This Sustainability Statement, pages 110-112
S1.B50(a)	If the entity identifies new information in relation to an estimated amount disclosed in the preceding period and the new information provides evidence of circumstances that existed in that preceding period, does the entity disclose a revised comparative amount that reflects that new information, unless it is impracticable to do so or unless the metric is forward-looking (see S1.B51)?	• Not applicable
S1.B50(b)	If the entity identifies new information in relation to an estimated amount disclosed in the preceding period and the new information provides evidence of circumstances that existed in that preceding period, does the entity disclose the difference between the amount disclosed in the preceding period and the revised comparative amount, unless it is impracticable to do so or unless the metric is forward-looking (see S1.B51)?	

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ISSB Standard	Requirement	Page No. in the IAR 2025
S1.B50(c)	If the entity identifies new information in relation to an estimated amount disclosed in the preceding period and the new information provides evidence of circumstances that existed in that preceding period, does the entity explain the reasons for revising the comparative amount, unless it is impracticable to do so or unless the metric is forward-looking (see S1.B51)?	• Not applicable
S1.B52(a)	If the entity redefined or replaced a metric in the reporting period, does the entity disclose a revised comparative amount, unless it is impracticable to do so?	• Climate Change, pages 164-185
S1.B52(b)	If the entity redefined or replaced a metric in the reporting period, does the entity explain the changes?	
S1.B52(c)	If the entity redefined or replaced a metric in the reporting period, does the entity explain the reasons for those changes, including why the redefined or replacement metric provides more useful information?	
S1.B53	If an entity introduces a new metric in the reporting period, does the entity disclose a comparative amount for that metric unless it is impracticable to do so?	
S1.B54	If it is impracticable to revise a comparative amount for the preceding period, does the entity disclose that fact?	• Not applicable
S1.B58(a)	If the entity identifies a material error in its prior period(s) sustainability-related financial disclosures, does it disclose the nature of the prior period error?	
S1.B58(b)	If the entity identifies a material error in its prior period(s) sustainability-related financial disclosures, does it disclose the correction, to the extent practicable, for each prior period disclosed?	
S1.B58(c)	If the entity identifies a material error in its prior period(s) sustainability-related financial disclosures and correction of the error is impracticable, does it disclose the circumstances that led to the existence of that condition and a description of how and from when the error has been corrected?	
S1.B59	When it is impracticable to determine the effect of an error on all prior periods presented, does the entity restate the comparative information to correct the error from the earliest date practicable?	
IFRS S2		
S2.06(a)(i)[1]	Does the entity disclose the identity of and information about the governance body or individual responsible for oversight of climate-related risks and opportunities?	• Climate Change, pages 164-185
S2.06(a)(i)[2]	Does the entity disclose how responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that governance body/ individual?	
S2.06(a)(ii)	Does the entity disclose how the governance body/ individual determines whether appropriate skills and competencies are available or will be developed in the future to oversee strategies designed to respond to climate-related risks and opportunities?	
S2.06(a)(iii)	Does the entity disclose how and how often the governance body/individual is informed about climate-related risks and opportunities?	

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ISSB Standard	Requirement	Page No. in the IAR 2025
S2.06(a)(iv)[1]	Does the entity disclose how the governance body/ individual takes into account climate-related risks and opportunities when overseeing strategy, its decisions on major transactions and its risk management policies?	• Climate Change, pages 164-185
S2.06(a)(iv)[2]	Does the entity disclose if the body/individual has considered trade-offs associated with risks and opportunities?	
S2.06(a)(v)[1]	Does the entity disclose how the governance body/ individual oversees the setting of targets related to climate-related risks and opportunities?	
S2.06(a)(v)[2]	Does the entity disclose how the governance body/ individual monitors progress towards those targets?	
S2.06(a)(v)[3]	Does the entity disclose whether and how performance metrics related to targets are included in remuneration policies?	
S2.06(b)(i)[1]	Does the entity disclose management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities?	
S2.06(b)(i)[2]	Does the entity disclose whether the role is delegated to a specific management-level position/committee?	
S2.06(b)(i)[3]	If the role is delegated to a specific management-level position/committee, does the entity disclose information on how oversight is exercised over that position/committee?	
S2.06(b)(ii)[1]	Does the entity disclose whether management uses controls and procedures to support the oversight of climate-related risks and opportunities?	
S2.06(b)(ii)[2]	If management uses controls and procedures to support the oversight of climate-related risks and opportunities, does the entity disclose information about how these controls and procedures are integrated with other internal functions?	
S2.07	In preparing disclosures to fulfil the requirements in S2.06, does the entity avoid unnecessary duplication in accordance with IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1)?	• Climate Change, pages 164-185
S2.10(a)	Does the entity describe climate-related risks and opportunities that could reasonably be expected to affect its prospects?	• Climate Change, pages 164-185
S2.10(b)	Does the entity explain, for each climate-related risk the entity has identified, whether it considers the risk to be a climate-related physical risk or climate-related transition risk?	
S2.10(c)	Does the entity specify, for each climate-related risk and opportunity it has identified, over which time horizons – short, medium or long-term – the effects of each climate-related risk and opportunity could reasonably be expected to occur?	
S2.10(d)[1]	Does the entity disclose how it defines its short, medium and long-term time horizons?	
S2.10(d)[2]	Does the entity disclose how the definitions of short, medium and long-term time horizons are linked to the planning horizons used by the entity for strategic decision-making?	
S2.12	In identifying the climate-related risks and opportunities that could reasonably be expected to affect an entity's prospects, does the entity refer to and consider the applicability of the industry-based disclosure topics defined in the Industry-based Guidance on Implementing IFRS S2?	• About This Sustainability Statement, pages 110-112 • SASB content Index, page 302

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ISSB Standard	Requirement	Page No. in the IAR 2025
S2.13(a)	Does the entity disclose a description of the current and anticipated effects of climate-related risks and opportunities on its business model and value chain?	• Climate Change, pages 164-185
S2.13(b)	Does the entity disclose a description of where in its business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets)?	
S2.14(a)(i)[1]	Does the entity disclose how it has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making?	
S2.14(a)(i)[2]	Does the entity disclose how it plans to achieve any climate-related targets it has set?	• Climate Change, pages 164-185
S2.14(a)(i)[3]	Does the entity disclose how it plans to achieve any targets it is required to meet by law or regulation?	• Not applicable
S2.14(a)(i)[4]	Does the entity disclose the current and anticipated changes to its business model, including its resource allocation, to address climate-related risks and opportunities?	• Climate Change, pages 164-185
S2.14(a)(ii)	Does the entity disclose its current and anticipated direct mitigation and adaptation efforts?	
S2.14(a)(iii)	Does the entity disclose its current and anticipated indirect mitigation and adaptation efforts?	
S2.14(a)(iv)	Does the entity disclose any climate-related transition plan that it has, including information about key assumptions used in developing its transition plan, and dependencies on which its transition plan relies?	
S2.14(a)(v)	Does the entity disclose information about how it plans to achieve any climate-related targets, including any greenhouse gas emissions targets described in accordance with S2.33-36?	• Climate Change, pages 164-185
S2.14(b)	Does the entity disclose information about how it is resourcing, and plans to resource, the activities disclosed in accordance with S2.14(a)?	
S2.14(c)	Does the entity disclose quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with S2.14(a)?	
S2.15(a), S2.16(a)	Does the entity disclose quantitative and qualitative information about how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period (current effects)?	• Climate Change, pages 164-185
S2.15(b)	Does the entity disclose the anticipated effects of climate-related risks and opportunities on its financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning?	
S2.16(b)	Does the entity disclose quantitative and qualitative information about the climate-related risks and opportunities identified in S2.16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements?	• Climate Change, pages 164-185
S2.16(c)	Does the entity disclose how it expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration its investment and disposal plans (including plans the entity is not contractually committed to) and its planned sources of funding to implement its strategy?	

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ISSB Standard	Requirement	Page No. in the IAR 2025
S2.16(d)	Does the entity disclose how it expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation)?	• Climate Change, pages 164-185
S2.21(a)	If the entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in S2.19-20, does the entity explain why it has not provided quantitative information?	
S2.21(b)	If the entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in S2.19-20, does the entity provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that climate-related risk or opportunity?	
S2.21(c)	If the entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in S2.19-20, does the entity provide quantitative information about the combined financial effects of that climate-related risk or opportunity with other climate-related risks or opportunities and other factors unless the entity determines that quantitative information about the combined financial effects would not be useful?	
S2.22(a)(i)[1]	Does the entity disclose the implications, if any, of its climate resilience assessment for its strategy and business model?	• Climate Change, pages 164-185
S2.22(a)(i)[2]	Does the entity disclose how it would need to respond to the effects identified in the climate-related scenario analysis?	
S2.22(a)(ii)	Does the entity disclose the significant areas of uncertainty considered in its assessment of its climate resilience?	
S2.22(a)(iii)	Does the entity disclose its capacity to adjust or adapt its strategy and business model to climate change over the short, medium, and long term?	
S2.22(a)(iii)[1]	Does the entity disclose the availability of, and flexibility in, its existing financial resources to respond to the effects identified in the climate-related scenario analysis, including to address climate-related risks and to take advantage of climate-related opportunities?	
S2.22(a)(iii)[2]	Does the entity disclose its ability to redeploy, repurpose, upgrade or decommission existing assets?	
S2.22(a)(iii)[3]	Does the entity disclose the effect of its current and planned investments in climate-related mitigation, adaptation, and opportunities for climate resilience?	
S2.22(b)	Does the entity disclose how and when the climate-related scenario analysis was carried out?	• Climate Change, pages 164-185
S2.22(b)(i)[1]	Does the entity disclose which climate-related scenarios it used for the analysis and the sources of those scenarios?	
S2.22(b)(i)[2]	Does the entity disclose whether the scenario analysis included a diverse range of climate-related scenarios?	
S2.22(b)(i)[3]	Does the entity disclose whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or physical risks?	
S2.22(b)(i)[4]	Does the entity disclose whether it used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change?	

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ISSB Standard	Requirement	Page No. in the IAR 2025
S2.22(b)(i)[5]	Does the entity disclose why it decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments, or uncertainties?	• Climate Change, pages 164-185
S2.22(b)(i)[6]	Does the entity disclose the time horizons it used in the climate-related scenario analysis?	
S2.22(b)(i)[7]	Does the entity disclose what scope of operations it used in the climate-related scenario analysis (for example, the operating locations and business units used in the analysis)?	
S2.22(b)(ii)[1]	Does the entity disclose the key assumptions made in the climate-related scenario analysis, including assumptions about climate-related policies in the jurisdictions in which the entity operates?	
S2.22(b)(ii)[2]	Does the entity disclose key assumptions made in the climate-related scenario analysis, including assumptions about macroeconomic trends?	
S2.22(b)(ii)[3]	Does the entity disclose key assumptions made in the climate-related scenario analysis, including assumptions about national- or regional-level variables (for example, local weather patterns, demographics, land use, infrastructure, and availability of natural resources)?	
S2.22(b)(ii)[4]	Does the entity disclose key assumptions made in the climate-related scenario analysis, including assumptions about energy usage and mix?	
S2.22(b)(ii)[5]	Does the entity disclose key assumptions made in the climate-related scenario analysis, including assumptions about developments in technology?	
S2.22(b)(iii)	Does the entity disclose the reporting period in which the climate-related scenario analysis was carried out (see S2. B18)?	• Climate Change, pages 164-185
S2.23	In preparing disclosures to meet the requirements in S2.13-22, does the entity refer to and consider the applicability of cross-industry metric categories (see S2.29) and industry-based metrics associated with disclosure topics defined in the Industry- based Guidance on Implementing IFRS S2?	• About This Sustainability Statement, pages 110-112 • SASB content Index, page 302
S2.25(a)	Does the entity disclose information about the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks?	• Climate Change, pages 164-185
S2.25(a)(i)	Does the entity disclose the inputs and parameters it uses (for example, information about data sources and the scope of operations covered in the processes)?	
S2.25(a)(ii)	Does the entity disclose whether and how it uses climate-related scenario analysis to inform its identification of climate-related risks?	
S2.25(a)(iii)	Does the entity disclose how it assesses the nature, likelihood and magnitude of the effects of climate-related risks?	
S2.25(a)(iv)	Does the entity disclose whether and how it prioritises climate-related risks relative to other types of risks?	
S2.25(a)(v)	Does the entity disclose how it monitors climate-related risks?	
S2.25(a)(vi)	Does the entity disclose whether and how it changed the processes it uses - to identify, assess, prioritise and monitor climate-related risks - compared with the previous reporting period?	
S2.25(b)[1]	Does the entity disclose the processes it uses to identify, assess, prioritise and monitor climate-related opportunities?	
S2.25(b)[2]	Does the entity disclose whether and how it uses climate-related scenario analysis to inform its identification of climate-related opportunities?	
S2.25(c)	Does the entity disclose the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process?	

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ISSB Standard	Requirement	Page No. in the IAR 2025
S2.26	In preparing disclosures to fulfil the requirements in S2.25, does the entity avoid unnecessary duplication in accordance with S1.B42(b)?	• Not applicable
S2.29(a)(i)	Does the entity separately disclose its absolute gross Scope 1, 2 and 3 GHG emissions generated during the reporting period, expressed as metric tonnes of CO_2 equivalent (see S2.B19-B22)?	• Climate Change, pages 164-185
S2.29(a)(ii)[1], S2.B28(a)	If required by a jurisdictional authority, or an exchange on which the entity is listed, to use a different method than the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) for measuring its greenhouse gas emissions, does the entity disclose the applicable method and the measurement approach it uses to determine its greenhouse gas emissions?	
S2.29(a)(ii)[2], S2.B28(b)	If required by a jurisdictional authority or an exchange on which the entity is listed to use a different method than the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) for measuring its greenhouse gas emissions, does the entity disclose the reason, or reasons, for its choice of method and measurement approach and how that approach relates to the disclosure objective in S2.27?	
S2.29(a)(iii)[1]	Does the entity disclose the approach it uses to measure its greenhouse gas emissions (see S2.B26-B29), including the measurement approach, inputs and assumptions?	
S2.29(a)(iii)[2]	Does the entity disclose the approach it uses to measure its greenhouse gas emissions (see S2.B26-B29), including the reason why it has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions?	
S2.29(a)(iii)[3]	Does the entity disclose the approach it uses to measure its greenhouse gas emissions (see S2.B26-B29), including any changes it has made to the measurement approach, inputs and assumptions during the reporting period and the reason for those changes?	• Not applicable
S2.29(a)(iv)	Does the entity disclose Scope 1 and 2 greenhouse gas emissions disaggregated between the consolidated accounting group and other investees (e.g., associates, joint ventures and unconsolidated subsidiaries)?	• Climate Change, pages 164-185
S2.29(a)(v)[1]	Does the entity disclose its location-based Scope 2 emissions?	
S2.29(a)(v)[2]	Does the entity disclose information about any contractual instruments necessary to inform users about the entity's Scope 2 greenhouse gas emissions?	
S2.29(a)(vi)[1]	Does the entity disclose the categories included within its measure of Scope 3 emissions?	
S2.29(a)(vi)[2]	If the entity's activities include asset management (AM), commercial banking (CB) or insurance (IN), does the entity disclose its financed emissions for the relevant activity/ activities?	• Not applicable
S2.29(b)	Does the entity disclose the amount and percentage of assets or business activities vulnerable to transition risks?	• Climate Change, pages 164-185
S2.29(c)	Does the entity disclose the amount and percentage of assets or business activities vulnerable to physical risks?	
S2.29(d)	Does the entity disclose the amount and percentage of assets or business activities aligned to climate-related opportunities?	
S2.29(e)	Does the entity disclose the amount of capital expenditure, financing or investment deployed in climate-related risks and opportunities?	

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ISSB Standard	Requirement	Page No. in the IAR 2025
S2.29(f)(i)[1]	Does the entity disclose whether it applies carbon pricing in decision-making?	• Climate Change, pages 164-185
S2.29(f)(i)[2]	Does the entity disclose how it applies carbon pricing in decision-making?	
S2.29(f)(ii)	Does the entity disclose the price for each metric tonne of greenhouse gas emissions it uses to assess the costs of its greenhouse gas emissions?	
S2.29(g)(i)[1]	Does the entity disclose whether climate-related considerations are factored into executive remuneration?	
S2.29(g)(i)[2]	Does the entity disclose how climate-related considerations are factored into executive remuneration?	
S2.29(g)(ii)	Does the entity disclose the percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations?	
S2.32	Does the entity disclose industry-based metrics?	• Sustainability Statement, pages 110-112 • SASB content Index, page 302
S2.33	Does the entity disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets?	• Climate Change, pages 164-185
S2.33(a)	Does the entity disclose the metric used to set each target?	
S2.33(b)	Does the entity disclose the objective of each target?	
S2.33(c)	Does the entity disclose the parts of the entity to which each target applies?	
S2.33(d)	Does the entity disclose the period over which each target applies?	
S2.33(e)	Does the entity disclose the base period from which progress is measured for each target?	
S2.33(f)	For each target, does the entity disclose any milestones and interim targets?	
S2.33(g)	For each target that is quantitative, does the entity disclose whether it is an absolute target or an intensity target?	
S2.33(h)	For each target, does the entity disclose how the latest international agreement on climate change and the corresponding jurisdictional commitments informed the target?	
S2.34	Does the entity disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target?	
S2.34(a)	Does the entity disclose whether each target and the methodology for setting the target is validated by a third party?	
S2.34(b)	Does the entity disclose its processes for reviewing each target?	
S2.34(c)	Does the entity disclose the metrics used to monitor progress towards reaching each target?	
S2.34(d)	If there are any revisions to a target, does the entity disclose an explanation for those revisions?	
S2.35	Does the entity disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance?	
S2.36(a)	For each greenhouse gas emissions target, does the entity disclose which greenhouse gases are covered by the target?	
S2.36(b)	For each greenhouse gas emissions target, does the entity disclose whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target?	

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ISSB Standard	Requirement	Page No. in the IAR 2025
S2.36(c)[1]	For each greenhouse gas emissions target, does the entity disclose whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target?	• Climate Change, pages 164-185
S2.36(c)[2]	For each net greenhouse gas emissions target, does the entity disclose its associated gross greenhouse gas emissions target?	
S2.36(d)	For each greenhouse gas emissions target, does the entity disclose whether target is derived using a sectoral decarbonisation approach?	• Climate Change, pages 164-185
S2.36(e)	For each greenhouse gas emissions target, does the entity disclose the planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target?	
S2.36(e)(i)	In explaining its planned use of carbon credits, does the entity disclose the extent to which, and how, the achievement of any net greenhouse gas emissions target relies on the use of carbon credits?	
S2.36(e)(ii)	In explaining its planned use of carbon credits, does the entity disclose which third-party scheme(s) are used to verify or certify the carbon credits?	
S2.36(e)(iii)[1]	In explaining its planned use of carbon credits, does the entity disclose the type of carbon credit used?	
S2.36(e)(iii)[2]	In explaining its planned use of carbon credits, does the entity disclose whether the underlying offset is nature-based or based on technological carbon removals?	
S2.36(e)(iii)[3]	In explaining its planned use of carbon credits, does the entity disclose whether the underlying offset is achieved through carbon reduction or removal?	
S2.36(e)(iv)	In explaining its planned use of carbon credits, does the entity disclose any other factors necessary for users of general purpose financial reports to understand the credibility and integrity of the carbon credits the entity plans to use?	
S2.B56(a)	Does the entity disclose the extent to which the entity's Scope 3 greenhouse gas emissions are measured using inputs from specific activities within the entity's value chain?	• Climate Change, pages 164-185
S2.B56(b)	Does the entity disclose the extent to which the entity's Scope 3 greenhouse gas emissions are measured using inputs that are verified?	
S2.B61(a)	AM: Does the entity disclose its absolute gross financed emissions, disaggregated by Scope 1, Scope 2 and Scope 3 greenhouse gas emissions?	• Not applicable
S2.B61(b)	AM: Does the entity disclose for each of the disaggregated scopes included in Question 102/S2.B61a, the total amount of assets under management (AUM) that is included in the financed emissions disclosure, expressed in the presentation currency of the entity's financial statements?	• Not applicable
S2.B61(c)[1]	AM: Does the entity disclose the percentage of the entity's total AUM included in the financed emissions calculation?	• Not applicable
S2.B61(c)[2]	AM: If the percentage is less than 100%, does the entity disclose information that explains the exclusions, including types of assets and associated amount of AUM?	• Not applicable
S2.B61(d)	AM: Does the entity disclose the methodology used to calculate the financed emissions, including the method of allocation the entity used to attribute its share of emissions in relation to the size of investments?	• Not applicable
S2.B62(a)[1]	CB: Does the entity disclose its absolute gross financed emissions, disaggregated by Scope 1, Scope 2 and Scope 3 greenhouse gas emissions for each industry by asset class?	• Not applicable

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ISSB Standard	Requirement	Page No. in the IAR 2025
S2.B62(a)[2]	CB: When disaggregating by industry, does the entity use the Global Industry Classification Standard (GICS) 6-digit industry-level code for classifying counterparties, reflecting the latest version of the classification system available at the reporting date?	• Not applicable
S2.B62(a)[3]	CB: When disaggregating by asset class, does the disclosure include the loans, project finance, bonds, equity investments and undrawn loan commitments?	• Not applicable
S2.B62(a)[4]	CB: If the entity calculates and discloses financed emissions for other asset classes, does it provide an explanation of why the inclusion of those additional asset classes provides relevant information to users of general purpose financial reports?	• Not applicable
S2.B62(b)[1]	CB: Does the entity disclose its gross exposure to each industry by asset class, expressed in the presentation currency of its financial statements?	• Not applicable
S2.B62(b)[2]	CB: For funded amounts, does the entity disclose gross exposure calculated as the funded carrying amounts (before subtracting the loss allowance, when applicable), whether prepared in accordance with IFRS Accounting Standards or other GAAP?	• Not applicable
S2.B62(b)[3]	CB: For undrawn loan commitments, does the entity disclose the full amount of the commitment separately from the drawn portion of loan commitments?	• Not applicable
S2.B62(c)[1]	CB: Does the entity disclose the percentage of the entity's gross exposure included in the financed emissions calculation?	• Not applicable
S2.B62(c)[2]	CB: If the percentage of the entity's gross exposure included in the financed emissions calculation is less than 100%, does the entity disclose information that explains the exclusions, including the type of assets excluded?	• Not applicable
S2.B62(c)[3]	CB: For funded amounts, does the entity exclude from gross exposure all impacts of risk mitigants, if applicable?	• Not applicable
S2.B62(c)[4]	CB: Does the entity disclose separately the percentage of its undrawn loan commitments included in the financed emissions calculation?	• Not applicable
S2.B62(d)	CB: Does the entity disclose the methodology it used to calculate its financed emissions, including the method of allocation it used to attribute its share of emissions in relation to the size of its gross exposure?	• Not applicable
S2.B63(a)[1]	IN: Does the entity disclose its absolute gross financed emissions, disaggregated by Scope 1, Scope 2 and Scope 3 greenhouse gas emissions for each industry by asset class?	• Not applicable
S2.B63(a)[2]	IN: When disaggregating by industry does the entity use the Global Industry Classification Standard (GICS) 6-digit industry-level code for classifying counterparties, reflecting the latest version of the classification system available at the reporting date?	• Not applicable
S2.B63(a)[3]	IN: When disaggregating by asset class, does the disclosure include the loans, bonds and equity investments, as well as undrawn loan commitments?	• Not applicable
S2.B63(a)[4]	IN: If the entity calculates and discloses financed emissions for other asset classes, does it provide an explanation of why the inclusion of those additional asset classes provides relevant information to users of general purpose financial reports?	• Not applicable
S2.B63(b)[1]	IN: Does the entity disclose the gross exposure for each industry by asset class, expressed in the presentation currency of its financial statements?	• Not applicable
S2.B63(b)[2]	IN: For funded amounts, does the entity disclose gross exposure calculated as the funded carrying amounts (before subtracting the loss allowance, when applicable), whether prepared in accordance with IFRS Accounting Standards or other GAAP?	• Not applicable

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ISSB Standard	Requirement	Page No. in the IAR 2025
S2.B63(b)[3]	IN: For undrawn loan commitments, does the entity disclose the full amount of the commitment separately from the drawn portion of loan commitments?	• Not applicable
S2.B63(c)[1]	IN: Does the entity disclose the percentage of its gross exposure included in the financed emissions calculation?	• Not applicable
S2.B63(c)[2]	IN: If the percentage of the entity's gross exposure included, in the financed emissions calculation is less than 100%, does it disclose information that explains the exclusions, including type of assets excluded?	• Not applicable
S2.B63(c)[3]	IN: Does the entity disclose separately the percentage of its undrawn loan commitments included in the financed emissions calculation?	• Not applicable
S2.B63(d)	IN: Does the entity disclose the methodology it used to calculate its financed emissions, including the method of allocation it used to attribute its share of emissions in relation to the size of its gross exposure?	• Not applicable

SASB Content Index

Topic	Accounting Metric	Code	Page Number
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	EM-MM-110a.1	• Climate Change, pages 164-185
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	EM-MM-110a.2	
Air Quality	Air emissions of the following pollutants: (1) CO, (2) NO_x (excluding N_2O), (3) SO_x, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	EM-MM-120a.1	• Air Emissions, pages 192-195
Energy Management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	EM-MM-130a.1	• Energy Management, pages 186-191
Water Management	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	EM-MM-140a.1	• Water and Effluents, pages 207-211
	Number of incidents of non-compliance associated with water quality permits, standards and regulations	EM-MM-140a.2	
Waste & Hazardous Materials Management	Total weight of non-mineral waste generated	EM-MM-150a.4	• Waste Management, pages 201-206
	Total weight of hazardous waste generated	EM-MM-150a.7	
	Total weight of hazardous waste recycled	EM-MM-150a.8	
	Number of significant incidents associated with hazardous materials and waste management	EM-MM-150a.9	
	Description of waste and hazardous materials management policies and procedures for active and inactive operations	EM-MM-150a.10	
Biodiversity Impacts	Description of environmental management policies and practices for active sites	EM-MM-160a.1	• Biodiversity, pages 212-216
Security, Human Rights & Rights of Indigenous Peoples	Percentage of (1) proved and (2) probable reserves in or near indigenous land	EM-MM-210a.2	• Human Rights, pages 229-236
	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	EM-MM-210a.3	
Community Relations	Discussion of process to manage risks and opportunities associated with community rights and interests	EM-MM-210b.1	• Community Management, pages 262-271
	Number and duration of non-technical delays	EM-MM-210b.2	
Labour Relations	Number and duration of strikes and lockouts	EM-MM-310a.2	• Human Rights, pages 229-236
Workforce Health & Safety	(1) MSHA all-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	EM-MM-320a.1	• Occupational Health & Safety, pages 217-228
Business Ethics & Transparency	Description of the management system for prevention of corruption and bribery throughout the value chain	EM-MM-510a.1	• Business Ethics and Corporate Governance, pages 133-141

Accounting Metric	Code	Page Number
Total number of employees, percentage contractors	EM-MM-000.A	• Talent and Labour Management, pages 245-261

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Press Metal Aluminium Holdings Berhad
IFRS S2

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	1,845,038.18	-	External (Limited)	
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	3,006,273.07	-	External (Limited)	
GHG emissions	Scope 2 Market-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	2,533,492.04	-	External (Limited)	
GHG emissions	Scope 3 Cat.1: Purchased goods and services	Metric tonnes of carbon dioxide equivalents (tCO2e)	5,046,151.27	-	No assurance	
GHG emissions	Scope 3 Cat.2: Capital goods	Metric tonnes of carbon dioxide equivalents (tCO2e)	6,963.62	-	No assurance	
GHG emissions	Scope 3 Cat.3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)	Metric tonnes of carbon dioxide equivalents (tCO2e)	2,187,547.80	-	No assurance	
GHG emissions	Scope 3 Cat.4: Upstream transportation and distribution	Metric tonnes of carbon dioxide equivalents (tCO2e)	185,444.24	-	No assurance	
GHG emissions	Scope 3 Cat.5: Waste generated in operations	Metric tonnes of carbon dioxide equivalents (tCO2e)	54,682.70	-	No assurance	
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	2,164.00	-	No assurance	
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	9,460.00	-	Internal	
GHG emissions	Scope 3 Cat.9: Downstream transportation and distribution	Metric tonnes of carbon dioxide equivalents (tCO2e)	5,883.56	-	Internal	
GHG emissions	Scope 3 Cat.10: Processing of sold products	Metric tonnes of carbon dioxide equivalents (tCO2e)	887,677.81	-	No assurance	
GHG emissions	Scope 3 Cat.12: End-of-life treatment of sold products	Metric tonnes of carbon dioxide equivalents (tCO2e)	3,743.29	-	No assurance	
GHG emissions	Scope 3 Cat.13: Downstream leased assets	Metric tonnes of carbon dioxide equivalents (tCO2e)	5,425.82	-	No assurance	

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Bursa Malaysia Prescribed Table

Date & Time: 2026-04-23_09:41:23
FYE 31/12/2025

Press Metal Aluminium Holdings Berhad
IFRS S2

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
GHG emissions	Scope 3 Cat.15: Investments	Metric tonnes of carbon dioxide equivalents (tCO2e)	386,19731	-	No assurance	
GHG emissions	Others	Metric tonnes of carbon dioxide equivalents (tCO2e)	144.44	-	No assurance	Scope 3 Others: Contractors and suppliers' commuting (air travel)

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SECTION 6

Financial Statements

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315 Statement of Changes in Equity
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406 Statutory Declaration
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Directors' Report

For the year ended 31 December 2025

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

Principal Activities

The Company is principally engaged in investment holding activities whilst the principal activities of the subsidiaries are as stated in Note 7 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

Subsidiaries

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

Results

	Group RM'000	Company RM'000
Profit for the year attributable to:		
Owners of the Company	2,099,191	550,721
Non-controlling interests	408,542	-
	2,507,733	550,721

Reserves and Provisions

There were no material transfers to or from reserves and provisions during the financial year under review except as disclosed in the financial statements.

Dividends

Since the end of the previous financial year, the amount of dividends paid by the Company were as follows:

i) In respect of the financial year ended 31 December 2024 as reported in the Directors' Report of that year, a fourth interim ordinary dividend of 1.75 sen per ordinary share totalling RM144,193,000 declared on 26 February 2025 and paid on 28 March 2025.

ii) In respect of the financial year ended 31 December 2025:

- a first interim ordinary dividend of 2.00 sen per ordinary share totalling RM164,792,000 declared on 22 May 2025 and paid on 24 June 2025.
- a second interim ordinary dividend of 2.00 sen per ordinary share totalling RM164,792,000 declared on 21 August 2025 and paid on 29 September 2025.
- a third interim ordinary dividend of 2.00 sen per ordinary share totalling RM164,792,000 declared on 20 November 2025 and paid on 24 December 2025.
- a fourth interim ordinary dividend of 2.00 sen per ordinary share totalling RM164,792,000 declared on 26 February 2026 and paid on 30 March 2026.

The Directors do not recommend any final dividend to be paid for the financial year under review.

Directors' Report
For the year ended 31 December 2025

Directors of the Company

Directors who served during the financial year until the date of this report are:

Datuk (Dr) Yvonne Chia P.M.W. (Yau Ah Lan @ Fara Yvonne)
Tan Sri Dato' Koon Poh Keong
Datuk Koon Poh Ming
Dato' Koon Poh Tat
Datuk Koon Poh Kong
Koon Poh Weng
Lim Hun Soon @ David Lim
Susan Yuen Su Min
Chong Kin Leong
Amnah Apasra Emir Binti Moehamad Izat Emir (appointed on 2 January 2026)
Noor Alina binti Mohamad Faiz (resigned on 29 August 2025)
John Koon Tzer Lim (Alternate to Datuk Koon Poh Ming)

Directors' Interests in Shares

The interests and deemed interests in the shares of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at financial year end (including the interests of the spouses or children of the Directors who themselves are not Directors of the Company) as recorded in the Register of Directors' Shareholdings are as follows:

	Number of ordinary shares			
	At 1.1.2025	Bought/ Transferred	Sold/ Transferred	At 31.12.2025
Interests in the Company:				
Datuk (Dr) Yvonne Chia P.M.W. (Yau Ah Lan @ Fara Yvonne)	100,000	-	-	100,000
Tan Sri Dato' Koon Poh Keong				
- own	225,535,022	-	(24,000,000)	201,535,022
- spouse	22,161,145	-	(6,000,000)	16,161,145
Datuk Koon Poh Ming				
- own	512,864,516	-	(25,000,000)	487,864,516
- spouse	90,920,000	-	-	90,920,000
Dato' Koon Poh Tat				
- own	213,750,660	-	(33,000,000)	180,750,660
- spouse	18,528,604	-	-	18,528,604
- children	-	30,000,000	-	30,000,000
Datuk Koon Poh Kong				
- own	99,201,372	-	(6,000,000)	93,201,372
- spouse	1,960,240	-	-	1,960,240
- children	34,100,000	-	-	34,100,000
Koon Poh Weng				
- own	467,975,136	-	(22,000,000)	445,975,136
- spouse	2,212,160	-	-	2,212,160
- children	109,760	-	-	109,760

Directors' Report
For the year ended 31 December 2025

Directors' Interests in Shares *(cont'd)*

	Number of ordinary shares			
	At 1.1.2025	Bought/ Transferred	Sold/ Transferred	At 31.12.2025
Interests in the Company *(cont'd)*:				
Susan Yuen Su Min				
- own	2,000	-	-	2,000
Deemed interests in the Company:				
Tan Sri Dato' Koon Poh Keong *	2,785,676,677	-	(8,000,000)	2,777,676,677
Datuk Koon Poh Ming **	40,000,000	-	-	40,000,000
Datuk Koon Poh Kong ***	30,000,000	-	-	30,000,000

* *Deemed interested in Paul Koon Foundation, the holding entity of Paul Koon Pte. Ltd., by virtue of Paul Koon Pte. Ltd's 100% direct equity interest in KPK Holdings (L) Ltd., the holding company of Alpha Milestone Sdn. Bhd.*
** *Deemed interested by virtue of the Director's interests in 7G Holdings Pte. Ltd.*
*** *Deemed interested by virtue of the Director's interests in TK Capital Investment Ltd.*

In accordance with the Companies Act, the interests and deemed interests of the spouses and children of the Directors in the shares of the Company and of its related corporations (other than wholly-owned subsidiaries) shall also be treated as the interests of the Directors.

By virtue of their interests in the shares of the Company, Tan Sri Dato' Koon Poh Keong, Dato' Koon Poh Tat, Datuk Koon Poh Ming, Datuk Koon Poh Kong and Koon Poh Weng are also deemed interested in the shares of the subsidiaries during the financial year to the extent that Press Metal Aluminium Holdings Berhad has an interest.

None of the other Directors holding office at 31 December 2025 had any interest in the shares of the Company and of its related corporations during the financial year.

Directors' Benefits

Since the end of the previous financial year, no Director of the Company has received nor become entitled to receive any benefit (other than those shown below) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

The directors' benefits paid to or receivable by directors in respect of the financial year ended 31 December 2025 are as follows:

	From the Company RM'000	From the subsidiary companies RM'000
Directors of the Company:		
Fees	1,211	-
Remuneration	12,883	600
Total short-term employee benefits	14,094	600

There were no arrangements during and at the end of the financial year which had the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Directors' Report
For the year ended 31 December 2025

Issue of Shares and Debentures

There were no changes in the issued and paid-up capital of the Company during the financial year.

There were no debentures issued during the financial year.

Options Granted Over Unissued Shares

No options were granted to any person to take up unissued shares of the Company during the financial year.

Indemnity and Insurance Costs

During the financial year, the total amount of indemnity sum insured and premium paid for Directors and officers of the Company are RM30,000,000 and RM153,370 respectively. This sum exclude coverage for the auditors of the Company.

Other Statutory Information

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps to ascertain that:

i) all known bad debts have been written off and adequate provision made for doubtful debts, and

ii) any current assets which were unlikely to be realised in the ordinary course of business 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:

i) that would render the amount written off for bad debts or the amount of the provision for doubtful debts in the Group and in the Company inadequate to any substantial extent, or

ii) that would render the value attributed to the current assets in the financial statements of the Group and of the Company misleading, or

iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate, or

iv) not otherwise dealt with in this report or the financial statements that would render any amount stated in the financial statements of the Group and of the Company misleading.

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

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

ii) any contingent liability in respect of the Group or of the Company that has arisen since the end of the financial year.

No contingent liability or other liability of any company in the Group 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 as and when they fall due.

In the opinion of the Directors, the financial performance of the Group and of the Company for the financial year ended 31 December 2025 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.

Directors' Report

For the year ended 31 December 2025

Significant Events

The significant events are disclosed in Note 34 to the financial statements.

Subsequent Event

The subsequent events are disclosed in Note 35 to the financial statements.

Auditors

The auditors, KPMG PLT, have indicated their willingness to accept re-appointment.

The auditors' remuneration of the Group and of the Company during the year are as follows:

	Group RM'000	Company RM'000
KPMG PLT	1,800	380
Overseas affiliates of KPMG PLT	258	-
Other auditors	825	-
	2,883	380

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:

Tan Sri Dato' Koon Poh Keong
Director

Datuk Koon Poh Ming
Director

Petaling Jaya, Selangor

Date: 27 April 2026

Statements of Financial Position

As at 31 December 2025

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Assets					
Property, plant and equipment	3	**7,843,210**	7,029,510	**964**	7,325
Right-of-use assets	4	**429,753**	464,622	**1,358**	-
Investment properties	5	**39,435**	46,872	**-**	-
Intangible assets	6	**65,242**	66,505	**-**	-
Investments in subsidiaries	7	**-**	-	**1,197,234**	1,197,234
Investments in associates	8	**2,216,238**	2,001,037	**174,768**	174,768
Other investments	9	**1,803**	1,803	**-**	-
Derivative financial assets	10	**754,520**	446,786	**22,893**	11,191
Deferred tax assets	11	**11,071**	10,793	**-**	6,188
Trade and other receivables	12	**-**	-	**2,178,473**	1,595,249
Prepayments and other assets	12	**194,964**	100,920	**-**	-
Total non-current assets		**11,556,236**	10,168,848	**3,575,690**	2,991,955
Inventories	13	**2,657,507**	2,621,244	**-**	-
Trade and other receivables	12	**1,743,655**	2,041,792	**1,346,768**	1,982,017
Prepayments and other assets	12	**301,351**	163,103	**-**	-
Current tax assets		**11,162**	21,725	**-**	-
Derivative financial assets	10	**295,180**	108,751	**9,883**	-
Cash and cash equivalents	14	**2,620,321**	1,508,748	**688,031**	183,007
Total current assets		**7,629,176**	6,465,363	**2,044,682**	2,165,024
Total assets		**19,185,412**	16,634,211	**5,620,372**	5,156,979
Equity					
Share capital		**2,052,744**	2,052,744	**2,052,744**	2,052,744
Reserves		**(375,599)**	192,098	**(205,793)**	(225,201)
Retained earnings		**7,691,748**	6,231,343	**372,837**	460,685
Equity attributable to owners of the Company	15	**9,368,893**	8,476,185	**2,219,788**	2,288,228
Non-controlling interests		**2,141,635**	1,828,952	**-**	-
Total equity		**11,510,528**	10,305,137	**2,219,788**	2,288,228
Liabilities					
Loans and borrowings	16	**3,103,670**	2,028,045	**2,872,046**	1,814,204
Lease liabilities		**174,456**	192,096	**283**	-
Provisions	17	**79,799**	140,642	**-**	-
Deferred tax liabilities	11	**659,948**	617,746	**5,637**	-
Derivative financial liabilities	10	**423,527**	22,222	**-**	3,952
Total non-current liabilities		**4,441,400**	3,000,751	**2,877,966**	1,818,156
Loans and borrowings	16	**1,013,982**	1,842,480	**417,525**	954,587
Lease liabilities		**18,713**	21,781	**1,099**	-
Provisions	17	**10,319**	9,632	**-**	-
Trade and other payables	18	**1,424,147**	1,342,118	**102,475**	64,409
Current tax liabilities		**178,586**	20,217	**1,519**	6,730
Derivative financial liabilities	10	**587,737**	92,095	**-**	24,869
Total current liabilities		**3,233,484**	3,328,323	**522,618**	1,050,595
Total liabilities		**7,674,884**	6,329,074	**3,400,584**	2,868,751
Total equity and liabilities		**19,185,412**	16,634,211	**5,620,372**	5,156,979

The notes on pages 322 to 405 are an integral part of these financial statements.

Statements of Profit or Loss and Other Comprehensive Income

For the year ended 31 December 2025

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Revenue	19	**16,211,422**	14,909,528	**797,897**	737,823
Cost of sales		**(12,860,052)**	(12,079,494)	**-**	-
Gross profit		**3,351,370**	2,830,034	**797,897**	737,823
Other income		**191,972**	164,385	**238**	9,624
Distribution expenses		**(400,691)**	(391,709)	**-**	-
Administrative expenses		**(363,905)**	(334,223)	**(73,172)**	(80,401)
Net gain/(loss) on impairment of financial instruments and contract assets		**9,815**	(485)	**-**	-
Other expenses		**(217,226)**	(369,134)	**(133,927)**	(9,168)
Results from operating activities		**2,571,335**	1,898,868	**591,036**	657,878
Finance income	20	**75,161**	63,184	**108,575**	111,005
Finance costs	21	**(206,891)**	(217,937)	**(145,019)**	(149,868)
Net finance costs		**(131,730)**	(154,753)	**(36,444)**	(38,863)
Share of profit of equity-accounted associates, net of tax		**418,152**	559,278	**-**	-
Profit before tax	22	**2,857,757**	2,303,393	**554,592**	619,015
Tax expense	23	**(350,024)**	(178,683)	**(3,871)**	(1,787)
Profit for the year		**2,507,733**	2,124,710	**550,721**	617,228
Other comprehensive (expense)/income, net of tax					
Items that are or may be reclassified subsequently to profit or loss					
Cash flow hedge		**(322,233)**	662,457	**19,408**	58,099
Foreign currency translation differences for foreign operations		**(136,666)**	(88,177)	**-**	-
Share of other comprehensive expenses of equity-accounted associates		**(186,014)**	(129,328)	**-**	-
Other comprehensive (expense)/income for the year, net of tax	24	**(644,913)**	444,952	**19,408**	58,099
Total comprehensive income for the year		**1,862,820**	2,569,662	**570,129**	675,327
Profit attributable to:					
Owners of the Company		**2,099,191**	1,765,700	**550,721**	617,228
Non-controlling interests		**408,542**	359,010	**-**	-
Profit for the year		**2,507,733**	2,124,710	**550,721**	617,228
Total comprehensive income attributable to:					
Owners of the Company		**1,531,494**	2,117,139	**570,129**	675,327
Non-controlling interests		**331,326**	452,523	**-**	-
Total comprehensive income for the year		**1,862,820**	2,569,662	**570,129**	675,327
Basic earnings per ordinary share (sen)	25	**25.48**	21.43		

The notes on pages 322 to 405 are an integral part of these financial statements.

Consolidated Statement of Changes in Equity

For the year ended 31 December 2025

		Attributable to owners of the Company						
		Non-distributable			*Distributable*			
Group	**Note**	**Share capital RM'000**	**Translation reserve RM'000**	**Hedging reserve RM'000**	**Retained earnings RM'000**	**Total RM'000**	**Non-controlling interests RM'000**	**Total equity RM'000**
At 1 January 2024		2,052,744	99,920	(259,261)	5,039,611	6,933,014	1,463,239	8,396,253
Cash flow hedge		-	-	551,963	-	551,963	110,494	662,457
Foreign currency translation differences for foreign operations:								
- Losses arising during the year		-	(71,196)	-	-	(71,196)	(16,981)	(88,177)
Share of other comprehensive expense of equity - accounted associates		-	(130,664)	1,336	-	(129,328)	-	(129,328)
Total other comprehensive income for the year		-	(201,860)	553,299	-	351,439	93,513	444,952
Profit for the year		-	-	-	1,765,700	1,765,700	359,010	2,124,710
Total comprehensive income for the year		-	(201,860)	553,299	1,765,700	2,117,139	452,523	2,569,662
Contributions by and distributions to owners of the Group								
Dividends to owners of the Company	26	-	-	-	(576,772)	(576,772)	-	(576,772)
Dividends to non-controlling interests		-	-	-	-	-	(144,993)	(144,993)
		-	-	-	(576,772)	(576,772)	(144,993)	(721,765)
Subscription of interests in a subsidiary by non-controlling interests		-	-	-	-	-	65,992	65,992
Acquisition of additional interests in a subsidiary from non-controlling interests		-	-	-	2,804	2,804	(6,689)	(3,885)
Distribution to non-controlling interest in to a winding up subsidiary		-	-	-	-	-	(1,120)	(1,120)
Total transactions with owners of the Group		-	-	-	(573,968)	(573,968)	(86,810)	(660,778)
At 31 December 2024/ 1 January 2025		2,052,744	(101,940)	294,038	6,231,343	8,476,185	1,828,952	10,305,137

Consolidated Statement of Changes in Equity

For the year ended 31 December 2025

Group	Note	Attributable to owners of the Company: Non-distributable: Share capital RM'000	Translation reserve RM'000	Hedging reserve RM'000	Distributable: Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 January 2025		**2,052,744**	**(101,940)**	**294,038**	**6,231,343**	**8,476,185**	**1,828,952**	**10,305,137**
Cash flow hedge		**-**	**-**	**(242,485)**	**-**	**(242,485)**	**(79,748)**	**(322,233)**
Foreign currency translation differences for foreign operations:								
- Losses arising during the year		**-**	**(139,198)**	**-**	**-**	**(139,198)**	**2,532**	**(136,666)**
Share of other comprehensive expense of equity - accounted associates		**-**	**(187,901)**	**1,887**	**-**	**(186,014)**	**-**	**(186,014)**
Total other comprehensive income for the year		**-**	**(327,099)**	**(240,598)**	**-**	**(567,697)**	**(77,216)**	**(644,913)**
Profit for the year		**-**	**-**	**-**	**2,099,191**	**2,099,191**	**408,542**	**2,507,733**
Total comprehensive income for the year		**-**	**(327,099)**	**(240,598)**	**2,099,191**	**1,531,494**	**331,326**	**1,862,820**
Contributions by and distributions to owners of the Group								
Dividends to owners of the Company	26	**-**	**-**	**-**	**(638,569)**	**(638,569)**	**-**	**(638,569)**
Dividends to non-controlling interests		**-**	**-**	**-**	**-**	**-**	**(188,600)**	**(188,600)**
		-	**-**	**-**	**(638,569)**	**(638,569)**	**(188,600)**	**(827,169)**
Subscription of interests in a subsidiary by non-controlling interests		**-**	**-**	**-**	**-**	**-**	**189,077**	**189,077**
Acquisition of additional interests in a subsidiary from non-controlling interests		**-**	**-**	**-**	**(217)**	**(217)**	**(19,120)**	**(19,337)**
Total transactions with owners of the Group		**-**	**-**	**-**	**(638,786)**	**(638,786)**	**(18,643)**	**(657,429)**
At 31 December 2025		**2,052,744**	**(429,039)**	**53,440**	**7,691,748**	**9,368,893**	**2,141,635**	**11,510,528**

The notes on pages 322 to 405 are an integral part of these financial statements.

Statement of Changes in Equity

For the year ended 31 December 2025

Company	Note	Non-distributable: Share capital RM'000	Reorganisation reserve RM'000	Hedging reserve RM'000	Distributable: Retained earnings RM'000	Total equity RM'000
At 1 January 2024		2,052,744	(230,702)	(52,598)	420,229	2,189,673
Cash flow hedge		-	-	58,099	-	58,099
Total other comprehensive income for the year		-	-	58,099	-	58,099
Profit for the year		-	-	-	617,228	617,228
Total comprehensive income for the year		-	-	58,099	617,228	675,327
Contributions by and distributions to owners of the Company						
Dividends to owners of the Company	26	-	-	-	(576,772)	(576,772)
Total transactions with owners of the Company		-	-	-	(576,772)	(576,772)
At 31 December 2024/ 1 January 2025		**2,052,744**	**(230,702)**	**5,501**	**460,685**	**2,288,228**
Cash flow hedge		**-**	**-**	**19,408**	**-**	**19,408**
Total other comprehensive income for the year		**-**	**-**	**19,408**	**-**	**19,408**
Profit for the year		**-**	**-**	**-**	**550,721**	**550,721**
Total comprehensive income for the year		**-**	**-**	**19,408**	**550,721**	**570,129**
Contributions by and distributions to owners of the Company						
Dividends to owners of the Company	26	**-**	**-**	**-**	**(638,569)**	**(638,569)**
Total transactions with owners of the Company		**-**	**-**	**-**	**(638,569)**	**(638,569)**
At 31 December 2025		**2,052,744**	**(230,702)**	**24,909**	**372,837**	**2,219,788**

The notes on pages 322 to 405 are an integral part of these financial statements.

Statements of Cash Flows

For the year ended 31 December 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from operating activities				
Profit before tax	**2,857,757**	2,303,393	**554,592**	619,015
Adjustments for:				
Depreciation of investment properties	**1,478**	1,582	**-**	-
Depreciation of property, plant and equipment	**745,038**	731,474	**15**	14
Depreciation of right-of-use assets	**29,300**	31,864	**815**	-
Dividend income	**-**	-	**(754,400)**	(695,831)
Finance costs	**206,891**	217,937	**145,019**	149,868
Finance income	**(75,161)**	(63,184)	**(108,575)**	(111,005)
Gain on dilution of investment in associate	**(81,223)**	-	**-**	-
Loss on disposal of investment property	**1,262**	15	**-**	-
Loss on derecognition of right-of-use assets	**672**	68	**-**	-
Impairment loss on property, plant and equipment	**5,839**	-	**-**	-
Insurance compensation receivable	**-**	(127,542)	**-**	-
(Reversal of)/Impairment loss of financial instruments	**(9,815)**	485	**-**	-
Loss on disposal of property, plant and equipment	**230**	516	**-**	-
Others	**24**	100	**-**	-
Property, plant and equipment written off	**32,845**	158,586	**-**	-
Share of profit of equity-accounted associates, net of tax	**(418,152)**	(559,278)	**-**	-
Unrealised derivative loss/(gain)	**40,082**	47,697	**(24,869)**	24,867
Unrealised foreign exchange loss/(gain)	**9,249**	15,407	**149,624**	(34,318)
Operating profit/(loss) before changes in working capital	**3,346,316**	2,759,120	**(37,779)**	(47,390)
Change in derivatives	**40,915**	23,512	**-**	-
Change in inventories	**(36,263)**	(54,381)	**-**	-
Change in trade and other payables and provisions	**83,793**	(26,387)	**(25,445)**	(29,451)
Change in trade and other receivables and prepayments	**(134,650)**	(112,381)	**19,998**	265,856
Cash generated from/(used in) operations	**3,300,111**	2,589,483	**(43,226)**	189,015
Tax paid	**(124,849)**	(43,474)	**(3,386)**	(1,724)
Tax refunded	**4,299**	3,812	**-**	-
Net cash from/(used in) operating activities	**3,179,561**	2,549,821	**(46,612)**	187,291

Statements of Cash Flows
For the year ended 31 December 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from investing activities				
Acquisition of a subsidiary, net of cash and cash equivalents acquired (Note 32.1)	**-**	(3,204)	**-**	-
Acquisition of property, plant and equipment	**(1,623,247)**	(766,965)	**(2,452)**	(4,784)
Acquisition of right-of-use assets	**(334)**	(11,758)	**-**	-
Acquisition of investment properties	**-**	(53)	**-**	-
Dividends received from subsidiaries	**-**	-	**754,400**	576,000
Dividends received from an associate	**350,344**	119,831	**-**	119,831
Gain on acquisition of a subsidiary (Note 32.1)	**-**	(27)	**-**	-
Increase in prepayments	**(190,367)**	(96,994)	**-**	-
Increase in investment in an associate	**-**	(152,301)	**-**	(152,301)
Increase in amounts due from subsidiaries	**-**	-	**(1,000,531)**	(388)
Interest received from short-term deposits	**75,161**	63,184	**21,087**	1,741
Proceeds from disposal of property, plant and equipment	**2,495**	4,619	**-**	-
Proceeds from disposal of investment properties	**3,090**	500	**-**	-
Repayment of loans from a subsidiary	**-**	-	**954,587**	834,227
Distribution to non-controlling interest in relation to winding up a subsidiary	**-**	(1,120)	**-**	-
Net cash (used in)/generated from investing activities	**(1,382,858)**	(844,288)	**727,091**	1,374,326

Statements of Cash Flows

For the year ended 31 December 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from financing activities				
Acquisition of additional interest in a subsidiary from non-controlling interest	**(19,337)**	(3,885)	**-**	-
Increase in amounts due to subsidiaries	**-**	-	**31,369**	7,716
Dividends paid to non-controlling interests of subsidiaries	**(188,600)**	(144,993)	**-**	-
Dividends paid to owners of the Company	**(638,569)**	(576,772)	**(638,569)**	(576,772)
Drawdown of bank loans	**149,738**	389,716	**-**	-
Drawdown of bankers' acceptances	**1,997,908**	1,964,162	**-**	-
Drawdown of revolving credits	**735,080**	438,396	**-**	-
Interest paid in relation to lease liabilities	**(8,146)**	(9,920)	**(65)**	-
Interest paid on loans and borrowings	**(198,745)**	(208,017)	**(112,812)**	(124,677)
Payment of lease liabilities	**(26,462)**	(25,100)	**(791)**	-
Proceeds from issuance of Islamic Medium-Term Notes	**1,500,000**	-	**1,500,000**	-
Repayment of bank loans	**(459,472)**	(817,577)	**(254,587)**	(308,083)
Repayment of bankers' acceptances	**(2,250,945)**	(1,587,532)	**-**	-
Repayment of Islamic Medium-Term Notes	**(700,000)**	(550,000)	**(700,000)**	(550,000)
Repayment of revolving credits	**(656,284)**	(325,486)	**-**	-
Subscription of shares in a subsidiary by non-controlling interest	**189,077**	65,992	**-**	-
Net cash used in financing activities	**(574,757)**	(1,391,016)	**(175,455)**	(1,551,816)
Net cash flows from operating, investing and financing activities	**1,221,946**	314,517	**505,024**	9,801
Effect of foreign currency translation differences	**(108,541)**	(24,457)	**-**	-
Net increase in cash and cash equivalents	**1,113,405**	290,060	**505,024**	9,801
Effect of exchange rate fluctuations on cash held	**(1,828)**	(958)	**-**	-
Cash and cash equivalents at 1 January	**1,508,744**	1,219,642	**183,007**	173,206
Cash and cash equivalents at 31 December	**2,620,321**	1,508,744	**688,031**	183,007

Statements of Cash Flows
For the year ended 31 December 2025

Cash and Cash Equivalents

Cash and cash equivalents included in the statements of cash flows comprise the following statements of financial position amounts:

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash and bank balances	14	**2,620,321**	1,508,748	**688,031**	183,007
Bank overdrafts	16	**-**	(4)	**-**	-
		2,620,321	1,508,744	**688,031**	183,007

Acquisition of Property, Plant and Equipment

During the financial year ended 31 December 2025, the Group recognised property, plant and equipment amounting to RM1,719,976,000 of which RM96,729,000 were transferred from prepayments.

Acquisition of Right-of-Use Assets

During the financial year ended 31 December 2025, the Group recognised right-of-use assets amounting to RM10,817,000 (2024: RM43,560,000) of which RM334,000 (2024: RM11,758,000) were down payments made in cash.

Cash Outflows for Leases as a Lessee

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Included in net cash from operating activities:					
Payment relating to short-term leases		**12,674**	15,097	**213**	716
Included in net cash from financing activities:					
Interest paid in relation to lease liabilities	21	**8,146**	9,920	**65**	-
Payment of lease liabilities		**26,462**	25,100	**791**	-
Total cash outflows for leases		**47,282**	50,117	**1,069**	716

Statements of Cash Flows
For the year ended 31 December 2025

Reconciliation of movements of liabilities to cash flows arising from financing activities

	At 1.1.2024 RM'000	Net changes from financing cash flows RM'000	Acquisition of new lease RM'000	Dividends declared RM'000	Foreign exchange movements RM'000	Other changes RM'000	At 31.12.2024 RM'000
Group							
Bank loans	1,386,884	(427,861)	-	-	(6,915)	(16,482)	935,626
Dividends payable	-	(576,772)	-	576,772	-	-	-
Lease liabilities	229,067	(25,100)	31,802	-	(21,462)	(430)	213,877
Islamic Medium-Term Notes	2,800,000	(550,000)	-	-	-	-	2,250,000
Bankers' acceptances	19,493	376,630	-	-	-	4,511	400,634
Revolving credits	184,043	112,910	-	-	(12,692)	-	284,261
Total liabilities from financing activities	4,619,487	(1,090,193)	31,802	576,772	(41,069)	(12,401)	4,084,398

	At 1.1.2025 RM'000	Net changes from financing cash flows RM'000	Acquisition of new lease RM'000	Dividends declared RM'000	Foreign exchange movements RM'000	Other changes RM'000	At 31.12.2025 RM'000
Group							
Bank loans	**935,626**	**(309,734)**	**-**	**-**	**(12,500)**	**(33,367)**	**580,025**
Dividends payable	**-**	**(638,569)**	**-**	**638,569**	**-**	**-**	**-**
Lease liabilities	**213,877**	**(26,462)**	**10,483**	**-**	**(4,477)**	**(252)**	**193,169**
Islamic Medium-Term Notes	**2,250,000**	**800,000**	**-**	**-**	**-**	**-**	**3,050,000**
Bankers' acceptances	**400,634**	**(253,037)**	**-**	**-**	**(1,591)**	**(1,851)**	**144,155**
Revolving credits	**284,261**	**78,796**	**-**	**-**	**(19,585)**	**-**	**343,472**
Total liabilities from financing activities	**4,084,398**	**(349,006)**	**10,483**	**638,569**	**(38,153)**	**(35,470)**	**4,310,821**

Statements of Cash Flows
For the year ended 31 December 2025

Reconciliation of movements of liabilities to cash flows arising from financing activities (*cont'd*)

	At 1.1.2024 RM'000	Net changes from financing cash flows RM'000	Dividends declared RM'000	Foreign exchange movements RM'000	At 31.12.2024 RM'000
Company					
Amounts due to subsidiaries	19,405	7,716	-	-	27,121
Bank loans	839,567	(308,083)	-	(12,693)	518,791
Dividends payable	-	(576,772)	576,772	-	-
Islamic Medium-Term Notes	2,800,000	(550,000)	-	-	2,250,000
Total liabilities from financing activities	3,658,972	(1,427,139)	576,772	(12,693)	2,795,912

	At 1.1.2025 RM'000	Net changes from financing cash flows RM'000	Acquisition of new lease RM'000	Dividends declared RM'000	Foreign exchange movements RM'000	At 31.12.2025 RM'000
Company						
Amounts due to subsidiaries	**27,121**	**31,369**	**-**	**-**	**-**	**58,490**
Bank loans	**518,791**	**(254,587)**	**-**	**-**	**(24,633)**	**239,571**
Dividends payable	**-**	**(638,569)**	**-**	**638,569**	**-**	**-**
Islamic Medium-Term Notes	**2,250,000**	**800,000**	**-**	**-**	**-**	**3,050,000**
Lease liabilities	**-**	**(791)**	**2,173**	**-**	**-**	**1,382**
Total liabilities from financing activities	**2,795,912**	**(62,578)**	**2,173**	**638,569**	**(24,633)**	**3,349,443**

The notes on pages 322 to 405 are an integral part of these financial statements.

Notes to the Financial Statements

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

Principal place of business
Suite 61 & 62, Setia Avenue
No. 2, Jalan Setia Prima S U13/S
Setia Alam, Seksyen U13
40170 Shah Alam
Selangor Darul Ehsan

Registered office
12th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan

The consolidated financial statements of the Company as at and for the financial year ended 31 December 2025 comprise the Company and its subsidiaries (together referred to as the "Group" and individually referred to as "Group entities") and the Group's interests in associates. The financial statements of the Company as at and for the financial year ended 31 December 2025 also include a joint operation.

The Company is principally engaged in investment holding activities whilst the principal activities of the subsidiaries are as stated in Note 7 to the financial statements.

These financial statements were authorised for issue by the Board of Directors on 27 April 2026.

1. Basis of Preparation

(a) Statement of compliance

The financial statements of the Group and Company have been prepared in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MFRS Accounting Standards"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and the requirements of the Companies Act 2016 in Malaysia.

The following are accounting standards, interpretations and amendments of the MFRS Accounting Standards that have been issued by the Malaysian Accounting Standards Board ("MASB") but have not been adopted by the Group and Company:

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2026

- Amendments to MFRS 9, *Financial Instruments* and MFRS 7*, Financial Instruments: Disclosures – Classification and Measurement of Financial Instruments*
- Amendments that are part of Annual Improvements – Volume 11:
  - Amendments to MFRS 1, *First-time Adoption of Malaysian Financial Reporting Standards*
  - Amendments to MFRS 7, *Financial Instruments: Disclosures*
  - Amendments to MFRS 9, *Financial Instruments*
  - Amendments to MFRS 10, *Consolidated Financial Statements*
  - Amendments to MFRS 107, *Statement of Cash Flows*
- Amendments to MFRS 9, *Financial Instruments* and MFRS 7*, Financial Instruments: Disclosures – Contracts Referencing Nature-dependent Electricity*

Notes to the Financial Statements

1. Basis of Preparation *(cont'd)*

(a) Statement of compliance *(cont'd)*

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2027

- MFRS 18, *Presentation and Disclosure in Financial Statements*
- MFRS 19, *Subsidiaries without Public Accountability: Disclosures*
- Amendments to MFRS 121, *The Effects of Changes in Foreign Exchange Rates – Translation to a Hyperinflationary Presentation Currency*

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after a date yet to be confirmed

- Amendments to MFRS 10, *Consolidated Financial Statements* and MFRS 128*, Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Group and Company plan to apply the abovementioned accounting standards, interpretations and amendments, where applicable:

- from the annual period beginning on 1 January 2026 for the amendments that are effective for annual periods beginning on or after 1 January 2026.
- from the annual period beginning on 1 January 2027 for the accounting standards and amendments that are effective for annual periods beginning on or after 1 January 2027.

The initial application of the abovementioned accounting standards, amendments and interpretations is not expected to have any material financial impact to the current period and prior period financial statements of the Group and of the Company.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following items, which are measured based on the measurement bases stated below:

Items	Measurement bases
Derivative financial instruments	Fair value
Non-derivative financial instruments at FVTPL	Fair value
Debt and equity securities at FVOCI	Fair value
Contingent consideration in a business combination	Fair value

(c) Functional and presentation currency

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

Notes to the Financial Statements

1. Basis of Preparation *(cont'd)*

(d) Use of estimates and judgements

The preparation of the financial statements in conformity with MFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

- Note 6 - measurement of the recoverable amounts of cash-generating units
- Note 11 - measurement of deferred tax assets and liabilities
- Note 17 - provisions

2. Material Accounting Policies

2.1 Global minimum top-up tax

The Group has adopted the amendments to MFRS 112, *Income Taxes – International Tax Reform – Pillar Two Model Rules* upon their release on 2 June 2023. The amendments provide a temporary mandatory relief from deferred tax accounting for the top-up tax, which is effective immediately, and require new disclosures about the Pillar Two exposure (see Note 11).

3. Property, Plant and Equipment

Group	Land RM'000	Mine, conveying, refining and port facilities RM'000	Buildings and renovation RM'000	Plant and machinery RM'000	Office equipment RM'000	Motor vehicles RM'000	Furniture and fittings RM'000	Moulds and dies RM'000	Capital work-in-progress RM'000	Total RM'000
Cost										
At 1 January 2024	28,243	942,811	2,297,908	6,885,177	99,131	147,642	33,093	250,575	248,960	10,933,540
Additions	-	-	65,268	457,960	9,207	15,071	2,354	12,678	204,427	766,965
Acquisition through business combination (Note 32.1)	6,900	-	12,365	10,350	152	445	-	999	-	31,211
Disposals	-	(86)	(4,490)	(4,141)	(498)	(1,656)	(969)	(42)	-	(11,882)
Written off (Note 3.2)	-	(5,698)	(1,091)	(246,730)	(5,834)	(6,525)	(287)	(22,466)	-	(288,631)
Transfers	-	(27,550)	80,330	199,254	2,150	(20,085)	(69)	-	(234,030)	-
Transfer from right-of-use assets (Note 4)	-	-	-	3,177	-	7,944	-	-	-	11,121
Effect of movements in exchange rates	(328)	(160,476)	(9,885)	(16,370)	(1,527)	(280)	(226)	(12,132)	(4,584)	(205,808)
At 31 December 2024	34,815	749,001	2,440,405	7,288,677	102,781	142,556	33,896	229,612	214,773	11,236,516

3. **Property, Plant and Equipment *(cont'd)***

Group	Land RM'000	Mine, conveying, refining and port facilities RM'000	Buildings and renovation RM'000	Plant and machinery RM'000	Office equipment RM'000	Motor vehicles RM'000	Furniture and fittings RM'000	Moulds and dies RM'000	Capital work-in-progress RM'000	Total RM'000
Cost *(cont'd)*										
At 1 January 2025	34,815	749,001	2,440,405	7,288,677	102,781	142,556	33,896	229,612	214,773	11,236,516
Additions	-	-	168,092	634,385	14,587	35,964	2,371	16,843	847,734	1,719,976
Disposals	-	(6,319)	(304)	(5,049)	(1,896)	(1,611)	(202)	(32)	-	(15,413)
Written off	-	(295)	(1,365)	(195,099)	(1,117)	(1,484)	(181)	(194,066)	(146)	(393,753)
Remeasurement of provision for restoration and rehabilitation (Note 17)	-	(64,450)	-	-	-	-	-	-	-	(64,450)
Transfers	-	18,752	17,211	42,358	470	9	156	400	(79,356)	-
Transfer from right-of-use assets (Note 4)	-	-	-	-	-	4,061	-	-	-	4,061
Effect of movements in exchange rates	(64)	(30,962)	(9,023)	(15,802)	(1,327)	(1,447)	(98)	(7,747)	(29,253)	(95,723)
At 31 December 2025	34,751	665,727	2,615,016	7,749,470	113,498	178,048	35,942	45,010	953,752	12,391,214

3. **Property, Plant and Equipment *(cont'd)***

Group	Land RM'000	Mine, conveying, refining and port facilities RM'000	Buildings and renovation RM'000	Plant and machinery RM'000	Office equipment RM'000	Motor vehicles RM'000	Furniture and fittings RM'000	Moulds and dies RM'000	Capital work-in-progress RM'000	Total RM'000
Depreciation and impairment loss										
At 1 January 2024	-	199,218	428,867	2,685,553	56,137	100,361	13,716	233,856	-	3,717,708
Depreciation for the year	-	37,970	68,082	592,408	8,620	9,943	2,848	11,603	-	731,474
Disposals	-	(46)	(987)	(3,542)	(333)	(1,609)	(201)	(29)	-	(6,747)
Written off (Note 3.2)	-	-	(465)	(104,074)	(1,762)	(5,110)	(212)	(18,422)	-	(130,045)
Transfer from right-of-use assets (Note 4)	-	-	-	216	-	3,480	-	-	-	3,696
Effect of movements in exchange rates	-	(82,525)	(4,736)	(8,725)	(1,046)	(165)	(106)	(11,777)	-	(109,080)
At 31 December 2024	-	154,617	490,761	3,161,836	61,616	106,900	16,045	215,231	-	4,207,006

3. Property, Plant and Equipment *(cont'd)*

Group	Land RM'000	Mine, conveying, refining and port facilities RM'000	Buildings and renovation RM'000	Plant and machinery RM'000	Office equipment RM'000	Motor vehicles RM'000	Furniture and fittings RM'000	Moulds and dies RM'000	Capital work-in-progress RM'000	Total RM'000
Depreciation and impairment loss *(cont'd)*										
At 1 January 2025	-	154,617	490,761	3,161,836	61,616	106,900	16,045	215,231	-	4,207,006
Depreciation for the year	-	26,930	63,192	616,909	9,578	13,803	2,803	11,823	-	745,038
Disposals	-	(6,138)	(173)	(3,340)	(1,348)	(1,513)	(160)	(16)	-	(12,688)
Written off	-	(277)	(95)	(169,418)	(968)	(1,154)	(120)	(188,876)	-	(360,908)
Transfer from right-of-use assets (Note 4)	-	-	-	-	-	1,480	-	-	-	1,480
Impairment loss	-	-	-	5,839	-	-	-	-	-	5,839
Effect of movements in exchange rates	-	(17,204)	(3,637)	(8,449)	(914)	(212)	(64)	(7,283)	-	(37,763)
At 31 December 2025										
Accumulated depreciation	-	157,928	550,048	3,597,538	67,964	119,304	18,504	30,879	-	4,542,165
Accumulated impairment loss	-	-	-	5,839	-	-	-	-	-	5,839
	-	157,928	550,048	3,603,377	67,964	119,304	18,504	30,879	-	4,548,004
Carrying amounts										
At 1 January 2024	28,243	743,593	1,869,041	4,199,624	42,994	47,281	19,377	16,719	248,960	7,215,832
At 31 December 2024/ 1 January 2025	34,815	594,384	1,949,644	4,126,841	41,165	35,656	17,851	14,381	214,773	7,029,510
At 31 December 2025	34,751	507,799	2,064,968	4,146,093	45,534	58,744	17,438	14,131	953,752	7,843,210

3. Property, Plant and Equipment *(cont'd)*

Company	Capital work-in-progress RM'000	Office equipment RM'000	Motor vehicle RM'000	Total RM'000
Cost				
At 1 January 2023/31 December 2023/ 1 January 2024	2,431	141	45	2,617
Additions	4,784	-	-	4,784
At 31 December 2024	**7,215**	**141**	**45**	**7,401**
Additions	**2,401**	**51**	**-**	**2,452**
Transfer	**(8,798)**	**-**	**-**	**(8,798)**
At 31 December 2025	**818**	**192**	**45**	**1,055**
Depreciation				
At 1 January 2024	-	17	45	62
Depreciation for the year	-	14	-	14
At 31 December 2024/1 January 2025	**-**	**31**	**45**	**76**
Depreciation for the year	**-**	**15**	**-**	**15**
At 31 December 2025	**-**	**46**	**45**	**91**
Carrying amounts				
At 1 January 2024	2,431	124	-	2,555
At 31 December 2024/1 January 2025	7,215	110	-	7,325
At 31 December 2025	**818**	**146**	**-**	**964**

3.1 Security

At 31 December 2025, property, plant and equipment of the Group with an aggregate carrying amount of RM33,313,000 (2024: RM46,307,000) was pledged as security and as fixed and floating charges to secure bank facilities granted to its subsidiaries (see Note 16).

3.2 Write off

During the previous financial year, the Group recognised a total written off expense of property, plant and machineries amounting to RM158,586,000 of which RM129,748,000 were related to the damaged plant and machineries of Press Metal Bintulu Sdn. Bhd. arising from a fire incident.

3.3 Material accounting policy information

(a) Recognition and measurement

Freehold land and capital work-in-progress are measured at cost. Other items of property, plant and equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

(b) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Freehold land is not depreciated. Capital work-in-progress are not depreciated until the assets are ready for their intended use.

Notes to the Financial Statements

3. Property, Plant and Equipment *(cont'd)*

3.3 Material accounting policy information *(cont'd)*

(b) Depreciation *(cont'd)*

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

• mine, conveying, refining and port facilities	4 - 40 years
• buildings and renovation	10 - 50 years
• plant and machinery	5 - 25 years
• office equipment	10 years
• motor vehicles	5 - 10 years
• furniture and fittings	10 years
• moulds and dies	3 - 6 years

4. Right-of-Use Assets

Group	Land RM'000	Buildings RM'000	Plant, machinery, office equipment, and motor vehicles RM'000	Multi-fuel cogeneration facility RM'000	Total RM'000
At 1 January 2024	257,912	33,467	20,178	170,006	481,563
Additions	9,821	8,467	2,499	22,773	43,560
Acquisition through business combination (Note 32.1)	-	-	3,177	-	3,177
Depreciation	(6,309)	(9,553)	(4,259)	(11,743)	(31,864)
Derecognition *	(6)	(277)	(215)	-	(498)
Transfer to property, plant and equipment (Note 3)	-	-	(7,425)	-	(7,425)
Effect of movements in exchange rates	(4,323)	(2,150)	(118)	(17,300)	(23,891)
At 31 December 2024/ 1 January 2025	**257,095**	**29,954**	**13,837**	**163,736**	**464,622**
Additions	**164**	**8,929**	**1,724**	**-**	**10,817**
Depreciation	**(5,600)**	**(9,709)**	**(3,217)**	**(10,774)**	**(29,300)**
Derecognition *	**-**	**(893)**	**(31)**	**-**	**(924)**
Transfer to property, plant and equipment (Note 3)	**-**	**-**	**(2,581)**	**-**	**(2,581)**
Effect of movements in exchange rates	**(6,341)**	**(3,135)**	**(78)**	**(3,327)**	**(12,881)**
At 31 December 2025	**245,318**	**25,146**	**9,654**	**149,635**	**429,753**

Notes to the Financial Statements

4. Right-of-Use Assets *(cont'd)*

Company	Building RM'000
At 1 January 2024/31 December 2024/1 January 2025	-
Additions	**2,173**
Depreciation	**(815)**
At 31 December 2025	**1,358**

* Derecognition of the right-of-use assets was a result of early termination of certain lease arrangements.

The Group leases a number of properties, machinery and facility that run between 1 year and 25 years and in some cases, with an option to renew the lease after that date.

4.1 Extension options

Some leases of buildings contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where applicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

The extension options of all leases are currently included in the lease term as the Group assessed that it is reasonably certain to exercise the extension options, which is supported by the high historical rate of extensions exercised by the Group. Hence, as at 31 December 2025 and 31 December 2024, there were no potential future lease payments not included in lease liabilities.

4.2 Judgements and assumptions in relation to leases

The Group assesses at lease commencement by applying judgement whether it is reasonably certain to exercise the extension options. Group entities consider all facts and circumstances including their past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help them determine the lease term.

The Group also applied judgement and assumptions in determining the incremental borrowing rate of the respective leases. Group entities first determine the closest available borrowing rates before using judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases.

4.3 Material accounting policy information

(a) Lease and non-lease components

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

(b) Recognition exemption

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

5. Investment Properties

	Group RM'000
Cost	
At 1 January 2024	68,276
Additions	53
Acquisition through business combination (Note 32.1)	1,429
Disposal	(515)
Effect of movements in exchange rates	(2,536)
At 31 December 2024/1 January 2025	**66,707**
Disposal	**(4,960)**
Effect of movements in exchange rates	**(2,478)**
At 31 December 2025	**59,269**
Depreciation and impairment loss	
At 1 January 2024	
Accumulated depreciation	18,895
Accumulated impairment loss	200
	19,095
Depreciation for the year	1,582
Effect of movements in exchange rates	(842)
At 31 December 2024/1 January 2025	
Accumulated depreciation	**19,635**
Accumulated impairment loss	**200**
	19,835
Depreciation for the year	**1,478**
Disposal	**(608)**
Effect of movements in exchange rates	**(871)**
At 31 December 2025	
Accumulated depreciation	**19,634**
Accumulated impairment loss	**200**
	19,834
Carrying amounts	
At 1 January 2024	49,181
At 31 December 2024/1 January 2025	46,872
At 31 December 2025	**39,435**

5. Investment Properties *(cont'd)*

	Group 2025 RM'000	Group 2024 RM'000
Included in the above are:		
Land leased	**28,317**	30,846
Buildings	**11,118**	16,026
	39,435	46,872

Investment properties comprise land and a number of residential properties and commercial properties that are leased to third parties or are currently vacant.

Investment properties of the Group amounting to RM4,739,000 (2024: RM4,853,000) have been charged to secure banking facilities granted to the Group (see Note 16).

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

	Group 2025 RM'000	Group 2024 RM'000
Lease income	**2,226**	3,175
Direct operating expenses:		
- income generating investment properties	**(1,676)**	(1,565)
- non-income generating investment properties	**(450)**	(502)

Fair value information

Fair value of investment properties is categorised as follows:

	Group 2025 RM'000	Group 2024 RM'000
Level 3		
Land	**72,852**	56,403
Buildings	**22,088**	20,976
	94,940	77,379

Valuation process applied by the Group for Level 3 fair value

The fair value of investment properties is estimated by the Directors using the comparison method. The comparison method entails critical analyses of recent evidences of values of comparable properties in the neighbourhood and making adjustment for differences such as differences in location, size and shape of land, age and condition of building, tenure, title restrictions, if any, and other relevant characteristics.

5.1 Material accounting policy information

Investment properties are initially and subsequently measured at cost and are accounted for similarly to property, plant and equipment.

6. Intangible Assets

Group	Goodwill RM'000	Others RM'000	Total RM'000
Cost			
At 1 January 2024	71,110	682	71,792
Effect of movements in exchange rates	(498)	(76)	(574)
At 31 December 2024/1 January 2025	**70,612**	**606**	**71,218**
Effect of movements in exchange rates	**(1,239)**	**(14)**	**(1,253)**
At 31 December 2025	**69,373**	**592**	**69,965**
Amortisation and impairment loss			
At 1 January 2024			
Accumulated amortisation	-	550	550
Accumulated impairment loss	4,131	-	4,131
	4,131	550	4,681
Amortisation for the year	-	100	100
Effect of movements in exchange rates	-	(68)	(68)
At 31 December 2024/1 January 2025			
Accumulated amortisation	-	582	582
Accumulated impairment loss	4,131	-	4,131
	4,131	**582**	**4,713**
Amortisation for the year	**-**	**24**	**24**
Effect of movements in exchange rates	**-**	**(14)**	**(14)**
At 31 December 2025			
Accumulated amortisation	**-**	**592**	**592**
Accumulated impairment loss	**4,131**	**-**	**4,131**
	4,131	**592**	**4,723**
Carrying amounts			
At 1 January 2024	66,979	132	67,111
At 31 December 2024/1 January 2025	66,481	24	66,505
At 31 December 2025	**65,242**	**-**	**65,242**

6.1 Impairment testing for cash-generating units containing goodwill

For the purpose of impairment testing, goodwill is allocated to the Group's operating divisions which represent the lowest level within the Group at which the goodwill is monitored for internal management purposes.

6. Intangible Assets *(cont'd)*

6.1 Impairment testing for cash-generating units containing goodwill *(cont'd)*

The aggregate carrying amounts of goodwill allocated to each unit are as follows:

	Group	
	2025 RM'000	2024 RM'000
Press Metal International Limited	**9,219**	9,219
Press Metal Aluminium Rods Sdn. Bhd.	**28,628**	28,628
Japan Alumina Associates (Australia) Pty. Ltd.	**7,313**	7,493
	45,160	45,340
Multiple units without significant goodwill	**20,082**	21,141
	65,242	66,481

The recoverable amount of each unit was based on its value in use.

Value in use was determined by discounting the future cash flows expected to be generated from the continuing use of the units and was based on the following key assumptions:

- Cash flows were projected based on past experience, actual operating results and a 5-year business plan. A terminal growth rate of 2% (2024: 2%) was then applied. Management believes that this terminal growth rate was justified due to the long-term nature of the aluminium business.
- The anticipated annual revenue growth included in the cash flow projections was between 1% to 3% (2024: 1% to 3%), which is lower than the average growth rate experienced in the past 3 years.
- The aluminium price was assumed to be similar to the average prices for the current financial year.
- Cost growth, based on past experience, was estimated to be between 1% to 3% (2024: 1% to 3%), which is in line with revenue growth.
- Pre-tax discount rates of 8% - 10% (2024: 8% - 10%) were applied in determining the recoverable amount of the units. The discount rates were estimated based on an industry weighted average cost of capital.

The values assigned to the key assumptions represent management's assessment of future trends in the aluminium industry and are based on both external sources and internal sources (historical data).

The above estimates are not particularly sensitive in any areas.

6.2 Material accounting policy information

(a) Recognition and measurement

Intangible assets, other than goodwill, that are acquired by the Group, which have finite useful lives, are measured at cost less any accumulated amortisation and any accumulated impairment losses.

(b) Amortisation

Amortisation is recognised in profit or loss as other expenses on a straight-line basis over the estimated useful lives of intangible assets. The estimated useful life for the current and comparative periods for other intangible assets is 7 years.

Notes to the Financial Statements

7. Investments in Subsidiaries

	Company	
	2025 RM'000	2024 RM'000
Cost of investment	**1,207,862**	1,207,862
Less: Impairment loss	**(10,628)**	(10,628)
	1,197,234	1,197,234

Details of the subsidiaries are as follows:

Name of entity	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interest 2025 %	Effective ownership interest and voting interest 2024 %
Direct subsidiaries of the Company:				
Press Metal Bintulu Sdn. Bhd. ("PMBTU")	Malaysia	Manufacturing and trading of aluminium products and marketing of share of alumina produced	**80.0**	80.0
Press Metal Sarawak Sdn. Bhd. ("PMS")	Malaysia	Manufacturing and trading of aluminium products	**80.0**	80.0
Press Metal (Labuan) Ltd. ("PMLL")	Malaysia	Investment holding	**100.0**	100.0
PMIM Extrusion Sdn. Bhd. ("PMIM")	Malaysia	Investment holding	**100.0**	100.0
Angkasa Jasa Sdn. Bhd. ("AJSB")	Malaysia	Contracting and fabrication of aluminium and stainless steel products	**100.0**	100.0
Press Metal (HK) Limited ("PMHK") *	Hong Kong	Investment holding	**100.0**	100.0
Press Metal International Resources (HK) Limited ("PMIRHK") *	Hong Kong	Investment holding and trading activities	**100.0**	100.0
Direct subsidiary of PMBTU:				
Press Metal Aluminium Rods Sdn. Bhd. ("PMAR")	Malaysia	Manufacturing and trading of aluminium products	**80.0**	80.0
Direct subsidiary of PMIM:				
Press Metal Berhad ("PMB")	Malaysia	Trading of aluminium products and investment holding	**100.0**	100.0
Direct subsidiary of PMHK:				
Press Metal International Limited ("PMI") * #	China	Manufacturing and trading of aluminium products and investment holding	**91.5**	89.1

Notes to the Financial Statements

7. Investments in Subsidiaries *(cont'd)*

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

Name of entity	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interest 2025 %	Effective ownership interest and voting interest 2024 %
Direct subsidiary of PMIRHK:				
PT Kalimantan Alumina Nusantara ("PTKAN") *	Indonesia	The intended principal activity is manufacturing and trading of alumina. The plant is still under construction during the financial year.	**80.0**	80.0
PT Press Metal Indonesia *	Indonesia	Dormant	**100.0**	100.0
Direct subsidiaries of PMI:				
Press Metal International Technology Ltd. ("PMIT") * #	China	Manufacturing and trading of aluminium products	**91.5**	89.1
Press Metal Precision Technology Ltd. * #	China	Manufacturing and trading of aluminium products	**91.5**	89.1
Press Metal International (HK) Limited ("PMIHK") * #	Hong Kong	Investment holding	**91.5**	89.1
Foshan Baiwen New Energy Co., Ltd. * #	China	Marketing and trading of photovoltaic generation system and supply of electricity	**91.5**	89.1
Direct subsidiaries of PMIHK:				
Press Metal UK Limited ("PMUK") * #	United Kingdom	Marketing of aluminium products	**91.5**	89.1
PMB Aluminium Sdn. Bhd. ("PMBA") #	Malaysia	Manufacturing and trading of aluminium products and investment holding	**91.5**	89.1
Direct subsidiaries of PMUK:				
Press Metal Aluminium (Australia) Pty. Ltd. * #	Australia	Marketing of aluminium products	**91.5**	89.1
Press Metal North America Inc. * #	United States of America	Marketing of aluminium products	**91.5**	89.1

7. Investments in Subsidiaries *(cont'd)*

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

Name of entity	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interest 2025 %	Effective ownership interest and voting interest 2024 %
Direct subsidiaries of PMBA:				
PMB Central Sdn. Bhd. #	Malaysia	Dormant	**91.5**	89.1
PMB Northern Sdn. Bhd. #	Malaysia	Dormant	**91.5**	89.1
PMB Eastern Sdn. Bhd. #	Malaysia	Dormant	**91.5**	89.1
PMB Aluminium Sabah Sdn. Bhd. #	Malaysia	Dormant	**91.5**	89.1
Press Metal PV (Sarawak) Sdn. Bhd. #	Malaysia	The intended principal activity is manufacturing and trading of aluminium products. The plant is still under construction during the financial year.	**91.5**	89.1
Direct subsidiaries of PMB:				
PMB Development Sdn. Bhd. and its subsidiary,	Malaysia	Dormant	**100.0**	100.0
PMB Spectrum Sdn. Bhd. ("PMBS")	Malaysia	Under Members' Voluntary winding up	**60.0**	60.0
Wesama Sdn. Bhd. and its subsidiary,	Malaysia	Investment holding	**100.0**	100.0
Everpress Aluminium Industries Sdn. Bhd. ("EVERPRESS") *	Malaysia	Investment holding	**100.0**	100.0
Direct subsidiaries of EVERPRESS:				
Centpro International Trading Co., Ltd. ("CENTPRO") *	China	Importing and exporting of raw materials, machineries, spare parts and other related products	**100.0**	100.0
Changde Centpro Trading Co., Ltd. ("CHANGDE") *	China	Importing and exporting of raw materials, machineries, spare parts and other related products	**100.0**	100.0

* Not audited by KPMG PLT.

\# In July 2025, the Group, via its wholly-owned subsidiary, Press Metal (HK) Limited effectively acquired 2.4% equity interest in a subsidiary, Press Metal International Limited ("PMI") for a total cash consideration of RMB32,620,000 (equivalent to approximately RM19,334,000), increasing its ownership in Press Metal International Limited ("PMI") and its direct subsidiaries ("collectively known as PMI subgroup") from 89.1% to 91.5%.

In December 2024, the Group, via its wholly-owned subsidiary, Press Metal (HK) Limited effectively acquired 0.8% equity interest in a subsidiary, Press Metal International Limited ("PMI") for a total cash consideration of RMB6,331,000 (equivalent to approximately RM3,885,000), increasing its ownership in PMI and its direct subsidiaries ("collectively known as PMI subgroup") from 88.3% to 89.1%. The carrying amount of PMI subgroup's net assets in the Group's financial statements on the date of acquisition was RM786,952,000.

7. Investments in Subsidiaries *(cont'd)*

7.1 Non-controlling interests in subsidiaries

The Group's subsidiaries that have material non-controlling interests ("NCI") are as follows:

	Press Metal Sarawak Sdn. Bhd. RM'000	Press Metal Bintulu Sdn. Bhd. RM'000	Press Metal International Limited RM'000	PT Kalimantan Alumina Nusantara RM'000	Other subsidiaries with immaterial NCI RM'000	Total RM'000
2025						
NCI percentage of ownership interest and voting interest	**20.0%**	**20.0%**	**8.5%**	**20.0%**		
Carrying amount of NCI	**298,662**	**1,494,453**	**45,803**	**241,765**	**60,952**	**2,141,635**
Profit allocated to NCI	**28,818**	**371,661**	**2,126**	**(1,830)**	**7,767**	**408,542**
Summarised financial information before intra-group elimination						
As at 31 December						
Non-current assets	**742,582**	**6,844,352**	**536,636**	**774,595**		
Current assets	**950,469**	**4,554,832**	**522,225**	**483,503**		
Non-current liabilities	**(101,953)**	**(1,636,872)**	**(42,828)**	**(401)**		
Current liabilities	**(97,786)**	**(2,290,046)**	**(477,174)**	**(48,872)**		
Net assets	**1,493,312**	**7,472,266**	**538,859**	**1,208,825**		
Year ended 31 December						
Revenue	**1,543,546**	**11,661,310**	**1,043,199**	**-**		
Profit/(Loss) for the year	**144,092**	**1,858,304**	**25,016**	**(9,152)**		
Total comprehensive income	**184,894**	**1,417,254**	**-**	**47**		

7. Investments in Subsidiaries *(cont'd)*

7.1 Non-controlling interests in subsidiaries *(cont'd)*

	Press Metal Sarawak Sdn. Bhd. RM'000	Press Metal Bintulu Sdn. Bhd. RM'000	Press Metal International Limited RM'000	PT Kalimantan Alumina Nusantara RM'000	Other subsidiaries with immaterial NCI RM'000	Total RM'000
2024						
NCI percentage of ownership interest and voting interest	20.0%	20.0%	10.9%	20.0%		
Carrying amount of NCI	278,484	1,382,802	58,865	67,369	41,432	1,828,952
Profit allocated to NCI	30,100	322,393	206	1,729	4,582	359,010
Summarised financial information before intra-group elimination						
As at 31 December						
Non-current assets	671,530	6,560,098	576,268	749		
Current assets	925,178	4,406,288	559,448	338,268		
Non-current liabilities	(93,102)	(1,482,132)	(64,394)	(75)		
Current liabilities	(111,188)	(2,570,244)	(530,284)	(2,094)		
Net assets	1,392,418	6,914,010	541,038	336,848		
Year ended 31 December						
Revenue	1,408,259	11,023,575	955,193	-		
Profit for the year	150,500	1,611,965	1,897	8,645		
Total comprehensive income/(expenses)	179,995	2,063,296	(14,817)	183		

7. Investments in Subsidiaries *(cont'd)*

7.1 Non-controlling interests in subsidiaries *(cont'd)*

	Press Metal Sarawak Sdn. Bhd. RM'000	Press Metal Bintulu Sdn. Bhd. RM'000	Press Metal International Limited RM'000	PT Kalimantan Alumina Nusantara RM'000
2025				
Cash flows from operating activities	**283,545**	**2,926,907**	**25,164**	**(53,046)**
Cash flows from investing activities	**(243,066)**	**(600,274)**	**(46,749)**	**(716,416)**
Cash flows from financing activities	**(11,429)**	**(2,217,292)**	**6,801**	**995,686**
Net increase/(decrease) in cash and cash equivalents	**29,050**	**109,341**	**(14,784)**	**226,224**
Dividends paid to NCI	**16,800**	**171,800**	**-**	**-**
2024				
Cash flows from operating activities	129,247	1,288,016	(22,685)	4,520
Cash flows from investing activities	(68,918)	(495,390)	(37,672)	(105,487)
Cash flows from financing activities	(49,323)	(741,338)	71,694	328,848
Net increase in cash and cash equivalents	11,006	51,288	11,337	227,881
Dividends paid to NCI	9,600	134,400	993	-

7.2 Material accounting policy information

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses, unless the investment is classified as held for sale or distribution.

8. Investments in Associates

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Investments in:					
- Quoted shares	8.1	**1,484,568**	1,484,568	**174,768**	174,768
- Unquoted shares		**32,440**	32,440	**-**	-
Share of post-acquisition reserves		**699,230**	484,029	**-**	-
Group's share of net assets		**2,216,238**	2,001,037	**174,768**	174,768
Level 1 fair value of quoted instruments:					
- Quoted shares		**3,777,533**	750,874	**512,157**	750,874

8. Investments in Associates *(cont'd)*

8.1 Quoted shares

PMB Technology Berhad ("PMBT")

In September 2024, PMBT proposed and issued a private placement of up to 2% of the total number of issued shares of PMBT, of which the Company had not subscribed to, bringing down the Company's overall equity investment in PMBT to 23.2%.

In November 2024, the Company subscribed in full its 23.2% entitlement on the Rights Issue of ordinary shares issued by PMBT for a total cash consideration of RM71,898,000.

Nanshan Aluminium International Holdings Limited ("NAIHL")

In August 2024, the Group entered into a share swap exercise, exchanging its 25% equity interest in PT Bintan Alumina Indonesia for a 25.59% equity interest in a Hong Kong, NAIHL. As 31 December 2025, the total investment in NAIHL amounted to RM1,309,800,000.

8.2 Security

At 31 December 2025, 3,856,033 shares (2024: 3,856,033 shares) of an associate with cost of investment of RM1,309,800,000 (2024: RM1,309,800,000) were pledged as security to secure bank facilities granted to the Company (see Note 16).

8.3 Material accounting policy information

Investments in associates are measured in the Company's statement of financial position at cost less any impairment losses.

Details of the material associates are as follows:

Name of entity	Principal place of Business/ Country of Incorporation	Nature of the relationship	Effective ownership interest and voting interest 2025 %	2024 %
PMB Technology Berhad ("PMBT")	Malaysia	Trading of aluminium products with the Group	**23**	23
Shandong Sunstone & PMB Carbon Ltd., Co. ("Sunstone")	China	Manufacturing of pre-baked carbon anodes for consumption of the Group	**20**	20
Nanshan Aluminium International Holdings Limited ("NAIHL") #	Hong Kong	Investment holding and trading of alumina with the Group	**22**	26

NAIHL was listed on the Main Board of The Stock Exchange of Hong Kong Limited in March 2025. Upon listing, the Company issued an additional 89,435,200 shares. As the Group did not subscribe for the additional shares, its interest in NAIHL was diluted. As a result of the dilution of the Group's interest in the associate, the Group recognised a gain in dilution amounting to RM60,392,000.

8. Investments in Associates *(cont'd)*

The following table summarises the information of the Group's material associates, adjusted for any differences in accounting policies and reconciles the summarised financial information to the carrying amount of the Group's interest in the associates.

	2025 PMBT RM'000	Sunstone RM'000	NAIHL RM'000	Total RM'000
Summarised financial information				
As at 31 December				
Non-current assets	**1,626,685**	**244,723**	**6,214,719**	
Current assets	**933,244**	**379,271**	**2,900,045**	
Non-current liabilities	**(216,429)**	**(17,436)**	**(121,975)**	
Current liabilities	**(971,989)**	**(321,059)**	**(1,304,596)**	
Net assets	**1,371,511**	**285,499**	**7,688,193**	
Year ended 31 December				
Total (loss)/profit for the year	**(12,827)**	**38,480**	**1,783,967**	
Total other comprehensive (expenses)/income for the year	**(9,229)**	**-**	**(41,273)**	
Included in the total comprehensive income is:				
Revenue	**867,006**	**927,331**	**4,871,883**	
Reconciliation of net assets to carrying amount as at 31 December				
Group's share of net assets	**318,603**	**57,100**	**1,669,107**	
Elimination of unrealised (loss)/profit	**(8,597)**	**5,716**	**(2,245)**	
Goodwill	**-**	**-**	**139,318**	
Additional share of translation reserve	**-**	**-**	**27,176**	
Others	**-**	**-**	**10,060**	
Carrying amount in the statement of financial position	**310,006**	**62,816**	**1,843,416**	**2,216,238**
Group's share of results for the year ended 31 December				
Group's share of (loss)/profit	**(2,980)**	**8,611**	**412,521**	**418,152**
Group's share of other comprehensive income/ (expenses)	**835**	**-**	**(186,849)**	**(186,014)**
Group's share of total comprehensive (expenses)/ income	**(2,145)**	**8,611**	**225,672**	**232,138**
Other information				
Dividends received and receivable by the Group	**-**	**7,360**	**45,513**	**52,873**

Notes to the Financial Statements

8. Investments in Associates *(cont'd)*

	2024				
	PMBT RM'000	Sunstone RM'000	PT BAI RM'000	NAIHL RM'000	Total RM'000
Summarised financial information					
As at 31 December					
Non-current assets	1,508,646	333,503	-	4,594,741	
Current assets	925,570	375,659	-	2,959,547	
Non-current liabilities	(291,905)	(12,976)	-	(134,424)	
Current liabilities	(760,496)	(423,265)	-	(1,587,771)	
Net assets	1,381,815	272,921	-	5,832,093	
Year ended 31 December					
Total profit for the year	61,134	40,416	763,146	1,373,701	
Total other comprehensive income/(expense) for the year	4,701	-	-	(298,637)	
Included in the total comprehensive income is:					
Revenue	902,352	843,725	1,854,782	2,717,297	
Reconciliation of net assets to carrying amount as at 31 December					
Group's share of net assets	321,461	54,584	-	1,492,433	
Elimination of unrealised (profit)/loss	(9,310)	6,981	-	(27,131)	
Goodwill	-	-	-	139,318	
Elimination of withholding tax	-	-	-	47,015	
Others	(20,831)	-	-	(3,483)	
Carrying amount in the statement of financial position	291,320	61,565	-	1,648,152	2,001,037
Group's share of results for the year ended 31 December					
Group's share of profit	14,202	6,805	186,741	351,530	559,278
Group's share of other comprehensive income/(expense)	1,336	-	-	(130,664)	(129,328)
Group's share of total comprehensive income	15,538	6,805	186,741	220,866	429,950
Other information					
Dividends received and receivable by the Group	-	-	119,831	297,773	417,604

Notes to the Financial Statements

9. Other Investments

	Group	
	2025 RM'000	2024 RM'000
Non-current		
Unquoted shares		
Fair value through profit or loss	**1,803**	1,803

10. Derivative Financial Assets/(Liabilities)

	Nominal value RM'000	Assets RM'000	Liabilities RM'000
Group			
2025			
Non-current			
Commodity swaps and options	**5,826,780**	**-**	**(423,527)**
Forward exchange contracts	**7,543,259**	**687,874**	**-**
Cross currency swaps	**1,000,000**	**66,646**	**-**
	14,370,039	**754,520**	**(423,527)**
Current			
Commodity swaps and options	**6,317,018**	**3,259**	**(586,925)**
Forward exchange contracts	**3,579,023**	**282,038**	**(812)**
Cross currency swaps	**200,000**	**9,883**	**-**
	10,096,041	**295,180**	**(587,737)**
Derivatives held for trading at fair value through profit or loss	**907,356**	**12**	**(88,058)**
Derivatives used for hedging	**23,558,724**	**1,049,688**	**(923,206)**
	24,466,080	**1,049,700**	**(1,011,264)**
2024			
Non-current			
Commodity swaps and options	6,906,806	123,108	(8,365)
Forward exchange contracts	10,551,390	305,952	(9,350)
Cross currency swaps	1,200,000	17,726	(4,507)
	18,658,196	446,786	(22,222)
Current			
Commodity swaps and options	3,902,665	93,424	(7,971)
Forward exchange contracts	3,627,337	15,327	(49,411)
Cross currency swaps	700,000	-	(34,713)
	8,230,002	108,751	(92,095)
Derivatives held for trading at fair value through profit or loss	803,881	602	(35,532)
Derivatives used for hedging	26,084,317	554,935	(78,785)
	26,888,198	555,537	(114,317)

Notes to the Financial Statements

10. Derivative Financial Assets/(Liabilities) *(cont'd)*

	Nominal value RM'000	Assets RM'000	Liabilities RM'000
Company			
2025			
Non-current			
Cross currency swaps	**250,000**	**22,893**	**-**
Current			
Cross currency swaps	**200,000**	**9,883**	**-**
Derivatives held for trading at fair value through profit or loss	**-**	**-**	**-**
Derivatives used for hedging	**450,000**	**32,776**	**-**
	450,000	**32,776**	**-**
2024			
Non-current			
Cross currency swaps	450,000	11,191	(3,952)
Current			
Cross currency swaps	500,000	-	(24,869)
Derivatives held for trading at fair value through profit or loss	500,000	-	(24,869)
Derivatives used for hedging	450,000	11,191	(3,952)
	950,000	11,191	(28,821)

Commodity swaps and options are used to lock in aluminium prices for future sales while forward exchange contracts are used to manage the foreign currency exposures arising from the monetary assets and liabilities denominated in currencies other than the functional currencies of Group entities. Some of the derivative contracts have maturities of more than five years after the end of the reporting period. Where necessary, the derivatives are rolled over at maturity.

The Group and the Company also entered into cross currency swaps to swap their RM denominated loan to USD. The swap was performed to manage the Group's exposure to USD and RM within the Group's policy.

Notes to the Financial Statements

11. Deferred Tax Assets/(Liabilities)

Recognised deferred tax assets/(liabilities)

Deferred tax assets and liabilities are attributable to the following:

	Assets		Liabilities		Net	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Group						
Property, plant and equipment	**28**	44	**(606,333)**	(566,915)	**(606,305)**	(566,871)
Right-of-use assets	**-**	-	**(52,168)**	(69,364)	**(52,168)**	(69,364)
Lease liabilities	**53,806**	72,711	**-**	-	**53,806**	72,711
Provisions	**32,396**	51,715	**-**	-	**32,396**	51,715
Capital allowance carry-forwards	**17,136**	9,516	**-**	-	**17,136**	9,516
Unutilised tax losses	**1,674**	2,014	**-**	-	**1,674**	2,014
Investment tax allowance carry-forwards	**5,121**	5,188	**-**	-	**5,121**	5,188
Derivatives	**4,093**	6,325	**(88,979)**	(56,695)	**(84,886)**	(50,370)
Other items	**-**	377	**(15,651)**	(61,869)	**(15,651)**	(61,492)
Tax assets/(liabilities)	**114,254**	147,890	**(763,131)**	(754,843)	**(648,877)**	(606,953)
Set off of tax	**(103,183)**	(137,097)	**103,183**	137,097	**-**	-
Net tax assets/(liabilities)	**11,071**	10,793	**(659,948)**	(617,746)	**(648,877)**	(606,953)
Company						
Provisions	**2,201**	1,913	**-**	-	**2,201**	1,913
Derivatives	**-**	4,231	**(7,866)**	-	**(7,866)**	4,231
Other items	**28**	44	**-**	-	**28**	44
Tax assets/(liabilities)	**2,229**	6,188	**(7,866)**	-	**(5,637)**	6,188
Set off of tax	**(2,229)**	-	**2,229**	-	**-**	-
Net tax assets/(liabilities)	**-**	6,188	**(5,637)**	-	**(5,637)**	6,188

11. Deferred Tax Assets/(Liabilities) *(cont'd)*

Movement in temporary differences during the year

	At 1.1.2024 RM'000	Recognised in profit or loss (Note 23) RM'000	Recognised in other comprehensive (expense)/ income (Note 24) RM'000	Effect of movements in exchange rates RM'000	Others RM'000	At 31.12.2025 RM'000
Group						
Property, plant and equipment	(511,387)	(64,869)	-	9,385	(566,871)	(606,305)
Right-of-use assets	(64,700)	(1,899)	-	(2,765)	(69,364)	(52,168)
Lease liabilities	69,894	4,921	-	(2,104)	72,711	53,806
Provisions	55,886	2,274	-	(6,445)	51,715	32,396
Capital allowance carry-forwards	407	9,109	-	-	9,516	17,136
Unutilised tax losses	3,509	(1,419)	-	(76)	2,014	1,674
Reinvestment tax allowance carry-forwards	487	4,701	-	-	5,188	5,121
Derivatives	30,815	(1,994)	(79,191)	-	(50,370)	(84,886)
Other items	(51,579)	(11,074)	-	1,161	(61,492)	(15,651)
	(466,668)	(60,250)	(79,191)	(844)	(606,953)	(648,877)
Company						
Provisions	1,509	404	-	-	1,913	2,201
Derivatives	16,610	5,968	(18,347)	-	4,231	(7,866)
Other items	32	12	-	-	44	28
	18,151	6,384	(18,347)	-	6,188	(5,637)

11. Deferred Tax Assets/(Liabilities) *(cont'd)*

Estimation uncertainty and significant judgements

In October 2013, PMBTU was awarded Pioneer Status by the Malaysian Investment Development Authority ("MIDA"), which entitled PMBTU exemption from tax for a period of 15 years from 1 January 2013 to 31 December 2027 on 100% of statutory income derived from the production of aluminium products.

In February 2026, MIDA approved an extension of Pioneer Status which entitled PMBTU exemption from tax for a period of 3 years from 1 January 2028 to 31 December 2030 on 40% of statutory income from the production of aluminium products. This extension was granted following the enactment of the global minimum top-up tax legislation in Malaysia and is intended to mitigate the impact of the top-up tax exposure on PMBTU.

The measurement of the net deferred tax liabilities of PMBTU amounting to RM509,377,000 (2024: RM424,346,000) is based on the assumptions below:

(i) PMBTU will continuously achieve the conditions imposed in the MIDA's approval to enjoy the Pioneer Status till the maturity on 31 December 2027;

(ii) there will not be any substantial changes to the estimated useful lives of the property, plant and equipment of PMBTU nor will there be any significant disposals/write-off of existing property, plant and equipment up to 31 December 2027; and

(iii) there will not be any substantial changes to the currently enacted tax rates.

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items (stated at gross):

	Group	
	2025 RM'000	2024 RM'000
Tax loss carry-forwards	**338,085**	362,352
Capital allowance carry-forwards	**729**	626
	338,814	362,978

Deferred tax assets are only recognised to the extent that it is probable that taxable profits will be available against which these assets can be utilised. The tax loss carry-forwards of Group entities (other than foreign subsidiaries) of RM338,085,000 (2024: RM362,352,000) can be carried forward up to 10 consecutive years of assessment ("YA") following the enactment of the Finance Act 2023 from the YAs as shown below:

	Group	
	2025 RM'000	2024 RM'000
YA2018 and prior YAs	**264**	4,728
YA2021	**20,863**	40,666
YA2022	**222,228**	222,228
YA2023	**94,730**	94,730
	338,085	362,352

The other deductible temporary differences do not expire under current tax legislation.

Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profits will be available against which the Group entities can utilise the benefits therefrom.

Notes to the Financial Statements

11. Deferred Tax Assets/(Liabilities) *(cont'd)*

11.1 Global minimum top-up tax

The Group is subjected to the global minimum top-up tax in relation to its operations in Malaysia ("MY") following the newly enacted tax legislation in MY which becomes effective in 2025 and give rise to a current tax impact for the financial year ended 31 December 2025.

Based on the initial assessment carried out as at 31 December 2025, the Group has identified exposure to Pillar Two income taxes on its operating arm where the effective tax rate is lower than the 15% global minimum rate due to its pioneer status incentive. The effective tax rate for the Group's operation in MY is 5.41%, resulting in an effective top-up tax rate of 9.59%. Accordingly, the Group has recognised a current tax expense of RM162,535,000 in respect of the global minimum top-up tax for the financial year ended 31 December 2025.

If the top-up tax had been applied in 2024, the Group's operation in MY for the year ended 31 December 2025 would be subject to Pillar Two income taxes where approximately 78% of the profit before tax of the Group would be subject to an effective top-up tax rate of 9.03%.

11.2 Temporary mandatory relief from deferred tax accounting

The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

12. Trade and Other Receivables, Prepayment and Other Assets

Trade and other receivables

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Non-current					
Non-trade					
Loans to a subsidiary	12.1	**-**	-	**2,178,473**	1,595,249
		-	-	**2,178,473**	1,595,249
Current					
Trade					
Trade receivables from contracts with customers		**1,520,693**	1,469,858	**-**	-
Less: Individual impairment allowance		**(3,113)**	(13,243)	**-**	-
		1,517,580	1,456,615	**-**	-
Amounts due from subsidiaries	12.1	**-**	-	**757,212**	944,348
Amounts due from associates	12.1	**24,348**	13,942	**-**	-
		1,541,928	1,470,557	**757,212**	944,348
Non-trade					
Amounts due from subsidiaries	12.1	**-**	-	**338,908**	80,842
Amounts due from associates	12.1	**13**	297,789	**13**	16
Loans to a subsidiary	12.1	**-**	-	**241,340**	956,356
Other receivables		**185,467**	257,939	**-**	-
Deposits		**16,247**	15,507	**9,295**	455
		201,727	571,235	**589,556**	1,037,669
		1,743,655	2,041,792	**1,346,768**	1,982,017
		1,743,655	2,041,792	**3,525,241**	3,577,266

Notes to the Financial Statements

12. Trade and Other Receivables, Prepayment and Other Assets *(cont'd)*

Prepayment and other assets

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Non-current	12.2	**194,964**	100,920	**-**	-
Current	12.2	**301,351**	163,103	**-**	-
		496,315	264,023	**-**	-

12.1 Related party balances

Loans to a subsidiary are unsecured, subject to interest ranging from 3.0% to 5.0% (2024: 3.0% to 5.0%) per annum and repayable from year 2026 to 2029.

The current trade and non-trade balances due from subsidiaries and associates are unsecured, interest free and are expected to be realised within twelve months after the end of the reporting period.

During the previous financial year, included in the current non-trade balances due from associates of the Group is a dividend receivable amounting to RM297,773,000.

12.2 Prepayment and other assets

Included in current prepayment and other assets of the Group are prepaid expenses made to suppliers for the procurement of capital work-in-progress, spare parts, and materials on behalf of the Group entities amounting to RM20,488,000 (2024: RM106,457,000).

The non-current prepayment and other assets of the Group includes prepaid expenses amounting to RM191,600,000 (2024: RM96,994,000) for the land acquisition and construction works of PT Kalimantan Alumina Nusantara.

Notes to the Financial Statements

13. Inventories

	Group	
	2025 RM'000	2024 RM'000
Raw materials	**684,651**	992,899
Work-in-progress	**418,544**	412,863
Finished goods	**529,576**	512,308
Consumable parts	**529,095**	484,277
Goods in transit	**495,641**	218,897
	2,657,507	2,621,244
Recognised in profit or loss:		
Inventories recognised as cost of sales	**12,860,050**	11,449,171

13.1 Material accounting policy information

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is calculated using the first-in, first-out method.

14. Cash and Cash Equivalents

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Deposits placed with licensed banks	**104,766**	84,056	**69,869**	76,993
Cash and bank balances	**2,515,555**	1,424,692	**618,162**	106,014
	2,620,321	1,508,748	**688,031**	183,007

Deposits placed with licensed banks of the Group and of the Company comprise deposits pledged for bank facilities granted to the Group and to the Company of RM69,869,000 (2024: RM76,993,000) (see Note 16).

15. Capital and Reserves

Share capital

	Group and Company			
	Amount 2025 RM'000	Number of shares 2025 '000	Amount 2024 RM'000	Number of shares 2024 '000
Ordinary shares with no par value, issued and fully paid:	**2,052,744**	**8,239,619**	2,052,744	8,239,619

15. Capital and Reserves *(cont'd)*

Ordinary shares

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

Reorganisation reserve

The reorganisation reserve in the separate financial statements of the Company represents the difference between the value of the shares issued by the Company in exchange with the shareholders of PMB and the total equity of PMB at the date of exchange.

Translation reserve

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

Hedging reserve

The hedging reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedges related to hedged transactions that have not yet occurred.

16. Loans and Borrowings

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current					
Bank loans:					
- secured	16.1	**28,084**	284,552	**22,046**	264,204
- unsecured	16.1	**225,586**	193,493	**-**	-
Islamic Medium-Term Notes					
- unsecured	16.2	**2,850,000**	1,550,000	**2,850,000**	1,550,000
		3,103,670	2,028,045	**2,872,046**	1,814,204
Current					
Bank loans:					
- secured	16.1	**232,923**	251,023	**217,525**	239,907
- unsecured	16.1	**93,432**	206,558	**-**	14,680
Bankers' acceptances:					
- unsecured	16.3	**144,155**	400,634	**-**	-
Revolving credits:					
- unsecured	16.4	**343,472**	284,261	**-**	-
Bank overdrafts:					
- unsecured	16.5	**-**	4	**-**	-
Islamic Medium-Term Notes					
- unsecured	16.2	**200,000**	700,000	**200,000**	700,000
		1,013,982	1,842,480	**417,525**	954,587
		4,117,652	3,870,525	**3,289,571**	2,768,791

16. Loans and Borrowings *(cont'd)*

16.1 Bank loans

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Loan 1 - unsecured	**-**	103,173	**-**	-
Loan 2 - secured	**-**	142	**-**	-
Loan 3 - secured	**239,571**	504,111	**239,571**	504,111
Loan 4 - secured	**8,569**	8,426	**-**	-
Loan 5 - unsecured	**-**	24,167	**-**	-
Loan 6 - unsecured	**-**	14,680	**-**	14,680
Loan 7 - unsecured	**71,068**	140,978	**-**	-
Loan 8 - unsecured	**93,611**	108,667	**-**	-
Loan 9 - secured	**12,868**	22,895	**-**	-
Loan 10 - unsecured	**994**	2,359	**-**	-
Loan 11 - unsecured	**9,023**	4,860	**-**	-
Loan 12 - unsecured	**7,683**	1,168	**-**	-
Loan 13 - unsecured	**10,918**	-	**-**	-
Loan 14 - unsecured	**17,436**	-	**-**	-
Loan 15 - unsecured	**677**	-	**-**	-
Loan 16 - unsecured	**7,728**	-	**-**	-
Loan 17 - unsecured	**99,879**	-	**-**	-
	580,025	935,626	**239,571**	518,791

Securities and guarantees

Loan 1 — No security or guarantee

Loan 2 — Secured over buildings of a subsidiary with a carrying amount of RM4,739,000 (2024: RM4,853,000) and guaranteed by a subsidiary

Loan 3 — Secured over 3,856,033 shares (2024: 3,856,033 shares) of an associate and deposits pledged with a licensed bank of RM69,869,000 (2024: RM76,993,000)

Loan 4 — Secured over land and building of a subsidiary with carrying amounts of RM2,551,000 (2024: RM2,615,000) and RM7,278,000 (2024: RM8,456,000) respectively

Loan 5 — No security or guarantee

Loan 6 — No security or guarantee

Loan 7 — No security or guarantee

Loan 8 — No security or guarantee

Loan 9 — Secured over machineries of a subsidiary with a carrying amount of RM23,484,000 (2024: RM35,236,000) and guaranteed by a subsidiary

Loan 10 — No security or guarantee

Loan 11 — No security or guarantee

Loan 12 — No security or guarantee

Loan 13 — No security or guarantee

16. Loans and Borrowings *(cont'd)*

16.1 Bank loans (*cont'd*)

Securities and guarantees (*cont'd*)

Loan 14 — No security or guarantee

Loan 15 — No security or guarantee

Loan 16 — No security or guarantee

Loan 17 — No security or guarantee

Significant covenants

In connection with the significant bank loan facilities of Press Metal Bintulu Sdn. Bhd., the Company and the subsidiary have agreed on the following significant covenants with the lenders:

Press Metal Bintulu Sdn. Bhd. (Loan 7)

i) The subsidiary shall maintain a maximum net debt to tangible net worth of not more than 1.50 times, net debt-to-earnings before interest, taxes, depreciation and amortisation ("EBITDA") of not more than 3.00 times and minimum debt service coverage ratio ("DSCR") of 1.25 times;

ii) The consolidated financial statements of the Group shall maintain a maximum net debt to tangible net worth of not more than 1.50 times and net debt-to-EBITDA of not more than 3.50 times; and

iii) The existing shareholders shall maintain their shareholdings in the subsidiary.

Press Metal Aluminium Holdings Berhad (Loans 3 and 6)

The consolidated financial statements of the Group shall maintain a maximum gross debt to tangible net worth of not more than 1.50 times and a minimum DSCR of 1.25 times.

16.2 Islamic Medium-Term Notes

In August 2019, the Company made a lodgement with the Securities Commission Malaysia for the establishment of Islamic Medium-Term Notes of RM5.0 billion in nominal value based on the Shariah Principle of Wakalah Bi Al-Istithmar ("Sukuk Programme"), for a tenure of up to thirty (30) years.

In October 2019, the Company made its first issuance of the Sukuk Programme for an aggregate nominal value of RM1.0 billion with tenures ranging from 5 to 10 years repayable.

In August 2020, the Company made its second issuance of the Sukuk Programme for an aggregate nominal value of RM700 million with a tenure of 5 years repayable in 2025.

In December 2021, the Company made its third issuance of the Sukuk Programme for an aggregate nominal value of RM600 million with tenures of 6 years and 7 years.

In September 2023, the Company made its fourth issuance of the Sukuk Programme for an aggregate nominal value of RM500 million with tenures of 5 years and 7 years.

In March 2025, the Company made its fifth issuance of the Sukuk Programme for an aggregate nominal value of RM1.5 billion with tenures of 7 years, 10 years and 15 years.

The Group utilised the proceeds from the issuance for general corporate purposes including capital expenditure, working capital requirements, investments and refinancing of existing borrowings.

The transaction costs arising from these issuances have been back charged to Press Metal Bintulu Sdn. Bhd. as part of the loans to the subsidiary (Note 12.1).

Notes to the Financial Statements

16. Loans and Borrowings *(cont'd)*

16.2 Islamic Medium-Term Notes *(cont'd)*

Significant covenants

i) The consolidated financial statements of the Group shall maintain a maximum Finance to Equity Ratio of not more than 1.75 times; and

ii) The Company shall maintain its existing shareholdings in Press Metal Sarawak Sdn. Bhd. and Press Metal Bintulu Sdn. Bhd. (collectively known as "material subsidiaries").

The Company and/or its material subsidiaries are, subject to certain thresholds, limitations, exceptions and qualifications, limited from:

- issuing guarantees;
- entering into transactions with shareholders or affiliates;
- creating any liens;
- selling assets;
- reducing of share capital;
- lending or advancing any money to any other parties;
- entering into partnership;
- changing of proceeds utilisation;
- substantially changing the nature or scope of its business; and
- effecting a consolidation, merger or reorganisation.

16.3 Bankers' acceptances

	Group	
	2025 RM'000	2024 RM'000
Guaranteed by the Company	**144,155**	400,634

16.4 Revolving credits

	Group	
	2025 RM'000	2024 RM'000
Guaranteed by the Company	**343,472**	284,261

16.5 Bank overdrafts

	Group	
	2025 RM'000	2024 RM'000
Guaranteed by the Company	**-**	4

Notes to the Financial Statements

17. Provisions

	Employee entitlements (Note 17.1) RM'000	Restoration and rehabilitation (Note 17.2) RM'000	Total RM'000
Group			
At 1 January 2024	10,414	151,594	162,008
Unwinding of discount	487	6,181	6,668
Effect of movements in exchange rates	(1,198)	(17,204)	(18,402)
At 31 December 2024/1 January 2025	**9,703**	**140,571**	**150,274**
Provision made/(reversed) during the year	**186**	**(64,450)**	**(64,264)**
Unwinding of discount	**(303)**	**5,916**	**5,613**
Effect of movements in exchange rates	**(243)**	**(1,262)**	**(1,505)**
At 31 December 2025	**9,343**	**80,775**	**90,118**
2025			
Non-current	**1,388**	**78,411**	**79,799**
Current	**7,955**	**2,364**	**10,319**
	9,343	**80,775**	**90,118**
2024			
Non-current	1,081	139,561	140,642
Current	8,622	1,010	9,632
	9,703	140,571	150,274

17.1 Employee entitlements

The long service leave provision is measured at the present value of expected future payments in respect of services provided by the employees up to the end of the reporting period. Forecast future salary levels, experience of employees, turnover and periods of service are considered in determining the liability.

17.2 Restoration and rehabilitation

The provision for restoration and rehabilitation relates to the estimated costs associated with the joint operation's obligation for decommissioning and demolition of all industrial and support infrastructure from the site and revegetation of the land. The rehabilitation is expected to occur in the next 55 years. Because of the long-term nature of the liability, the greatest uncertainty in estimating the provision is the costs that will be incurred.

The provision is the best estimate of the present value of the expenditure required to settle the restoration obligation at the reporting date, based on current legal requirements and technology. The provision has been calculated using a nominal discount rate of 5.6% (2024: 4.4%). Future restoration costs are reviewed annually and any changes are reflected in the present value of the restoration provision at the end of the reporting period. The unwinding of the effect of discounting on provision is recognised as a finance cost.

18. Trade and Other Payables

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Trade					
Trade payables		**810,802**	901,565	**-**	-
Amounts due to associates	18.1	**114,122**	46,209	**-**	-
		924,924	947,774	**-**	-
Non-trade					
Amounts due to subsidiaries	18.1	**-**	-	**58,490**	27,121
Amounts due to associates	18.1	**799**	-	**-**	-
Other payables		**235,069**	221,976	**1,709**	3,220
Accrued expenses		**263,355**	172,368	**42,276**	34,068
		499,223	394,344	**102,475**	64,409
		1,424,147	1,342,118	**102,475**	64,409

18.1 Related party balances

The trade balances due to associates are subject to normal trade terms.

The non-trade balances due to subsidiaries and associates are unsecured, interest free and repayable on demand.

19. Revenue

	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
Revenue from contracts with customers	**16,211,422**	14,909,528	**43,497**	41,992
Other revenue				
- Dividend income	**-**	-	**754,400**	695,831
Total revenue	**16,211,422**	14,909,528	**797,897**	737,823

19.1 Disaggregation of revenue

Revenue from contracts with customers of the Company consists of management and consultancy fee income received/ receivable from certain subsidiaries based in Malaysia which is recognised in profit or loss over time when services are rendered. Payment is generally received within a month from invoice date.

19. Revenue *(cont'd)*

19.1 Disaggregation of revenue *(cont'd)*

Group	Reportable segments: Smelting and extrusion 2025 RM'000	Smelting and extrusion 2024 RM'000	Trading 2025 RM'000	Trading 2024 RM'000	Refinery 2025 RM'000	Refinery 2024 RM'000	All other segments 2025 RM'000	All other segments 2024 RM'000	Total 2025 RM'000	Total 2024 RM'000
Primary geographical markets										
Malaysia	**1,812,490**	1,246,381	**28,907**	98,296	**-**	-	**162**	1,963	**1,841,559**	1,346,640
Asia	**8,224,938**	7,713,846	**43,872**	100,953	**-**	-	**-**	-	**8,268,810**	7,814,799
Oceania	**85,834**	76,846	**110,092**	118,677	**384,328**	410,371	**-**	-	**580,254**	605,894
Europe	**4,609,589**	4,475,023	**272,054**	285,164	**-**	-	**-**	-	**4,881,643**	4,760,187
America	**434,341**	196,620	**204,815**	185,388	**-**	-	**-**	-	**639,156**	382,008
	15,167,192	13,708,716	**659,740**	788,478	**384,328**	410,371	**162**	1,963	**16,211,422**	14,909,528
Major products and services lines										
Smelting aluminium products	**13,432,279**	12,388,543	**-**	-	**-**	-	**-**	-	**13,432,279**	12,388,543
Extrusion aluminium products	**1,734,913**	1,320,173	**659,740**	788,478	**-**	-	**-**	-	**2,394,653**	2,108,651
Alumina products	**-**	-	**-**	-	**384,328**	410,371	**-**	-	**384,328**	410,371
Contracting and fabrication	**-**	-	**-**	-	**-**	-	**-**	-	**-**	1,813
Others	**-**	-	**-**	-	**-**	-	**162**	150	**162**	150
	15,167,192	13,708,716	**659,740**	788,478	**384,328**	410,371	**162**	1,963	**16,211,422**	14,909,528
Timing and recognition										
At a point in time	**15,167,192**	13,708,716	**659,740**	788,478	**384,328**	410,371	**162**	150	**16,211,422**	14,907,715
Over time	**-**	-	**-**	-	**-**	-	**-**	1,813	**-**	1,813
	15,167,192	13,708,716	**659,740**	788,478	**384,328**	410,371	**162**	1,963	**16,211,422**	14,909,528

Notes to the Financial Statements

19. Revenue *(cont'd)*

19.2 Nature of goods and services

The following information reflects the typical transactions of the Group:

Nature of goods or services	Timing of recognition or method used to recognise revenue	Significant payment terms	Variable element in consideration	Obligation for returns or refunds	Warranty
Smelting aluminium products	Revenue is recognised when the goods are shipped on board evidenced by bill of lading.	Credit period of 0-30 days from invoice date.	Not applicable.	The Group allows returns only for exchange with new goods (i.e. no cash refunds are offered).	Not applicable.
Extrusion aluminium products	Revenue is recognised when the goods are delivered and accepted by the customers at their premises or shipped on board evidenced by bill of lading.	Credit period of 90 days from invoice date.	Not applicable.	The Group allows returns only for exchange with new goods (i.e. no cash refunds are offered).	Not applicable.
Alumina products	Revenue is recognised when the goods are shipped on board evidenced by bill of lading.	Credit period of 7 days from invoice date.	Not applicable.	Not applicable.	Not applicable.

19.3 Practical expedients applied for transaction price allocated to the remaining performance obligations

The Group applies the following practical expedients:

- exemption on disclosure of information on remaining performance obligations that have original expected durations of one year or less.
- exemption not to adjust the promised amount of consideration for the effects of a significant financing component when the period between the transfer of a promised good or service to a customer and when the customer pays for that good or service is one year or less.

19.4 Judgements and assumptions arising from revenue recognition

The Group applied the following judgements and assumptions that affect the determination of the amount and timing of revenue recognised from contracts with customers:

- For smelting aluminium, extrusion aluminium and alumina products, control of the goods is transferred to the customers when the goods are shipped on board evidenced by bill of lading. The Group estimates that the revenue from the additional performance obligation, arising from shipping and handling activities provided to be recognised over time, is immaterial for separate recognition from the sale of products.

Notes to the Financial Statements

20. Finance Income

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest income of financial assets calculated using the effective interest method that are at amortised cost	**41,123**	57,746	**87,488**	109,264
Other finance income	**34,038**	5,438	**21,087**	1,741
	75,161	63,184	**108,575**	111,005

21. Finance Costs

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest expense of financial liabilities that are not at fair value through profit or loss:				
- amortisation of transaction costs	**2,092**	2,384	**1,770**	1,770
- interest paid and payable	**177,756**	185,695	**143,173**	148,087
	179,848	188,079	**144,943**	149,857
Interest expense on lease liabilities	**8,146**	9,920	**65**	-
Other finance costs	**18,897**	19,938	**11**	11
	206,891	217,937	**145,019**	149,868

22. Profit Before Tax

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before tax is arrived at after charging/ crediting:				
Auditors' remuneration				
Audit fees:				
- KPMG PLT	**1,800**	1,665	**380**	345
- Overseas affiliates of KPMG PLT	**258**	217	**-**	-
- Other auditors	**825**	1,064	**-**	-
Non-audit fees:				
- KPMG PLT	**475**	315	**25**	25
- Local affiliates of KPMG PLT	**365**	617	**23**	16
- Other professional audit firms	**68**	1,231	**-**	-
Material expenses				
Depreciation of property, plant and equipment	**745,038**	731,474	**15**	14
Depreciation of right-of-use assets	**29,300**	31,864	**815**	-
Depreciation of investment properties	**1,478**	1,582	**-**	-
Property, plant and machineries written off due to fire incident	**-**	129,748	**-**	-
Property, plant and machineries written off	**32,845**	28,838	**-**	-
Personnel expenses (including key management personnel):				
- Contributions to Employees' Provident Fund	**31,671**	29,853	**3,735**	3,621
- Wages, salaries and others	**568,335**	499,067	**45,350**	43,218
Realised foreign exchange loss	**82,193**	137,107	**9,172**	9,168
Unrealised foreign exchange loss	**9,249**	15,407	**149,624**	-
Material income				
Insurance compensation received and receivable	**-**	127,542	**-**	-
Dividend income from subsidiaries	**-**	-	**754,400**	576,000
Dividend income from an associate	**-**	-	**-**	119,831
Gain on dilution of investment in associates	**81,223**	-	**-**	-

23. Tax Expense

Recognised in profit or loss

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Income tax expense	**350,024**	178,683	**3,871**	1,787
Share of tax of equity-accounted associates	**59,372**	38,805	**-**	-
Total income tax expense	**409,396**	217,488	**3,871**	1,787
Major components of income tax expense include:				
Current tax expense				
Current year	**123,314**	119,958	**4,225**	8,203
Under/(Over) provision in prior year	**7,702**	(1,525)	**(6,050)**	(32)
Global minimum top-up tax	**162,535**	-	**-**	-
Total current tax recognised in profit or loss	**293,551**	118,433	**(1,825)**	8,171
Deferred tax expense				
Origination and reversal of temporary differences	**55,169**	64,874	**(246)**	(6,332)
Under/(Over) provision in prior year	**1,304**	(4,624)	**5,942**	(52)
Total deferred tax recognised in profit or loss (Note 11)	**56,473**	60,250	**5,696**	(6,384)
Share of tax of equity-accounted associates	**59,372**	38,805	**-**	-
Total income tax expense	**409,396**	217,488	**3,871**	1,787

Notes to the Financial Statements

23. Tax Expense *(cont'd)*

Reconciliation of tax expense

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit for the year	**2,507,733**	2,124,710	**550,721**	617,228
Total income tax expense	**409,396**	217,488	**3,871**	1,787
Profit excluding tax	**2,917,129**	2,342,198	**554,592**	619,015
Income tax calculated using Malaysian tax rate of 24% (2024: 24%)	**700,111**	562,128	**133,102**	148,564
Effect of tax rates in foreign jurisdictions	**2,868**	561	**-**	-
Non-deductible expenses	**6,984**	25,807	**51,933**	22,574
Non-taxable income	**(25,729)**	(20,164)	**(181,056)**	(169,267)
Tax incentives	**(440,580)**	(338,895)	**-**	-
Global minimum top-up tax	**162,535**	-	**-**	-
Movement of unrecognised deferred tax assets	**(5,799)**	(5,800)	**-**	-
Under/(Over) provision in prior years	**9,006**	(6,149)	**(108)**	(84)
	409,396	217,488	**3,871**	1,787

Non-taxable income

The non-taxable income of the Company for the financial year ended 31 December 2025 mainly relate to dividend income from subsidiaries (2024: dividend income from subsidiaries and an associate).

Tax incentives

As disclosed in Note 11, PMBTU was awarded Pioneer Status by the MIDA, which entitled PMBTU exemption from tax for a period of 15 years from 1 January 2013 to 31 December 2027 on 100% of statutory income derived from the production of aluminium products.

In February 2026, MIDA approved an extension of Pioneer Status which entitled PMBTU exemption from tax for a period of 3 years from 1 January 2028 to 31 December 2030 on 40% of statutory income from the production of aluminium products. This extension was granted following the enactment of the global minimum top-up tax legislation in Malaysia and is intended to mitigate the impact of the top-up tax exposure on PMBTU.

Notes to the Financial Statements

24. Other Comprehensive Income/(Expense)

	Before tax RM'000	Tax expense RM'000	Net of tax RM'000
Group			
2025			
Items that are or may be reclassified subsequently to profit or loss			
Cash flow hedge			
- Losses during the year	**(149,538)**	**(32,695)**	**(182,233)**
- Reclassification adjustments for gains included in profit or loss	**(140,000)**	**-**	**(140,000)**
	(289,538)	**(32,695)**	**(322,233)**
Foreign currency translation differences for foreign operations			
- Losses during the year	**(136,666)**	**-**	**(136,666)**
	(426,204)	**(32,695)**	**(458,899)**
Share of other comprehensive expense of equity-accounted associates	**(186,014)**	**-**	**(186,014)**
	(612,218)	**(32,695)**	**(644,913)**
2024			
Items that are or may be reclassified subsequently to profit or loss			
Cash flow hedge			
- Gains during the year	952,627	(79,191)	873,436
- Reclassification adjustments for gains included in profit or loss	(210,979)	-	(210,979)
	741,648	(79,191)	662,457
Foreign currency translation differences for foreign operations			
- Losses during the year	(88,177)	-	(88,177)
	653,471	(79,191)	574,280
Share of other comprehensive expense of equity-accounted associates	(129,328)	-	(129,328)
	524,143	(79,191)	444,952

	Before tax RM'000	Tax expense RM'000	Net of tax RM'000
Company			
2025			
Items that are or may be reclassified subsequently to profit or loss			
Cash flow hedge			
- Gains during the year	**25,537**	**(6,129)**	**19,408**
- Reclassification adjustments for losses included in profit or loss	**-**	**-**	**-**
	25,537	**(6,129)**	**19,408**
2024			
Items that are or may be reclassified subsequently to profit or loss			
Cash flow hedge			
- Gains during the year	51,577	(18,347)	33,230
- Reclassification adjustments for losses included in profit or loss	24,869	-	24,869
	76,446	(18,347)	58,099

Notes to the Financial Statements

25. Earnings per ordinary share

Basic earnings per ordinary share

The calculation of basic earnings per ordinary share was based on the profit attributable to ordinary shareholders and a weighted average number of ordinary shares outstanding, calculated as follows:

	Group	
	2025 RM'000	2024 RM'000
Profit attributable to ordinary shareholders	**2,099,191**	1,765,700

	Group	
	2025 '000	2024 '000
Weighted average number of ordinary shares at 31 December	**8,239,619**	8,239,619

	Group	
	2025 Sen	2024 Sen
Basic earnings per ordinary share	**25.48**	21.43

Diluted earnings per ordinary share

Diluted EPS is not presented as the Group has no shares or other instruments with potential dilutive effects.

26. Dividends

Dividends recognised by the Company:

	Sen per share	Total amount RM'000	Date of payment
2025			
Fourth interim 2024 ordinary	**1.75**	**144,193**	28 March 2025
First interim 2025 ordinary	**2.00**	**164,792**	24 June 2025
Second interim 2025 ordinary	**2.00**	**164,792**	29 September 2025
Third interim 2025 ordinary	**2.00**	**164,792**	24 December 2025
Total amount		**638,569**	
2024			
Fourth interim 2023 ordinary	1.75	144,193	29 March 2024
First interim 2024 ordinary	1.75	144,193	28 June 2024
Second interim 2024 ordinary	1.75	144,193	30 September 2024
Third interim 2024 ordinary	1.75	144,193	31 December 2024
Total amount		576,772	

After the end of the reporting period, the following dividend was declared by the Directors on 26 February 2026 and paid on 30 March 2026. This dividend will be recognised in subsequent financial year.

Notes to the Financial Statements

26. Dividends *(cont'd)*

	Sen per share	Total amount RM'000
Fourth interim 2025 ordinary	**2.00**	**164,792**

The Directors do not recommend any final dividend to be paid for the financial year under review.

27. Operating Segments

The Group has four reportable segments, as described below, which are the Group's strategic business units. The strategic business units offer different products and services, and are managed separately because they require different technology and marketing strategies. For each of the strategic business units, the Chief Operating Decision Maker ("CODM") (i.e. the Group's Chief Executive Officer) reviews internal management reports on a monthly basis. The following summary describes the operations in each of the Group's reportable segments:

- *Smelting and Extrusion* — Includes manufacturing and trading of smelting and extrusion products
- *Trading* — Includes marketing of aluminium and other related products
- *Refinery* — Includes refinery of alumina
- *Investment holding* — Includes investment holding

The manufacturing and trading of smelting and extrusion products are managed by two different segments within the Group. These operating segments are aggregated to form a reportable segment as Smelting and Extrusion due to the similar nature and economic characteristics of the products. The nature and methods of distribution of the products for these divisions are similar. The type of customers for the products are similar, which consist of industrial customers.

Other non-reportable segments comprise operations related to contracting and fabrication and dormant companies. None of these segments met the quantitative thresholds for reporting segments in 2025 and 2024.

There are varying levels of integration between Smelting and Extrusion, Trading and Refinery reportable segments. This integration includes transfers of raw materials and shared distribution services respectively. Inter-segment pricing is determined on negotiated basis.

Performance is measured based on segment profit before tax and interest, as included in the internal management reports that are reviewed by the CODM. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Segment assets

The total of segment assets is measured based on all assets (including goodwill) of a segment, as included in the internal management reports that are reviewed by the CODM. Segment total asset is used to measure the return on assets of each segment.

Segment liabilities

Segment liabilities information is neither included in the internal management reports nor provided regularly to the CODM. Hence, no disclosure is made on segment liabilities.

Segment capital expenditure

Segment capital expenditure is the total cost incurred during the financial year to acquire property, plant and equipment, right-of-use assets, investment properties and other investments other than goodwill.

27. Operating Segments *(cont'd)*

Group	Smelting and extrusion		Trading		Refinery		Investment holding		Total	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Segment profit	**2,434,022**	1,954,667	**76,341**	21,868	**60,179**	88,349	**530,976**	582,191	**3,101,518**	2,647,075
Included in the measure of segment profit are:										
Revenue from external customers	**15,167,192**	13,708,716	**659,740**	788,478	**384,328**	410,371	-	-	**16,211,260**	14,907,565
Inter-segment revenue	**287,975**	397,556	**1,860,824**	2,005,286	-	-	-	-	**2,148,799**	2,402,842
Property, plant and equipment written off	**32,683**	152,578	-	438	**17**	-	-	-	**32,700**	153,016
Share of profit or loss of associates	-	-	**8,611**	6,805	-	-	**409,541**	552,473	**418,152**	559,278
Unrealised foreign exchange gain/(loss)	**(23,485)**	16,020	**(1,069)**	1,049	**(2,193)**	(1,701)	**23,553**	499	**(3,194)**	15,867
Depreciation and amortisation	**726,795**	691,652	**6,773**	21,020	**37,769**	49,847	**1,573**	2,415	**772,910**	764,934
Not included in the measure of segment profit but provided to CODM:										
Finance costs	**134,689**	158,440	**1,001**	1,054	**13,307**	17,008	**57,872**	41,429	**206,869**	217,931
Finance income	**36,889**	58,175	**1,521**	1,393	**992**	1,065	**27,379**	1,909	**66,781**	62,542
Tax expense	**307,110**	128,566	**14,914**	8,977	**22,824**	19,835	**5,265**	21,298	**350,113**	178,676
Segment assets	**13,585,060**	12,735,198	**619,216**	323,206	**2,087,204**	943,942	**3,781,231**	3,307,469	**20,072,711**	17,309,815
Included in the measure of segment assets are:										
Investments in associates	-	-	**62,816**	61,565	-	-	**2,153,422**	1,939,472	**2,216,238**	2,001,037
Additions to non-current assets other than financial instruments and deferred tax assets	**1,087,357**	767,337	**4,945**	11,392	**643,352**	25,282	**4,629**	4,784	**1,740,283**	808,795

27. Operating Segments *(cont'd)*

Reconciliation of reportable segment revenues, profit or loss, assets and other material items

Group	2025 RM'000	2024 RM'000
Revenue		
Total external revenue for reportable segments	**16,211,260**	14,907,565
Other non-reportable segments	**162**	1,963
Consolidated total	**16,211,422**	14,909,528
Profit or loss		
Total profit or loss for reportable segments	**3,101,518**	2,647,075
Other non-reportable segments	**(14,049)**	1,925
Elimination of inter-segment profits	**(97,982)**	(190,854)
Finance income	**75,161**	63,184
Finance costs	**(206,891)**	(217,937)
Tax expense	**(350,024)**	(178,683)
Consolidated total	**2,507,733**	2,124,710
Total assets		
Total assets for reportable segments	**20,072,711**	17,309,815
Other non-reportable segments	**286,428**	370,685
Elimination of inter-segment balances	**(1,173,727)**	(1,046,289)
Consolidated total	**19,185,412**	16,634,211
Depreciation and amortisation		
Total depreciation and amortisation for reportable segments	**772,910**	764,934
Other non-reportable segments	**2,930**	86
Consolidated total	**775,840**	765,020
Finance costs		
Total finance costs for reportable segments	**206,869**	217,931
Other non-reportable segments	**22**	6
Consolidated total	**206,891**	217,937

Notes to the Financial Statements

27. Operating Segments *(cont'd)*

Reconciliation of reportable segment revenues, profit or loss, assets and other material items *(cont'd)*

Group	2025 RM'000	2024 RM'000
Finance income		
Total finance income for reportable segments	**66,781**	62,542
Other non-reportable segments	**8,380**	642
Consolidated total	**75,161**	63,184
Tax expense		
Total tax expense for reportable segments	**350,113**	178,676
Other non-reportable segments	**(89)**	7
Consolidated total	**350,024**	178,683
Property, plant and equipment written off		
Total property, plant and equipment written off for reportable segments	**32,700**	153,016
Other non-reportable segments	**145**	5,570
Consolidated total	**32,845**	158,586
Additions to non-current assets		
Total additions to non-current assets for reportable segments	**1,740,283**	808,795
Other non-reportable segments	**202**	1,460
Consolidated total	**1,740,485**	810,255

Geographical segments

The Smelting and Extrusion, Trading, Refinery and the Investment Holding segments are managed mainly in Malaysia (country of domicile), countries in Oceania, Asia and Europe.

In presenting information on the basis of geographical segments, segment revenue is based on geographical location of customers. Segment assets are based on the geographical location of the assets. The amounts of non-current assets do not include financial instruments, investments in associates and deferred tax assets.

Notes to the Financial Statements

27. Operating Segments *(cont'd)*

Geographical information

Group	External revenue 2025 RM'000	External revenue 2024 RM'000	Non-current assets 2025 RM'000	Non-current assets 2024 RM'000
Malaysia	**1,841,559**	1,346,640	**6,535,770**	6,324,776
Asia:				
- China	**1,127,900**	904,854	**383,592**	417,148
- India	**1,267,403**	1,293,819	**-**	-
- Singapore	**1,104,713**	1,769,661	**-**	-
- Taiwan	**311,773**	282,580	**-**	-
- South Korea	**1,292,567**	1,475,858	**-**	-
- Vietnam	**1,183,608**	898,852	**-**	-
- Indonesia	**133,022**	122,405	**772,075**	96,027
- Others	**1,847,824**	1,066,770	**-**	-
Europe:				
- Switzerland	**4,346,454**	4,020,762	**-**	-
- United Kingdom	**247,928**	336,836	**14,525**	16,323
- Others	**287,261**	402,589	**-**	-
Oceania				
- Australia	**542,790**	577,736	**865,916**	852,968
- Others	**37,464**	28,158	**-**	-
America	**639,156**	382,008	**726**	1,187
	16,211,422	14,909,528	**8,572,604**	7,708,429

Major customers

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

Group	Revenue 2025 RM'000	Revenue 2024 RM'000	Segment
All common control companies of:			
Glencore International AG	**3,370,684**	3,657,108	Smelting and Extrusion
Sumitomo Corporation Asia and Oceania Pte. Ltd.	**1,816,415**	2,276,952	Smelting and Extrusion

28. Financial Instruments

28.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows:

(a) Amortised cost ("AC")
(b) Fair value through profit or loss ("FVTPL")
- Mandatorily required by MFRS 9

	Carrying amount RM'000	AC RM'000	FVTPL RM'000	Derivatives used for hedging RM'000
2025				
Financial assets				
Group				
Other investments	**1,803**	**-**	**1,803**	**-**
Trade and other receivables	**1,743,655**	**1,743,655**	**-**	**-**
Derivative financial assets	**1,049,700**	**-**	**12**	**1,049,688**
Cash and cash equivalents	**2,620,321**	**2,620,321**	**-**	**-**
	5,415,479	**4,363,976**	**1,815**	**1,049,688**
Company				
Trade and other receivables	**3,525,241**	**3,525,241**	**-**	**-**
Derivative financial assets	**32,776**	**-**	**-**	**32,776**
Cash and cash equivalents	**688,031**	**688,031**	**-**	**-**
	4,246,048	**4,213,272**	**-**	**32,776**
Financial liabilities				
Group				
Loans and borrowings	**(4,117,652)**	**(4,117,652)**	**-**	**-**
Trade and other payables	**(1,424,147)**	**(1,424,147)**	**-**	**-**
Derivative financial liabilities	**(1,011,264)**	**-**	**(88,058)**	**(923,206)**
	(6,553,063)	**(5,541,799)**	**(88,058)**	**(923,206)**
Company				
Loans and borrowings	**(3,289,571)**	**(3,289,571)**	**-**	**-**
Trade and other payables	**(102,475)**	**(102,475)**	**-**	**-**
	(3,392,046)	**(3,392,046)**	**-**	**-**

28. Financial Instruments *(cont'd)*

28.1 Categories of financial instruments *(cont'd)*

	Carrying amount RM'000	AC RM'000	FVTPL RM'000	Derivatives used for hedging RM'000
2024				
Financial assets				
Group				
Other investments	1,803	-	1,803	-
Trade and other receivables	2,041,792	2,041,792	-	-
Derivative financial assets	555,537	-	602	554,935
Cash and cash equivalents	1,508,748	1,508,748	-	-
	4,107,880	3,550,540	2,405	554,935
Company				
Trade and other receivables	3,577,266	3,577,266	-	-
Derivative financial assets	11,191	-	-	11,191
Cash and cash equivalents	183,007	183,007	-	-
	3,771,464	3,760,273	-	11,191
Financial liabilities				
Group				
Loans and borrowings	(3,870,525)	(3,870,525)	-	-
Trade and other payables	(1,342,118)	(1,342,118)	-	-
Derivative financial liabilities	(114,317)	-	(35,532)	(78,785)
	(5,326,960)	(5,212,643)	(35,532)	(78,785)
Company				
Loans and borrowings	(2,768,791)	(2,768,791)	-	-
Trade and other payables	(64,409)	(64,409)	-	-
Derivative financial liabilities	(28,821)	-	(24,869)	(3,952)
	(2,862,021)	(2,833,200)	(24,869)	(3,952)

28. Financial Instruments *(cont'd)*

28.2 Net gains and losses arising from financial instruments

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Net gains/(losses) on:				
Financial assets at fair value through profit or loss:				
- Mandatorily required by MFRS 9	**-**	-	**24,869**	-
Financial liabilities at fair value through profit or loss:				
- Mandatorily required by MFRS 9	**(40,082)**	(47,697)	**-**	(24,867)
Financial assets at amortised cost	**(8,215)**	40,142	**(81,865)**	123,167
Financial liabilities at amortised cost	**(211,032)**	(244,311)	**(113,376)**	(136,880)
Derivatives used for hedging				
- Recognised in other comprehensive income	**(382,363)**	609,269	**19,408**	58,099
Financial liabilities used for hedging				
- Recognised in other comprehensive income	**60,130**	53,188	**-**	-
	(581,562)	410,591	**(150,964)**	19,519

28.3 Financial risk management

The Group has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

28.4 Credit risk

Credit risk is the risk of a financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from the individual characteristics of each customer. The Company's exposure to credit risk arises principally from loans and advances to subsidiaries and financial guarantees given to banks for credit facilities granted to subsidiaries. There are no significant changes as compared to prior periods.

28. Financial Instruments *(cont'd)*

28.4 Credit risk *(cont'd)*

Trade receivables and contract assets

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on customers requiring credit over a certain amount.

At each reporting date, the Group or the Company assesses whether any of the trade receivables and contract assets are credit impaired.

The gross carrying amounts of credit impaired trade receivables and contract assets are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group or the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables and contract assets that are written off could still be subject to enforcement activities.

There are no significant changes as compared to previous year.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables and contract assets are represented by the carrying amounts in the statement of financial position.

The Group does not normally receive financial guarantees given by banks, shareholders or directors of customers as the Group transacts with a small pool of customers which have been dealing with the Group for a long period of time. Nevertheless, the Directors use ageing analysis to monitor the credit quality of the receivables in managing exposure to credit risks.

Concentration of credit risk

The exposure of credit risk for non-related party trade receivables and contract assets as at the end of the reporting period by geographic region was:

	Group	
	2025 RM'000	2024 RM'000
Domestic	**157,006**	149,430
Asia	**835,203**	745,890
Oceania	**54,728**	96,369
Europe	**454,986**	450,763
America	**15,657**	14,163
	1,517,580	1,456,615

Notes to the Financial Statements

28. Financial Instruments *(cont'd)*

28.4 Credit risk *(cont'd)*

Trade receivables and contract assets (cont'd)

Recognition and measurement of impairment loss

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances. Generally, trade receivables will pay within 180 days. The Group's debt recovery process is as follows:

a) Above 90 days past due after credit term, the Group will start to initiate a structured debt recovery process which is monitored by the sales management team; and

b) The Group will commence a legal proceeding against the customer who fails to pay after the Group initiates the debt recovery process.

As the Group does not deal with a large pool of customers, the Group assessed the risk of loss of each customer individually based on their financial information, past trend of payments and external credit ratings, where applicable. All of these customers have low risk of default, except for those which have been credit impaired.

The following table provides information about the exposure to credit risk and expected credit losses for non-related party trade receivables and contract assets which are grouped together as they are expected to have similar risk nature.

Group	Gross carrying amount RM'000	Loss allowance RM'000	Net balance RM'000
2025			
Current (not past due)	**1,136,025**	**-**	**1,136,025**
1 - 90 days past due	**378,117**	**-**	**378,117**
More than 90 days past due	**3,438**	**-**	**3,438**
	1,517,580	**-**	**1,517,580**
Credit impaired			
Individually impaired	**3,113**	**(3,113)**	**-**
	1,520,693	**(3,113)**	**1,517,580**
2024			
Current (not past due)	1,037,978	-	1,037,978
1 - 90 days past due	407,255	-	407,255
More than 90 days past due	11,382	-	11,382
	1,456,615	-	1,456,615
Credit impaired			
Individually impaired	13,243	(13,243)	-
	1,469,858	(13,243)	1,456,615

Notes to the Financial Statements

28. Financial Instruments *(cont'd)*

28.4 Credit risk *(cont'd)*

Trade receivables and contract assets *(cont'd)*

Recognition and measurement of impairment loss (cont'd)

The movements in the allowance for impairment in respect of non-related party trade receivables and contract assets during the year are shown below:

Group	Trade receivables credit impaired RM'000	Contract assets RM'000	Total RM'000
Balance at 1 January 2024	14,563	-	14,563
Net remeasurement of loss allowance	485	-	485
Effect of movements in exchange rate	(1,805)	-	(1,805)
Balance at 31 December 2024/1 January 2025	**13,243**	**-**	**13,243**
Net remeasurement of loss allowance	**(9,815)**	**-**	**(9,815)**
Effect of movements in exchange rate	**(315)**	**-**	**(315)**
Balance at 31 December 2025	**3,113**	**-**	**3,113**

As at 31 December 2025, all of the trade receivables written off are still subject to enforcement activity.

Cash and cash equivalents

The cash and cash equivalents are held with banks and financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

These banks and financial institutions have low credit risks. In addition, some of the bank balances are insured by government agencies. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

Investments and derivative financial instruments

Risk management objectives, policies and processes for managing the risk

Investments are allowed only in liquid securities. Transactions involving derivative financial instruments are with approved financial institutions.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the Group has only invested in domestic securities. The derivative contracts were entered into with approved financial institutions. The maximum exposure to credit risk is represented by the carrying amounts in the statement of financial position.

In view of the sound credit rating of counterparties, management does not expect any counterparty to fail to meet its obligations. The Group is of the view that the loss allowance is not material and hence, it is not provided for.

The investments are unsecured.

Notes to the Financial Statements

28. Financial Instruments *(cont'd)*

28.4 Credit risk *(cont'd)*

Financial guarantees

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured financial guarantees to banks in respect of banking facilities and credit terms granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to fulfil the contracts and service their repayments on an individual basis.

Exposure to credit risk, credit quality and collateral

The maximum exposure to credit risk of the Company amounts to RM665,525,000 (2024: RM997,932,000) as at the end of the reporting period.

Recognition and measurement of impairment loss

The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when:

- The subsidiary is unlikely to repay its credit obligation to the bank in full; or
- The subsidiary is unlikely to repay its amounts owing to the supplier in full; or
- The subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Company determines the probability of default of the guaranteed loans individually using internal information available.

As at the end of the reporting period, there was no indication that any subsidiary would default on repayment.

The financial guarantees have not been recognised since the fair value on initial recognition was not material.

Inter-company receivables and loans and advances

Risk management objectives, policies and processes for managing the risk

The Group trades with an associate and provides unsecured advances to an associate. The Company provides unsecured loans and advances to subsidiaries. The Group and the Company monitor the ability of the subsidiaries and associates to repay the loans and advances on an individual basis.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

Loans and advances provided are not secured by any collateral or supported by any other credit enhancements.

Notes to the Financial Statements

28. Financial Instruments *(cont'd)*

28.4 Credit risk *(cont'd)*

Inter-company receivables and loans and advances *(cont'd)*

Recognition and measurement of impairment loss

Generally, the Group and the Company consider receivables and loans and advances to subsidiaries and associates to have low credit risk. The Group and the Company assume that there is a significant increase in credit risk when a subsidiary's and associate's financial position deteriorates significantly. As the Group and the Company are able to determine the timing of payments of the subsidiaries' and associates' loans and advances when they are payable, the Group and the Company consider the loans and advances to be in default when the subsidiaries and associates are not able to pay when demanded. The Group and the Company consider a subsidiary's and associate's loan or advance to be credit impaired when:

- The subsidiary or associate is unlikely to repay its loan or advance to the Group or to the Company in full; or
- The subsidiary or associate is continuously loss making and is having a deficit shareholders' fund.

The Group and the Company determine the probability of default for these loans and advances individually using internal information available.

As at the end of the reporting period, there was no indication that the receivables and loans and advances to subsidiaries and associates are not recoverable. As these amounts are considered to have low credit risk, the Group and the Company are of the view that the loss allowance is not material and hence, they are not provided for.

28.5 Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's exposure to liquidity risk arises principally from its various payables, loans and borrowings.

The Group maintains a level of cash and cash equivalents and bank facilities deemed adequate by management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

Notes to the Financial Statements

28. Financial Instruments *(cont'd)*

28.5 Liquidity risk *(cont'd)*

Maturity analysis

The table below summarises the maturity profile of the Group's financial liabilities as at the end of the reporting period based on undiscounted contractual payments:

Group	Carrying amount RM'000	Contractual interest rate/ coupon/ discount rate %	Contractual cash flows RM'000	Under 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000
2025							
Non-derivative financial liabilities							
Trade and other payables	**1,424,147**	**-**	**1,424,147**	**1,424,147**	**-**	**-**	**-**
Bank loans	**580,025**	*****	**627,373**	**345,998**	**76,488**	**167,991**	**36,896**
Islamic Medium-Term Notes	**3,050,000**	**2.80 - 4.81**	**3,888,305**	**324,940**	**369,340**	**1,364,625**	**1,829,400**
Revolving credits	**343,472**	**2.02 - 3.30**	**409,398**	**409,398**	**-**	**-**	**-**
Bankers' acceptances	**144,155**	**3.31 - 4.03**	**144,955**	**144,955**	**-**	**-**	**-**
Lease liabilities	**193,169**	**2.64 - 7.00**	**194,861**	**20,472**	**17,619**	**99,931**	**56,839**
	5,734,968		**6,689,039**	**2,669,910**	**463,447**	**1,632,547**	**1,923,135**
Derivatives							
Commodity swaps and options	**1,010,452**	**-**	**1,010,452**	**586,925**	**423,527**	**-**	**-**
Forward exchange contracts (gross settled):							
Outflow	**-**	**-**	**10,153,183**	**3,297,798**	**2,477,136**	**4,378,249**	**-**
Inflow	**(969,100)**	**-**	**(11,122,283)**	**(3,579,024)**	**(2,723,249)**	**(4,820,010)**	**-**
Cross currency swaps (gross settled):							
Outflow	**-**	**-**	**1,123,471**	**190,117**	**234,107**	**699,247**	**-**
Inflow	**(76,529)**	**-**	**(1,200,000)**	**(200,000)**	**(250,000)**	**(750,000)**	**-**
	5,699,791		**6,653,862**	**2,965,726**	**624,968**	**1,140,033**	**1,923,135**

* Represents lenders' cost of funds ranging from a margin of -3.74% to +1.45% and Secured Overnight Financing Rate ("SOFR") ranging from margin of +1.10% to +3.00% per annum.

Notes to the Financial Statements

28. Financial Instruments *(cont'd)*

28.5 Liquidity risk *(cont'd)*

Maturity analysis (cont'd)

Group	Carrying amount RM'000	Contractual interest rate/ coupon/ discount rate %	Contractual cash flows RM'000	Under 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000
2024							
Non-derivative financial liabilities							
Trade and other payables	1,342,118	-	1,342,118	1,342,118	-	-	-
Bank loans	935,626	*	1,002,956	491,188	372,142	89,572	50,054
Islamic Medium-Term Notes	2,250,000	2.80 - 4.81	2,535,965	784,460	263,460	1,174,695	313,350
Revolving credits	284,261	3.20 - 3.85	293,360	293,360	-	-	-
Bankers' acceptances	400,634	3.15 - 4.68	413,254	413,254	-	-	-
Bank overdrafts	4	3.65	4	4	-	-	-
Lease liabilities	213,877	2.44 - 6.01	236,963	27,584	35,038	51,863	122,478
	5,426,520		5,824,620	3,351,968	670,640	1,316,130	485,882
Derivatives							
Commodity swaps and options	16,336	-	16,336	7,971	8,365	-	-
Forward exchange contracts (gross settled):							
Outflow	-	-	13,916,209	3,661,421	2,962,304	6,177,319	1,115,165
Inflow	(262,518)	-	(14,178,727)	(3,627,337)	(2,994,646)	(6,371,174)	(1,185,570)
Cross currency swaps (gross settled):							
Outflow	21,494	-	1,921,494	734,713	203,952	898,477	84,352
Inflow	-	-	(1,900,000)	(700,000)	(200,000)	(915,000)	(85,000)
	5,201,832		5,599,932	3,428,736	650,615	1,105,752	414,829

* Represents lenders' cost of funds ranging from a margin of +3.43% to +5.65% and Secured Overnight Financing Rate ("SOFR") ranging from margin of +1.10% to +3.00% per annum.

28. Financial Instruments *(cont'd)*

28.5 Liquidity risk *(cont'd)*

Maturity analysis (cont'd)

Company	Carrying amount RM'000	Contractual interest rate/ coupon/ discount rate %	Contractual cash flows RM'000	Under 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000
2025							
Non-derivative financial liabilities							
Trade and other payables	**102,475**	**-**	**102,475**	**102,475**	**-**	**-**	**-**
Bank loans	**239,571**	**#**	**251,326**	**228,945**	**22,381**	**-**	**-**
Islamic Medium-Term Notes	**3,050,000**	**2.80 - 4.81**	**3,888,305**	**324,940**	**369,340**	**1,364,625**	**1,829,400**
Lease liabilities	**1,382**	**4.84**	**1,427**	**1,141**	**286**	**-**	**-**
Financial guarantees	**-**	**-**	**665,525**	**665,525**	**-**	**-**	**-**
	3,393,428		**4,909,058**	**1,323,026**	**392,007**	**1,364,625**	**1,829,400**
Derivative financial liabilities							
Cross currency swaps (gross settled):							
Outflow	**-**		**417,224**	**190,117**	**-**	**227,107**	**-**
Inflow	**(32,776)**		**(450,000)**	**(200,000)**	**-**	**(250,000)**	**-**
	3,360,652		**4,876,282**	**1,313,143**	**392,007**	**1,341,732**	**1,829,400**
2024							
Non-derivative financial liabilities							
Trade and other payables	64,409	-	64,409	64,409	-	-	-
Bank loans	518,791	#	944,825	364,333	295,695	284,797	-
Islamic Medium-Term Notes	2,250,000	2.80 - 4.45	2,535,965	784,460	263,460	1,174,695	313,350
Financial guarantees	-	-	997,932	997,932	-	-	-
	2,833,200		4,543,131	2,211,134	559,155	1,459,492	313,350
Derivative financial liabilities							
Cross currency swaps (gross settled):							
Outflow	17,630	-	967,630	524,869	203,952	238,809	-
Inflow	-	-	(950,000)	(500,000)	(200,000)	(250,000)	-
	2,850,830		4,560,761	2,236,003	563,107	1,448,301	313,350

Represents SOFR ranging from a margin of +1.50% to +3.00% per annum.

28. Financial Instruments *(cont'd)*

28.6 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and other prices that will affect the Group's financial position or cash flows.

28.6.1 Currency risk

The Group is exposed to foreign currency risk on sales, purchases, cash and cash equivalents, derivatives and borrowings that are denominated in a currency other than the respective functional currencies of Group entities. The currencies giving rise to this risk are primarily Australian Dollar ("AUD"), Renminbi ("RMB"), Singapore Dollar ("SGD"), U.S. Dollar ("USD"), Euro ("EUR") and Great Britain Pound ("GBP").

Risk management objectives, policies and processes for managing the risk

The Group actively monitors its exposure to foreign currency risk and uses forward exchange contracts and cross currency swaps to mitigate the risk when the need arises. Some of the forward exchange contracts and cross currency swaps have maturities of more than five years after the end of the reporting period. Where necessary, the forward exchange contracts are rolled over at maturity.

28. Financial Instruments *(cont'd)*

28.6 Market risk *(cont'd)*

28.6.1 Currency risk *(cont'd)*

Exposure to foreign currency risk

The Group's exposure to foreign currency (a currency which is other than the functional currency of the Group entities) risk, based on carrying amounts as at the end of the reporting period is as follows:

Group Functional currency Foreign currency	RM AUD RM'000	RM RMB RM'000	RM USD RM'000	RM EUR RM'000	IDR USD RM'000	RMB USD RM'000	RMB EUR RM'000	RMB GBP RM'000	AUD USD RM'000	AUD RM RM'000	USD RMB RM'000	GBP RM RM'000
2025												
Balances recognised in the statement of financial position												
Trade and other receivables	33,840	18	925,902	12,136	-	4,444	540	-	-	-	-	-
Cash and cash equivalents	19,958	150,999	797,692	50,754	17	2,695	15	902	-	-	129,536	-
Loans and borrowings	-	-	(394,127)	-	-	-	-	-	-	-	-	-
Trade and other payables	(41,107)	(76,685)	(99,001)	-	-	-	-	-	-	-	-	-
	12,691	74,332	1,230,466	62,890	17	7,139	555	902	-	-	129,536	-
Forecast transaction												
Net derivative assets												
- Cross currency swaps	-	-	1,200,000	-	-	-	-	-	-	-	-	-
Forecast loan repayment	-	-	(1,200,000)	-	-	-	-	-	-	-	-	-
Net derivative assets												
- Forward exchange contracts on forecast sales	-	9,855	11,069,346	-	-	-	-	-	30,458	1,350	5,812	5,462
Forecast sales	-	(9,855)	(11,069,346)	-	-	-	-	-	(30,458)	(1,350)	(5,812)	(5,462)
	-	-	-	-	-	-	-	-	-	-	-	-
Net exposure	12,691	74,332	1,230,466	62,890	17	7,139	555	902	-	-	129,536	-

28. Financial Instruments *(cont'd)*

28.6 Market risk *(cont'd)*

28.6.1 Currency risk *(cont'd)*

Exposure to foreign currency risk (cont'd)

Group Functional currency Foreign currency	RM AUD RM'000	RM RMB RM'000	RM USD RM'000	RM EUR RM'000	IDR USD RM'000	RMB USD RM'000	RMB EUR RM'000	RMB GBP RM'000	AUD USD RM'000	AUD RM RM'000	USD RMB RM'000	GBP RM RM'000
2024												
Balances recognised in the statement of financial position												
Trade and other receivables	62,938	-	1,102,939	63,619	-	-	-	-	-	-	-	-
Cash and cash equivalents	21,408	129,718	331,235	132,217	230,795	10,496	3,320	5,828	-	-	-	-
Loans and borrowings	-	-	(847,591)	-	-	-	-	-	-	-	-	-
Trade and other payables	(43,845)	(21,064)	(259,681)	(142)	-	-	-	-	-	-	-	-
	40,501	108,654	326,902	195,694	230,795	10,496	3,320	5,828	-	-	-	-
Forecast transaction												
Net derivative liabilities												
- Cross currency swaps	-	-	1,900,000	-	-	-	-	-	-	-	-	-
Forecast loan repayment	-	-	(1,900,000)	-	-	-	-	-	-	-	-	-
Net derivative assets												
- Forward exchange contracts on forecast sales	-	16,260	13,868,756	-	-	-	-	-	9,510	8,517	266,807	8,877
Forecast sales	-	(16,260)	(13,868,756)	-	-	-	-	-	(9,510)	(8,517)	(266,807)	(8,877)
	-	-	-	-	-	-	-	-	-	-	-	-
Net exposure	40,501	108,654	326,902	195,694	230,795	10,496	3,320	5,828	-	-	-	-

Notes to the Financial Statements

28. Financial Instruments *(cont'd)*

28.6 Market risk *(cont'd)*

28.6.1 Currency risk *(cont'd)*

Exposure to foreign currency risk (cont'd)

Company Functional currency Foreign currency	RM USD RM'000	RM RMB RM'000	RM IDR RM'000
2025			
Balances recognised in the statement of financial position			
Trade and other receivables	**20**	**-**	**-**
Cash and cash equivalents	**184,942**	**7,948**	**19,704**
Loans and borrowings	**(239,571)**	**-**	**-**
	(54,609)	**7,948**	**19,704**
Forecast transaction			
Net derivative liabilities - Cross currency swaps	**450,000**	**-**	**-**
Forecast loan repayment	**(450,000)**	**-**	**-**
	-	**-**	**-**
Net exposure	**(54,609)**	**7,948**	**19,704**
2024			
Balances recognised in the statement of financial position			
Trade and other receivables	22	-	-
Cash and cash equivalents	95,284	49,841	36,347
Loans and borrowings	(518,791)	-	-
Trade and other payables	(54)	-	-
	(423,539)	49,841	36,347
Forecast transaction			
Net derivative liabilities - Cross currency swaps	950,000	-	-
Forecast loan repayment	(950,000)	-	-
	-	-	-
Net exposure	(423,539)	49,841	36,347

Currency risk sensitivity analysis

Foreign currency risk mainly arises from USD, RMB and IDR against RM. The exposure to other currencies is not material and hence, sensitivity analysis is not presented.

A 10% (2024: 10%) strengthening of RM against the following currencies at the end of the reporting period would have increased/(decreased) equity and post-tax profit or loss by the amounts shown below. This analysis is based on foreign currency exchange rate variances that the Group considered to be reasonably possible at the end of the reporting period. This analysis assumes that all other variables, in particular interest rates, remained constant and ignores any impact of forecasted transactions.

Notes to the Financial Statements

28. Financial Instruments *(cont'd)*

28.6 Market risk *(cont'd)*

28.6.1 Currency risk *(cont'd)*

Currency risk sensitivity analysis (cont'd)

	Equity			
	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
USD against RM	**23,743**	49,296	**-**	-

	Profit or loss			
	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
USD, RMB, AUD and EUR against RM				
- USD	**(117,258)**	(74,140)	**4,150**	32,189
- RMB	**(5,649)**	(8,258)	**-**	-
- AUD	**(965)**	(3,078)	**-**	-
- EUR	**(4,780)**	(14,873)	**-**	-
	(128,652)	(100,349)	**4,150**	32,189

A 10% (2024: 10%) weakening of RM against the above currencies at the end of the reporting period would have had equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remained constant.

28.6.2 Interest rate risk

The Group's fixed rate borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Group's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Investments in equity securities and short-term receivables and payables are not significantly exposed to interest rate risk.

Risk management objectives, policies and processes for managing the risk

Interest rate exposure arising from the Group's borrowings is managed through the use of fixed and floating rate debts. The Group will consider entering into derivative financial instruments where necessary to achieve an appropriate mix of fixed and floating rate exposure within the Group's policy.

The Group and the Company are also exposed to the ongoing Secured Overnight Financing Rate ("SOFR") on its financial instruments. The SOFR is a benchmark interest rate for dollar-denominated derivatives and loans that replaced the London Interbank Offered Rate ("LIBOR").

28. Financial Instruments *(cont'd)*

28.6 Market risk *(cont'd)*

28.6.2 Interest rate risk *(cont'd)*

Exposure to interest rate risk

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Fixed rate instruments				
Financial assets	**34,897**	7,063	**-**	-
Financial liabilities	**(3,243,169)**	(2,463,877)	**(3,051,382)**	(2,250,000)
	(3,208,272)	(2,456,814)	**(3,051,382)**	(2,250,000)
Floating rate instruments				
Financial liabilities	**(1,067,652)**	(1,620,525)	**(239,571)**	(518,791)

Interest rate risk sensitivity analysis

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial assets and liabilities at fair value through profit or loss, and the Group does not designate derivatives as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for variable rate instruments

A change of 30 basis points ("bp") in interest rates at the end of the reporting period would have increased/(decreased) post-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remained constant.

	Profit or loss			
	2025		2024	
	30 bp increase RM'000	30 bp decrease RM'000	30 bp increase RM'000	30 bp decrease RM'000
Group				
Floating rate instruments	**(2,434)**	**2,434**	(3,695)	3,695
Company				
Floating rate instruments	**(546)**	**546**	(1,183)	1,183

28. Financial Instruments *(cont'd)*

28.6 Market risk *(cont'd)*

28.6.3 Other price risk

Other price risk arises from price fluctuation risk mainly on aluminium related products. The Group is exposed to commodity price risk due to fluctuations in aluminium prices. The Group's aluminium products are generally priced with reference to the London Metal Exchange ("LME") aluminium rates. The Group has entered into commodity swaps and options to manage its exposure to movements in LME aluminium rates (see Note 28.7.2).

Risk management objectives, policies and processes for managing the risk

The Group mitigates its risk to the price volatility through establishing fixed price level that the Group considers acceptable and where deemed prudent, entering into commodity fixed price contracts.

Commodity price risk sensitivity analysis

A 10% (2024: 10%) increase in LME aluminium rates at the end of the reporting period would have decreased equity and post-tax profit or loss by the amounts shown below. This analysis assumes that all other variables remained constant.

	Equity	
	Group	
	2025 RM'000	2024 RM'000
10% increase in LME aluminium rates	**(76,547)**	15,215

A 10% (2024: 10%) decrease in LME aluminium rates would have had equal but opposite effect to the amounts shown above, on the basis that all other variables remained constant.

28. Financial Instruments *(cont'd)*

28.7 Hedging activities

28.7.1 Currency risk - Transactions in foreign currency

The Group is exposed to transactional foreign currency risk to the extent that there is a mismatch between the currency in which sales are denominated and the respective functional currencies of the Group. The functional currencies of Group entities are primarily the Malaysian Ringgit ("MYR"). The currency in which these sales transactions are primarily denominated is U.S. Dollars ("USD").

The Group's risk management policy is to hedge up to 30% of its estimated foreign currency exposure in respect of forecast sales collection over the following 12 to 120 months at any point in time. The Group purchases forward foreign exchange contracts and borrows in USD to hedge foreign sales transactions. The Group designates the forward foreign exchange contracts and foreign currency loans and borrowings in their entirety to hedge its currency risk and applies a hedge ratio of 1:1. Some of these contracts have a maturity of more than 5 years from the reporting date while the term of the foreign currency loans and borrowings ranges from 4 to 5 years. The Group determines the critical terms of the forward exchange contracts and foreign currency loans and borrowings to align with the hedged items.

The Group and the Company also entered into cross currency swaps to swap their RM denominated loan to USD. The swap was performed to manage the Group's exposure to USD and RM within the Group's policy.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The Group assesses whether the derivatives and foreign currency loans and borrowings designated in each hedging relationship are expected to be and have been effective in offsetting changes in cash flows of the hedged item.

In these hedge relationships, the main sources of ineffectiveness are:

- the effect of the counterparty and the Group's own credit risk on the fair value of the forward foreign exchange contracts, which is not reflected in the change in the fair value of the hedged cash flows attributable to the change in exchange rates; and
- changes in the timing of the hedged transactions.

28.7.2 Commodity price risk

The Group is exposed to commodity price risk due to fluctuations in aluminium prices. The Group's aluminium products are generally priced with reference to the LME aluminium rates.

The Group adopts a policy of ensuring that up to 65% of its commodity price risk exposure is at a fixed rate. This is achieved by entering into commodity swaps and options as hedges of the variability in cash flows attributable to movements in commodity prices. The Group adjusts its hedge ratio for each commodity contract entered to minimise the potential ineffectiveness arising from such contracts.

The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the reference commodity prices, tenors, maturities and the notional or par amounts. The Group assesses whether the derivatives designated in each hedging relationship are expected to be and have been effective in offsetting changes in cash flows of the hedged item.

In these hedge relationships, the main sources of ineffectiveness are:

- the differences in grades of aluminium produced by the Group and those provided in derivative contracts by financial institutions for the Group to enter into; and
- changes in the timing of the hedged transactions.

28. Financial Instruments *(cont'd)*

28.7 Hedging activities *(cont'd)*

28.7.3 Cash flow hedge

As at the end of the reporting period, the Group held the following instruments to hedge exposures to changes in foreign currency and commodity prices.

	Maturity			
	Under 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000
Group				
2025				
Foreign currency risk				
Loans and borrowings	**276,148**	**36,260**	**-**	**-**
Forward exchange contracts				
Net exposure	**3,499,100**	**2,723,249**	**4,820,010**	**-**
Average MYR:USD forward contract	**4.3964**	**4.4738**	**4.4585**	**-**
Average AUD:USD forward contract	**0.6499**	**-**	**-**	**-**
Average CNY:USD forward contract	**7.1011**	**-**	**-**	**-**
Cross currency swaps				
Net exposure	**200,000**	**250,000**	**750,000**	**-**
Average MYR:USD cross currency swaps	**4.1870**	**4.2400**	**4.2178**	**-**
Commodity price risk				
Commodity swaps and options				
Net exposure	**5,489,585**	**3,771,906**	**2,054,874**	**-**
Average USD/MT commodity swaps and options	**2,722**	**2,762**	**2,763**	**-**

28. Financial Instruments *(cont'd)*

28.7 Hedging activities *(cont'd)*

28.7.3 Cash flow hedge *(cont'd)*

	Maturity			
	Under 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000
Group				
2024				
Foreign currency risk				
Loans and borrowings	304,334	328,631	15,664	-
Forward exchange contracts				
Net exposure	3,525,782	2,994,646	6,371,174	1,185,570
Average MYR:USD forward contract	4.4723	4.4867	4.4982	4.5015
Average MYR:CNY forward contract	0.6148	-	-	-
Average AUD:USD forward contract	0.6700	-	-	-
Average CNY:USD forward contract	7.0807	-	-	-
Cross currency swaps				
Net exposure	-	200,000	915,000	85,000
Average MYR:USD cross currency swaps	-	4.1870	4.3371	1.0000
Commodity price risk				
Commodity swaps and options				
Net exposure	3,900,339	4,117,451	2,789,355	-
Average USD/MT commodity swaps and options	2,595	2,680	2,757	-

28. Financial Instruments *(cont'd)*

28.7 Hedging activities *(cont'd)*

28.7.3 Cash flow hedge *(cont'd)*

	Maturity			
	Under 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000
Company				
2025				
Foreign currency risk				
Cross currency swaps				
Net exposure	**200,000**	**-**	**250,000**	**-**
Average MYR:USD cross currency swaps	**4.1870**	**-**	**4.1870**	**-**
2024				
Foreign currency risk				
Cross currency swaps				
Net exposure	-	200,000	250,000	-
Average MYR:USD cross currency swaps	-	4.1870	4.1870	-

The amounts at the reporting date relating to items designated as hedged items were as follows:

	Cash flow hedge reserve RM'000	Balances remaining in the cash flow hedge reserve from hedging relationships for which hedge accounting is no longer applied RM'000
Group		
2025		
Foreign currency risk		
Forecast sales - Loans and borrowings	**17,060**	**-**
Forecast sales - Forward exchange contracts	**854,658**	**-**
Forecast loan repayments - Cross currency swaps	**61,976**	**-**
Commodity price risk		
Forecast sales - Commodity swaps and options	**(876,968)**	**-**
Total hedging reserve	**56,726**	
Non-controlling interests share of hedging reserve	**(3,286)**	**-**
Hedging reserve attributable to owners of the Company	**53,440**	

28. Financial Instruments *(cont'd)*

28.7 Hedging activities *(cont'd)*

28.7.3 Cash flow hedge *(cont'd)*

	Cash flow hedge reserve RM'000	Balances remaining in the cash flow hedge reserve from hedging relationships for which hedge accounting is no longer applied RM'000
Group		
2024		
Foreign currency risk		
Forecast sales - Loans and borrowings	(43,070)	18,047
Forecast sales - Forward exchange contracts	210,537	-
Forecast loan repayments - Cross currency swaps	9,913	-
Commodity price risk		
Forecast sales - Commodity swaps and options	199,692	-
Total hedging reserve	377,072	
Non-controlling interests share of hedging reserve	(83,034)	-
Hedging reserve attributable to owners of the Company	294,038	
Company		
Foreign currency risk		
2025		
Forecast loan repayments - Cross currency swaps	**24,909**	-
2024		
Forecast loan repayments - Cross currency swaps	5,501	-

28. Financial Instruments *(cont'd)*

28.7 Hedging activities *(cont'd)*

28.7.3 Cash flow hedge *(cont'd)*

The amounts relating to items designated as hedging instruments are as follows:

	Nominal amount RM'000	Carrying amount: Assets RM'000	Carrying amount: Liabilities RM'000	Line item in the statement of financial position where the hedging instrument is included
Group				
2025				
Foreign currency risk				
Loans and borrowings	**312,408**	**-**	**(17,060)**	Loans and borrowings
Forward exchange contracts	**11,042,359**	**969,900**	**-**	Derivative financial assets/ (liabilities)
Cross currency swaps	**1,200,000**	**76,529**	**-**	Derivative financial assets/ (liabilities)
Commodity price risk				
Commodity swaps and options	**11,316,365**	**3,259**	**(923,206)**	Derivative financial assets/ (liabilities)
2024				
Foreign currency risk				
Loans and borrowings	648,629	-	(61,117)	Loans and borrowings
Forward exchange contracts	14,077,172	320,677	(57,987)	Derivative financial assets/ (liabilities)
Cross currency swaps	1,200,000	17,726	(4,507)	Derivative financial assets/ (liabilities)
Commodity price risk				
Commodity swaps and options	10,807,145	216,532	(16,291)	Derivative financial assets/ (liabilities)
Company				
2025				
Foreign currency risk				
Cross currency swaps	**450,000**	**32,776**	**-**	Derivative financial assets/ (liabilities)
2024				
Foreign currency risk				
Cross currency swaps	450,000	11,191	(3,952)	Derivative financial assets/ (liabilities)

28. Financial Instruments *(cont'd)*

28.7 Hedging activities *(cont'd)*

28.7.3 Cash flow hedge *(cont'd)*

	Changes in the value of hedging instrument recognised in other comprehensive income RM'000	Amount reclassified from hedge reserve to profit or loss RM'000	Line item in profit or loss affected by the reclassification
Group			
2025			
Foreign currency risk			
Loans and borrowings	**58,454**	**1,676**	Revenue
Forward exchange contracts	**818,518**	**(111,308)**	Revenue
Cross currency swaps	**59,297**	**4,013**	Other expenses
Commodity price risk			
Commodity swaps and options	**(1,085,807)**	**(34,381)**	Revenue
2024			
Foreign currency risk			
Loans and borrowings	47,138	6,051	Revenue
Forward exchange contracts	330,214	134,519	Revenue
Cross currency swaps	67,449	41,376	Other expenses
Commodity price risk			
Commodity swaps and options	507,826	(392,925)	Revenue
Company			
2025			
Foreign currency risk			
Cross currency swaps	**25,537**	**-**	
2024			
Foreign currency risk			
Cross currency swaps	51,577	24,869	

The hedge ineffectiveness arising from the above items is immaterial to be recognised in profit or loss for both the current and previous financial years.

28. Financial Instruments *(cont'd)*

28.7 Hedging activities *(cont'd)*

28.7.3 Cash flow hedge *(cont'd)*

The following table provides reconciliation by risk category of components of equity and analysis of OCI items, resulting from cash flow hedge accounting.

	Hedging reserve	
	2025 RM'000	2024 RM'000
Group		
Balance at 1 January	**377,072**	(286,721)
Cash flow hedge		
Net hedging gain/(loss):		
Foreign currency risk	**936,269**	444,801
Commodity price risk	**(1,085,807)**	507,826
Amount reclassified to profit or loss:		
Foreign currency risk	**(105,619)**	181,946
Commodity price risk	**(34,381)**	(392,925)
Share of losses of hedging reserve of an equity-accounted associate	**1,887**	1,336
Tax on movements on reserve during the year (Note 11)	**(32,695)**	(79,191)
Balance at 31 December	**56,726**	377,072
Hedging reserve attributable to:		
Owners of the Company	**53,440**	294,038
Non-controlling interests	**3,286**	83,034
Balance at 31 December	**56,726**	377,072
Company		
Balance at 1 January	**5,501**	(52,598)
Cash flow hedge		
Net hedging gain:		
Foreign currency risk	**25,537**	51,577
Amount reclassified to profit or loss:		
Foreign currency risk	**-**	24,869
Tax on movements on reserve during the year (Note 11)	**(6,129)**	(18,347)
Balance at 31 December	**24,909**	5,501

28.7.4 Material accounting policy information

For cash flow hedge, the Group has elected to account for the entire forward contract/swap as a hedging instrument in its entirety. The forward element of these forward contracts/swaps is not separately accounted for from its spot element. Accordingly, the change in fair value of the entire forward contract/swap is recognised in the hedging reserve in equity.

28. Financial Instruments *(cont'd)*

28.8 Fair value information

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

The table below analyses other financial instruments at fair value.

	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'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	RM'000	RM'000
Group										
2025										
Financial assets										
Unquoted shares	-	-	1,803	1,803	-	-	-	-	1,803	1,803
Derivatives	-	1,049,700	-	1,049,700	-	-	-	-	1,049,700	1,049,700
	-	1,049,700	1,803	1,051,503	-	-	-	-	1,051,503	1,051,503
Financial liabilities										
Derivatives	-	(1,011,264)	-	(1,011,264)	-	-	-	-	(1,011,264)	(1,011,264)
IMTN	-	-	-	-	-	-	(3,030,009)	(3,030,009)	(3,030,009)	(3,050,000)
Bank loans	-	-	-	-	-	-	(580,025)	(580,025)	(580,025)	(580,025)
	-	(1,011,264)	-	(1,011,264)	-	-	(3,610,034)	(3,610,034)	(4,621,298)	(4,641,289)

28. Financial Instruments *(cont'd)*

28.8 Fair value information *(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'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	RM'000	RM'000
Group										
2024										
Financial assets										
Unquoted shares	-	-	1,803	1,803	-	-	-	-	1,803	1,803
Derivatives	-	555,537	-	555,537	-	-	-	-	555,537	555,537
	-	555,537	1,803	557,340	-	-	-	-	557,340	557,340
Financial liabilities										
Derivatives	-	(114,317)	-	(114,317)	-	-	-	-	(114,317)	(114,317)
IMTN	-	-	-	-	-	-	(2,250,816)	(2,250,816)	(2,250,816)	(2,250,000)
Bank loans	-	-	-	-	-	-	(935,626)	(935,626)	(935,626)	(935,626)
	-	(114,317)	-	(114,317)	-	-	(3,186,442)	(3,186,442)	(3,300,759)	(3,299,943)
Company										
2025										
Financial assets										
Loans to a subsidiary	-	-	-	-	-	-	2,178,473	2,178,473	2,178,473	2,178,473
Derivatives	-	32,776	-	32,776	-	-	-	-	32,776	32,776
	-	32,776	-	32,776	-	-	2,178,473	2,178,473	2,211,249	2,211,249
Financial liabilities										
IMTN	-	-	-	-	-	-	(3,030,009)	(3,030,009)	(3,030,009)	(3,050,000)
Bank loans	-	-	-	-	-	-	(239,571)	(239,571)	(239,571)	(239,571)
	-	-	-	-	-	-	(3,269,580)	(3,269,580)	(3,269,580)	(3,289,571)

28. Financial Instruments *(cont'd)*

28.8 Fair value information *(cont'd)*

	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value				
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Total fair value RM'000	Carrying amount RM'000
Company										
2024										
Financial assets										
Loans to a subsidiary	-	-	-	-	-	-	1,595,249	1,595,249	1,595,249	1,595,249
Derivatives	-	11,191	-	11,191	-	-	-	-	11,191	11,191
	-	11,191	-	11,191	-	-	1,595,249	1,595,249	1,606,440	1,606,440
Financial liabilities										
Derivatives	-	(28,821)	-	(28,821)	-	-	-	-	(28,821)	(28,821)
IMTN	-	-	-	-	-	-	(2,250,816)	(2,250,816)	(2,250,816)	(2,250,000)
Bank loans	-	-	-	-	-	-	(518,791)	(518,791)	(518,791)	(518,791)
	-	(28,821)	-	(28,821)	-	-	(2,769,607)	(2,769,607)	(2,798,428)	(2,797,612)

28. Financial Instruments *(cont'd)*

28.8 Fair value information *(cont'd)*

Level 2 fair value

Derivatives

The fair value of derivatives is determined by reference to statements provided by the respective financial institutions with which these contracts were entered into.

Transfers between Level 1 and Level 2 fair values

There has been no transfer between Level 1 and Level 2 fair values during the financial year (2024: no transfer in either direction).

Level 3 fair value

Valuation process applied by the Group for Level 3 fair value

For financial instruments not carried at fair value, the Group has applied discounted cash flows valuation technique using a rate based on the current market rate of borrowings of the respective Group entities at the reporting date in the determination of fair values within Level 3. The Group's treasury team has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values.

29. Capital Management

The Group's objectives when managing capital are to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Directors monitor and are determined to maintain an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

The debt-to-equity ratios at 31 December 2025 and 31 December 2024 were as follows:

	Note	Group 2025 RM'000	Group 2024 RM'000
Loans and borrowings	16	**4,117,652**	3,870,525
Lease liabilities		**193,169**	213,877
Less: Cash and bank balances	14	**(2,620,321)**	(1,508,748)
Net debt		**1,690,500**	2,575,654
Total equity		**11,510,528**	10,305,137
Debt-to-equity ratio		**0.15**	0.25

There was no change in the Group's approach to capital management during the financial year.

The Group has not breached any of the loan covenants disclosed in Note 16.

Notes to the Financial Statements

30. Capital and Other Commitments

	Group	
	2025 RM'000	2024 RM'000
Capital expenditure commitments		
Property, plant and equipment		
Contracted but not provided for	**2,100,000**	464,000

31. Related Parties

Identity of related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include all the Directors of the Group.

The Group has related party relationship with its significant investors, subsidiaries, associates and key management personnel. In the context of these financial statements, associates also include the subsidiaries of the associates.

Significant related party transactions

Related party transactions have been entered into in the normal course of business under negotiated terms. The significant related party transactions of the Group and of the Company are shown below. The balances related to the below transactions are shown in Notes 12 and 18.

		Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
A.	**Subsidiaries**				
	Dividend income	**-**	-	**(754,400)**	(576,000)
	Management fee income	**-**	-	**(43,497)**	(41,992)
	Interest income on loans	**-**	-	**(87,488)**	(109,264)
	Transfer of equity instruments	**-**	-	**-**	1,309,800
	Lease payments	**-**	-	**1,021**	659
B.	**Associates**				
	Dividend received	**(335,976)**	(119,831)	**-**	(119,831)
	Dividend receivable	**-**	(297,773)	**-**	-
	Sale of goods	**(44,550)**	(45,022)	**-**	-
	Purchase of goods	**2,579,553**	2,298,408	**-**	-
C.	**Directors**				
	Fees	**1,211**	1,143	**1,211**	1,143
	Remuneration	**13,483**	12,826	**12,883**	12,263
	Total short-term employee benefits	**14,694**	13,969	**14,049**	13,406

Notes to the Financial Statements

32. Business Combinations

32.1 Acquisition of an indirect subsidiary

PT Kalimantan Alumina Nusantara ("PTKAN")

In September 2024, the Group, via its wholly-owned subsidiary, Press Metal International Resources (HK) Limited ("PMIRHK"), entered into a share subscription agreement ("SSA") and a shareholders' agreement ("SHA") with PT Alakasa Alumina Refineri ("AAR") and PT Dinamika Sejahtera Mandiri ("DSM"), for the subscription of 80% equity interest in PTKAN, where DSM had surrendered 100% of its equity interest in PTKAN to PMIRHK and AAR in exchange for 2.75% or 687,500 "Series A" shares in the proposed new joint venture in PTKAN valued at USD687,500 (equivalent to approximately RM2,968,000). PMIRHK and AAR hold 80.00% and 17.25% equity interest in PTKAN respectively. The acquisition of PTKAN has further expanded the Group's involvement in the upstream market.

Based on the SSA and SHA, the Group had committed for capital injections of USD240,000,000 (equivalent to approximately RM1,036,000,000), to be executed in seven tranches over the next year.

In October 2024, the Group, via its wholly-owned subsidiary, PMIRHK, completed the first tranche of subscription, where the Group injected USD20,000,000 (equivalent to approximately RM88,000,000) for 20,000,000 "Series B" shares in PTKAN.

In December 2024, the second tranche of subscription was executed, where the Group further injected USD40,000,000 (equivalent to approximately RM176,000,000) for "Series C" shares in PTKAN, maintaining the Group's 80% equity interest. The effects of the acquisition were not material to be disclosed.

Everpress Aluminium Industries Sdn. Bhd.

In January 2024, the Group, via its wholly-owned subsidiary, Press Metal Berhad completed the acquisition of entire equity interest in Everpress Aluminium Industries Sdn. Bhd. for a total cash consideration of RM5,000,000, effectively gaining ownership in its direct subsidiaries, Centpro International Trading Co., Ltd. and Changde Centpro Trading Co., Ltd. The acquisition was aimed at improving the Group's supply chain efficiency within the China market.

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

	Group 2024 RM'000
Fair value of consideration transferred	
Cash and cash equivalents	5,000

32. Business Combinations *(cont'd)*

32.1 Acquisition of an indirect subsidiary *(cont'd)*

Everpress Aluminium Industries Sdn. Bhd. *(cont'd)*

	Note	Group 2024 RM'000
Identifiable assets acquired and liabilities assumed		
Property, plant and equipment	3	31,211
Right-of-use assets	4	3,177
Investment properties	5	1,429
Inventories		439
Trade and other receivables		81,770
Cash and cash equivalents		1,796
Current tax liabilities		(1,890)
Loans and borrowings		(2,830)
Trade and other payables		(110,075)
Total identifiable net assets		5,027
Net cash outflow arising from acquisition of subsidiaries		
Purchase consideration settled in cash and cash equivalents		(5,000)
Cash and cash equivalents acquired		1,796
		(3,204)
Negative goodwill		
Goodwill was recognised as a result of the acquisition as follows:		
Total consideration transferred		5,000
Fair value of identifiable net assets		(5,027)
Negative goodwill		(27)

Acquisition-related costs

The Group incurred acquisition-related costs of RM200,000 related to external legal fees and due diligence costs. The legal fees and due diligence costs have been included in administrative expenses in the Group's consolidated statement of profit or loss and other comprehensive income.

33. Interest in joint operation

The Group has a 50% (2024: 50%) ownership interest in a joint operation, Japan Alumina Associates (Australia) Pty. Ltd. ("JAA") with Sojitz Corporation. JAA's principal place of business is in Australia. JAA markets the share of alumina produced through its participation in a bauxite mine and an alumina refinery and is strategic for the Group in ensuring its long-term access to raw material which reduces its exposure and reliance on third party suppliers. The Group and Sojitz Corporation have equal board representatives in JAA and all relevant decisions require unanimous votes from the shareholders. Based on the shareholders' agreement, the Group and Sojitz Corporation are entitled to the outputs produced by JAA in proportion to their respective shareholdings in JAA. In view that the Group has rights to the assets, and obligations for the liabilities relating to JAA, therefore the investment in JAA is accounted for as a joint operation.

34 Significant events

34.1 Investment in joint venture

Mukah Solar Powerplant Sdn. Bhd. ("MSPSB")

In September 2025, the Group entered into a joint venture with Solarvest Holdings Berhad ("SolarVest") to develop a large-scale solar photovoltaic plant in Mukah, Sarawak. The joint venture entity, Mukah Solar Powerplant Sdn. Bhd. ("MSPSB"), is structured as a special purpose vehicle (SPV), with Solarvest holding a 60% stake and the Group holding 40% through its wholly owned subsidiary, Press Metal Berhad.

The total investment for the project is estimated at RM380 million, with funding primarily sourced from bank borrowings. Equity funding will comprise approximately 20% of the total cost and will be contributed proportionately by both parties. In September 2025, the Group had subscribed to 800 ordinary shares at RM1 each, representing its 40% ownership in MSPSB.

34.2 Capital injection of an indirect subsidiary

PT Kalimantan Alumina Nusantara ("PTKAN")

In June 2025, the Group, via its wholly-owned subsidiary, PMIRHK, completed the third tranche of subscription, where the Group injected USD40,000,000 (equivalent to approximately RM169,052,000) for 40,000,000 "Series D" shares in PTKAN.

In July 2025, the fourth and fifth tranches of subscription were executed, where the Group further injected USD40,000,000 (equivalent to approximately RM170,520,000) for 40,000,000 "Series E" shares and USD40,000,000 (equivalent to approximately RM169,000,000) for 40,000,000 "Series F" shares in PTKAN respectively.

In August 2025, the sixth and seventh tranches of subscription were executed, where the Group further injected USD40,000,000 (equivalent to approximately RM168,320,000) for 40,000,000 "Series G" shares and USD20,000,000 (equivalent to approximately RM81,760,000) for 40,000,000 "Series H" shares in PTKAN respectively.

Following the capital injection by all parties, the Group has recognised an increase in non-controlling interests of RM189,077,000.

35. Subsequent Event

Geopolitical developments

Subsequent to the reporting period, the geopolitical tensions in the Middle East has created uncertainty globally. These have heightened volatility in global commodity markets, including potential disruptions to energy supply chains and international logistics. The disruptions to aluminium production in the Middle East are exacerbating the already tight global supply, resulting the higher aluminium prices and premiums due to the additional supply squeeze. The Group continues to monitor the situation and assess the potential impact on its operations and financial performance, including movements in commodity prices.

Statement by Directors

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

In the opinion of the Directors, the financial statements set out on pages 311 to 405 are drawn up in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board, IFRS Accounting Standards as issued by the International Accounting Standards Board 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 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:

Tan Sri Dato' Koon Poh Keong
Director

Datuk Koon Poh Ming
Director

Petaling Jaya, Selangor

Date: 27 April 2026

Statutory Declaration

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

I, **Loo Tai Choong**, the officer primarily responsible for the financial management of Press Metal Aluminium Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 311 to 405 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 abovenamed Loo Tai Choong, NRIC: 681119-08-5045, at Kuala Lumpur in the Federal Territory on 27 April 2026.

Loo Tai Choong

Before me:
Rajeev Saigal A/L Ramlabaya Saigal W 681
Commissioner for Oaths
Kuala Lumpur

Independent Auditors' Report

To the members of Press Metal Aluminium Holdings Berhad
(Registration No. 201601027232 (1198171-H))
(Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Press Metal Aluminium Holdings Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit 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 year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 311 to 405.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MFRS Accounting Standards"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting 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 auditors' 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 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.

Hedge accounting

Refer to Note 28.7 – Financial instruments – Hedging activities.

The key audit matter

The Group and the Company are exposed to transactional foreign currency risk to the extent that there is a mismatch between the currency in which sales are denominated and the respective functional currencies of the Group entities. The Group is also exposed to commodity price risk due to fluctuations in aluminium prices.

Derivative financial instruments are used to manage and hedge foreign currency risk and commodity price risk. The Group then applied hedge accounting to hedge its cash flows arising from highly probable forecast sale transactions.

We focused on this area because applying hedge accounting is a complex and judgemental area, particularly in assessing the appropriateness of the designation of the hedge relationship and documentation, the effectiveness of the hedge and the probability of forecast transactions. The complexity of the application of hedge accounting and the number of hedge contracts the Group and the Company entered into required us to involve senior members and spend considerable time and effort to audit this area.

Independent Auditors' Report

To the members of Press Metal Aluminium Holdings Berhad
(Registration No. 201601027232 (1198171-H))
(Incorporated in Malaysia)

Key Audit Matters *(cont'd)*

How the matter was addressed in our audit

We performed the following audit procedures, among others:

- Evaluated whether the designations of the loans and borrowings, forward exchange contracts, cross currency swaps and commodity swaps form valid hedging relationships with the forecast sale transactions and loan repayments;
- Assessed whether formal designations and documentation of the hedging relationship were in place at the inception. This included evaluating whether the risk management objective and strategy for undertaking the hedge were appropriately documented;
- Determined whether the hedging relationship met the criteria of the accounting standards;
- Evaluated the probability of the forecast sale transactions by assessing the historical accuracy of management's forecasts, checking to secured sales contracts and verifying sales transacted subsequent to the end of the financial year; and
- Involved our financial risk management specialists in assessing the cash flow changes to hedged items and hedging instruments, and the hedge effectiveness.

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 annual report 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 annual report and, in doing so, consider whether the annual report is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of the annual report, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting 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 ability of the Group and of the Company 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.

Independent Auditors' Report

To the members of Press Metal Aluminium Holdings Berhad
(Registration No. 201601027232 (1198171-H))
(Incorporated in Malaysia)

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 internal control of the Group and of the Company.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company 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 gives a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. 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 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 auditors' report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Independent Auditors' Report

To the members of Press Metal Aluminium Holdings Berhad
(Registration No. 201601027232 (1198171-H))
(Incorporated in Malaysia)

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 7 to the financial statements.

Other Matter

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

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants

Ong Beng Seng
Approval Number: 02981/05/2028 J
Chartered Accountant

Petaling Jaya, Selangor

Date: 27 April 2026

List of Properties

Held by the Group as at 31 December 2025

Proprietor	Location	Description/ Age (Year)	Existing Use	Tenure	Area (Square feet)	Net Book Value as at 31/12/2025 RM '000
Press Metal Bintulu Sdn Bhd	Lot 121, Block 1 Samalaju Industrial Park Kemena Land District 97000 Samalaju, Sarawak	Leasehold land and buildings 15 years	Factory cum office	Leasehold for 60 years expiring 15 January 2085	20,968,097	1,556,715
Press Metal Sarawak Sdn Bhd	Lot 211 & 212, Block 293 Mukah Land District, KM38 Jalan Mukah - Balingian 96400 Mukah, Sarawak	Leasehold land and buildings 18 years	Factory cum office	Leasehold for 99 years expiring 6 April 2107	44,913,337	338,039
Press Metal International Limited	Area C Sanshui Industrial Park Sanshui District Foshan City Guangdong Province China	Leasehold land and building 20 Years	Factory cum office	Leasehold for 48 & 50 years expiring 12 July 2055 & 30 December 2056	5,092,976	199,794
Press Metal Berhad	Lot 6486, Mukim Kapar Daerah Klang Selangor	Freehold land and building 32 years	Factory cum office	Freehold	417,348	28,709
PMB Aluminium Sdn Bhd	PT1653 & PT1656 Mukim Setul Daerah Seremban Negeri Sembilan	Leasehold land and buildings 35 years	Factory cum office	Leasehold for 99 years expiring 17 January 2090	473,612	14,987
Press Metal Berhad	Lot 6464, Mukim Kapar Daerah Klang Selangor	Freehold land and building 32 years	Factory cum office	Freehold	217,000	14,927
Press Metal Berhad	Suite 59, 60, 61 & 62 Setia Avenue No. 2, Jalan Setia Prima S U13/S Setia Alam, Seksyen U13 40170 Shah Alam, Selangor	Commercial office suite	Office	Freehold	37,912	12,694
Press Metal UK Limited	Beldray Road Mount Pleasant, Bilston West Midlands WV14 7NH	Freehold land and buildings 20 years	Warehouse	Freehold	74,418	12,399
Press Metal Bintulu Sdn Bhd	Lot 412 & 413, Block 1 Samalaju Industrial Park Kemena Land District 97000 Samalaju, Sarawak	Leasehold land 4 years	Staff accommodation	Leasehold for 60 years expiring 18 May 2082	3,143,923	9,877
Press Metal Aluminium (Australia) Pty Ltd	32, Southeast Boulevard Pakenham Victoria Australia	Freehold land and building 6 years	Warehouse	Freehold	32,000	9,829

Analysis of Shareholdings
as at 30 March 2026

Total Number of Issued Shares : 8,239,617,778 Ordinary Shares
Class of Shares : Ordinary Shares
Voting Rights : One vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

Size of Holdings	No. of Holders	%	No. of Shares	%
Less than 100	422	4.72	8,398	0.00
100 to 1,000	2,463	27.55	1,399,013	0.02
1,001 to 10,000	2,747	30.73	11,433,066	0.14
10,001 to 100,000	1,813	20.28	67,337,599	0.82
100,001 to less than 5% of issued shares	1,491	16.68	5,700,694,031	69.18
5% and above of issued shares	4	0.04	2,458,745,671	29.84
Total	8,940	100.00	8,239,617,778	100.00

DIRECTORS' SHAREHOLDINGS
(as per Register of Directors' Shareholdings as at 30 March 2026)

Name	Direct: No. of Shares Held	Direct: % of Issued Capital	Indirect: No. of Shares Held	Indirect: % of Issued Capital
Datuk (Dr) Yvonne Chia (Yau Ah Lan @ Fara Yvonne)	100,000	0.00	0	0.00
Datuk Koon Poh Ming	433,864,516	5.27	130,920,000(1)	1.59
Tan Sri Dato' Koon Poh Keong	93,535,022	1.14	2,793,837,822(2)	33.91
Dato' Koon Poh Tat	180,750,660	2.19	48,528,604(3)	0.59
Koon Poh Weng	395,975,136	4.81	2,321,920(4)	0.03
Datuk Koon Poh Kong	93,201,372	1.13	66,060,240(5)	0.80
Lim Hun Soon @ David Lim	0	0.00	0	0.00
Susan Yuen Su Min	2,000	0.00	0	0.00
Chong Kin Leong	0	0.00	0	0.00
Amnah Apasra Emir Binti Moehamad Izat Emir	0	0.00	0	0.00
John Koon Tzer Lim (Alternate Director to Datuk Koon Poh Ming)	0	0.00	0	0.00

(1) Deemed interested in the shares held by his spouse, Datin Ong Soo Fan in the Company and by virtue of his direct interest in 7G Holdings Pte. Ltd. pursuant to Section 8 of the Companies Act 2016 ("the Act").
(2) Deemed interested in the shares held by his spouse, Puan Sri Datin Khoo Ee Pheng in the Company and deemed interested in Paul Koon Foundation, the holding entity of Paul Koon Pte. Ltd., by virtue of Paul Koon Pte. Ltd.'s 100% direct equity interest in KPK Holdings (L) Ltd., the holding company of Alpha Milestone Sdn. Bhd., which in turn holds shares in the Company pursuant to Section 8 of the Act.
(3) Deemed interested in the shares held by his spouse, Datin Chan Hean Heoh and his children, Koon Mei Yuen, Koon Wei Chern and Koon Pak Hong in the Company.
(4) Deemed interested in the shares held by his spouse, Chan Poh Choo and his daughter, Koon Sim Ee in the Company.
(5) Deemed interested in the shares held by his spouse, Datin Lee Sook Ching and his children, Koon Hoi Chun and Koon Xin Hui in the Company and by virtue of his direct interest in TK Capital Investment Ltd. pursuant to Section 8 of the Act.

Analysis of Shareholdings
as at 30 March 2026

SUBSTANTIAL SHAREHOLDERS
(as per Register of Substantial Shareholders as at 30 March 2026)

Name	Direct: No. of Shares Held	Direct: % of Issued Capital	Indirect: No. of Shares Held	Indirect: % of Issued Capital
Tan Sri Dato' Koon Poh Keong	93,535,022	1.14	2,793,837,822(1)	33.91
Datuk Koon Poh Ming	433,864,516	5.27	130,920,000(2)	1.59
Alpha Milestone Sdn. Bhd.	2,777,676,677	33.71	0	0.00
Datin Ong Soo Fan	90,920,000	1.10	473,864,516(3)	5.75
KPK Holdings (L) Ltd.	0	0.00	2,777,676,677(4)	33.71
Paul Koon Pte. Ltd.	0	0.00	2,777,676,677(5)	33.71
Paul Koon Foundation	0	0.00	2,777,676,677(6)	33.71
Employees Provident Fund Board	719,820,437	8.74	0	0.00

(1) Deemed interested in the shares held by his spouse, Puan Sri Datin Khoo Ee Pheng in the Company and deemed interested in Paul Koon Foundation, the holding entity of Paul Koon Pte. Ltd., by virtue of Paul Koon Pte. Ltd.'s 100% direct equity interest in KPK Holdings (L) Ltd., the holding company of Alpha Milestone Sdn. Bhd., which in turn holds shares in the Company pursuant to Section 8 of the Act.
(2) Deemed interested in the shares held by his spouse, Datin Ong Soo Fan in the Company and by virtue of his direct interest in 7G Holdings Pte. Ltd. pursuant to Section 8 of the Act.
(3) Deemed interested in the shares held by her spouse, Datuk Koon Poh Ming in the Company and by virtue of her interest in 7G Holdings Pte. Ltd. pursuant to Section 8 of the Act.
(4) Deemed interested by virtue of its 100% direct equity interest in Alpha Milestone Sdn. Bhd. pursuant to Section 8 of the Act.
(5) Deemed interested in the Company by virtue of being the holding company of KPK Holdings (L) Ltd., which in turn owns shares in Alpha Milestone Sdn. Bhd. pursuant to Section 8 of the Act.
(6) Paul Koon Foundation, being the holding entity of Paul Koon Pte. Ltd., is deemed interested in the Company by virtue of Paul Koon Pte. Ltd.'s 100% direct equity interest in KPK Holdings (L) Ltd., the holding company of Alpha Milestone Sdn. Bhd. pursuant to Section 8 of the Act.

Analysis of Shareholdings
as at 30 March 2026

LIST OF THIRTY LARGEST SHAREHOLDERS
as at 30 March 2026

No.	Name of Shareholders	No. of Shares Held	% of Issued Capital
1	HSBC NOMINEES (TEMPATAN) SDN BHD *MSIP for Alpha Milestone Sdn Bhd*	800,000,000	9.71
2	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *UBS AG Singapore for Alpha Milestone Sdn Bhd*	700,000,000	8.50
3	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *Bank of Singapore Limited for Alpha Milestone Sdn Bhd*	500,000,000	6.07
4	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *Employees Provident Fund Board*	458,745,671	5.57
5	CIMSEC NOMINEES (TEMPATAN) SDN BHD *CIMB for Koon Poh Weng*	395,975,136	4.81
6	ALPHA MILESTONE SDN BHD	367,676,677	4.46
7	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *CBHK PBGSG for Alpha Milestone Sdn Bhd*	350,000,000	4.25
8	DATUK KOON POH MING	274,385,108	3.33
9	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	222,155,400	2.70
10	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *Employees Provident Fund Board (Islamic)*	126,590,891	1.54
11	TAN SRI DATO' KOON POH KEONG	88,453,510	1.07
12	DATUK KOON POH MING	83,379,408	1.01
13	TAN MEW LAN	63,331,312	0.77
14	CIMSEC NOMINEES (TEMPATAN) SDN BHD *CIMB for Dato' Koon Poh Tat*	61,383,300	0.74
15	DATIN ONG SOO FAN	60,040,000	0.73
16	CIMSEC NOMINEES (TEMPATAN) SDN BHD *CIMB for Alpha Milestone Sdn Bhd*	60,000,000	0.73
17	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *Exempt AN for AIA Bhd*	59,424,800	0.72
18	HSBC NOMINEES (ASING) SDN BHD *JPMCB NA for Vanguard Total International Stock Index Fund*	54,316,988	0.66
19	PEGGY NG SEANG PHENG	52,345,000	0.64
20	NOMINEES (ASING) SDN BHD *JPMCB NA for Vanguard Emerging Markets Stock Index Fund*	51,446,740	0.62
21	CARTABAN NOMINEES (TEMPATAN) SDN BHD *Exempt AN for Standard Chartered Bank Singapore Branch*	48,000,000	0.58
22	KOON PUI LING	47,371,200	0.57
23	DATUK KOON POH MING	44,800,000	0.54
24	CITIGROUP NOMINEES (ASING) SDN BHD *CBNY for IShares Core MSCI Emerging Markets ETF*	41,988,700	0.51
25	KENANGAN NOMINEES (ASING) SDN BHD *Exempt AN for Phillip Securities Pte Ltd*	40,171,300	0.49

Analysis of Shareholdings
as at 30 March 2026

LIST OF THIRTY LARGEST SHAREHOLDERS *(CONT'D)*
as at 30 March 2026

No.	Name of Shareholders	No. of Shares Held	% of Issued Capital
26	AMANAHRAYA TRUSTEES BERHAD *Public Ittikal Sequel Fund*	40,137,100	0.49
27	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *Employees Provident Fund Board (Nomura)*	39,854,400	0.48
28	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD *Pledged Securities Account for Dato' Koon Poh Tat*	39,180,160	0.47
29	CARTABAN NOMINEES (TEMPATAN) SDN BHD *Prudential Assurance Malaysia Berhad for Prulink Strategic Fund*	33,146,000	0.40
30	KOON PUI LAN	32,983,260	0.40
	Total	5,237,282,061	63.56

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Tenth Annual General Meeting ("10th AGM") of Press Metal Aluminium Holdings Berhad ("PMAH" or "the Company") will be held at State Room 1, Ground Floor, M Resort & Hotel, Jalan Damansara, Bukit Kiara, 60000 Kuala Lumpur, Malaysia on **Friday, 19 June 2026** at **10:00 a.m.** for the purpose of considering and if thought fit, passing with or without modifications the resolutions set out in this notice:

AGENDA

As Ordinary Business

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon. *[Please refer to Explanatory Note 1]*

2. To approve the payment of Directors' fees to the Non-Executive Directors for an amount of up to RM1,435,000.00 for the financial year ending 31 December 2026 (2025: RM1,304,500.00). **Ordinary Resolution 1** *[Please refer to Explanatory Note 2]*

3. To approve the payment of Directors' benefits (other than Directors' fees) to the Non-Executive Directors for an amount of up to RM214,000.00 from 19 June 2026 until the conclusion of the next Annual General Meeting of the Company. **Ordinary Resolution 2** *[Please refer to Explanatory Note 2]*

4. To re-elect the following Directors who retire by rotation in accordance with Clause 95 of the Constitution of the Company and being eligible, have offered themselves for re-election:

   (i) Dato' Koon Poh Tat (Clause 95) **Ordinary Resolution 3**
   (ii) Mr. Koon Poh Weng (Clause 95) **Ordinary Resolution 4**
   (iii) Datuk Koon Poh Kong (Clause 95) **Ordinary Resolution 5**
   [Please refer to Explanatory Note 3

5. To re-elect Puan Amnah Apasra Emir Binti Moehamad Izat Emir who retires in accordance with Clause 102 of the Constitution of the Company and being eligible, has offered herself for re-election. **Ordinary Resolution 6** *[Please refer to Explanatory Note 3*

6. To re-appoint Messrs KPMG PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. **Ordinary Resolution 7**

As Special Business

To consider and if thought fit, to pass the following resolutions with or without modifications:

7. **Proposed Renewal of Authority under Sections 75 and 76 of the Companies Act 2016 ("the Act") and the Constitution of the Company for the Directors to Allot and Issue Shares** **Ordinary Resolution 8** *[Please refer to Explanatory Note 4]*

   "**THAT** pursuant to Sections 75 and 76 of the Act, the Directors be and are hereby authorised and empowered to allot and issue shares in the capital of the Company ("New Shares") from time to time, at such price, to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of such New Shares to be issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being, subject always to the Constitution of the Company and approval of all relevant regulatory authorities being obtained for such allotment and issuance ("Proposed General Mandate").

   THAT such approval on the Proposed General Mandate shall continue to be in force until:

   (a) the conclusion of the next Annual General Meeting ("AGM") of the Company held after the approval was given;

   (b) the expiration of the period within which the next AGM of the Company is required to be held after the approval was given; or

   (c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting,

   whichever is the earlier.

   THAT the Directors of the Company be and are hereby also authorised and empowered to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities and to obtain the approval from Bursa Malaysia Securities Berhad ("Bursa Securities") for the listing of and quotation for such New Shares on the Main Market of Bursa Securities.

   THAT in connection with the above, pursuant to Section 85 of the Act read together with Clause 59 of the Constitution of the Company, the shareholders do hereby waive their statutory pre-emptive rights to be offered New Shares in proportion of their holdings ranking equally to the existing issued shares in the Company arising from any issuance of New Shares of the Company pursuant to Sections 75 and 76 of the Act.

   AND THAT the New Shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing issued shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that may be declared, made or paid before the date of allotment of such New Shares."

8. **Proposed Renewal of Shareholders' Mandate for Existing Recurrent Related Party Transactions of a Revenue or Trading Nature ("Proposed Shareholders' Mandate for RRPT")** **Ordinary Resolution 9** *[Please refer to Explanatory Note 5]*

   "**THAT** pursuant to Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given to the Company and its subsidiaries ("PMAH Group") to enter into recurrent related party transactions of a revenue or trading nature with the related parties as set out in Section 2.4 of Part A of the Circular/Statement to Shareholders dated 30 April 2026 which are necessary for the PMAH Group's day-to-day operations subject to the following:

   (a) the transactions are undertaken in the ordinary course of business at an arm's length basis and on normal commercial terms and transaction prices which are not more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders of the Company; and

   (b) the disclosure of the breakdown of the aggregate value of the recurrent related party transactions conducted pursuant to the Proposed Shareholders' Mandate for RRPT during the financial year, the type of recurrent related party transactions made, the names of the related parties involved in each type of recurrent related party transactions and their relationships with the Company will be made in the Integrated Annual Report.

   THAT the authority conferred shall continue to be in force until:

   (a) the conclusion of the next Annual General Meeting ("AGM") of the Company following the forthcoming AGM at which the Proposed Shareholders' Mandate for RRPT is approved, at which time it will lapse, unless by a resolution passed at the AGM, the mandate is renewed;

   (b) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("the Act") [but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act]; or

   (c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting,

whichever is the earlier.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Proposed Shareholders' Mandate for RRPT."

9. **Proposed Renewal of Shareholders' Mandate for the Authority to the Company to Purchase its own Ordinary Shares ("Proposed Renewal of Share Buy-Back Authority")**

Ordinary Resolution 10
[Please refer to Explanatory Note 6]

"**THAT** subject to the Companies Act 2016 ("the Act"), the provisions of the Constitution of the Company, the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and all other applicable laws, guidelines, rules and regulations for the time being in force and the approvals of all relevant governmental and/or regulatory authority, approval be and is hereby given to the Company, to the fullest extent permitted by law, to purchase such number of issued ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit, necessary and expedient in the best interest of the Company, provided that:

(a) the maximum aggregate number of issued ordinary shares in the Company which may be purchased ("Purchased Shares") and/or held by the Company as treasury shares shall not exceed ten per centum (10%) of the total number of issued shares of the Company as quoted on Bursa Securities at any point in time of the said purchase(s); and

(b) the maximum funds to be allocated by the Company for the purpose of purchasing its ordinary shares shall not exceed the total retained profits of the Company based on the latest audited financial statements and/or the latest unaudited financial statements of the Company (where applicable) available at the time of the purchase(s).

THAT the authority conferred by this resolution will commence immediately upon passing of this resolution and shall continue to be in force until:

(a) The conclusion of the next Annual General Meeting ("AGM") of the Company following the forthcoming AGM at which the Proposed Renewal of Share Buy-Back Authority is approved, at which time the said authority shall lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions;

(b) the expiration of the period within which the next AGM of the Company is required by law to be held; or

(c) revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first but shall not prejudice the completion of purchase(s) by the Company of its own ordinary shares before the aforesaid expiry date and, in any event, in accordance with the MMLR of Bursa Securities and any applicable laws, rules, regulations, orders, guidelines and requirements issued by any relevant authorities.

THAT upon completion of the purchase by the Company of its own ordinary shares, the Directors of the Company be and are hereby authorised to deal with the Purchased Shares in their absolute discretion in the following manner as may be permitted by the Act, MMLR of Bursa Securities, applicable laws, rules, regulations, orders, guidelines and/or requirements of any relevant authorities for the time being in force:

(a) To cancel all or part of the Purchased Shares;

(b) To retain all or part of the Purchased Shares as treasury shares as defined in Section 127 of the Act;

(c) To distribute all or part of the treasury shares as share dividends to the shareholders of the Company;

(d) To resell all or part of the treasury shares;

(e) To transfer all or part of the treasury shares for the purposes of or under an employees' shares scheme established by the Company and/or its subsidiaries (if any); and

(f) To transfer all or part of the treasury shares as purchase consideration.

AND THAT the Directors of the Company be authorised to take all such steps as are necessary [including without limitation, the opening and maintaining of central depository account(s) under Securities Industry (Central Depositories) Act 1991, and the entering into all other agreements, arrangements and guarantee with any party or parties] to implement, complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the purchase by the Company of its own ordinary shares with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time or as the Directors may deem fit and expedient in the best interests of the Company."

10. To transact any other business for which due notice shall have been given in accordance with the Companies Act 2016.

BY ORDER OF THE BOARD

TAI YIT CHAN (MAICSA 7009143) (SSM PC No. 202008001023)
TAN AI NING (MAICSA 7015852) (SSM PC No. 202008000067)
Company Secretaries

Selangor Darul Ehsan

Date: 30 April 2026

NOTES:

1. *For the purpose of determining who shall be entitled to attend and vote at the 10th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a Record of Depositors as at **11 June 2026** (General Meeting Record of Depositors). Only a member whose name appears in this Record of Depositors shall be eligible to attend and vote at the 10th AGM or appoint proxy(ies) to attend and vote on his/her behalf.*

2. *A member entitled to attend and vote at the 10th AGM is entitled to appoint more than one (1) proxy or an attorney or in the case of a corporation, to appoint a duly authorised representative to attend and vote in his/her stead at the same meeting. A proxy may but need not be a member of the Company. Where a member appoints more than one (1) proxy, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy in the instrument appointing the proxies. A proxy appointed to attend and vote at the 10th AGM shall have the same rights as the member to attend and vote at the 10th AGM.*

3. *Where a member is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account") as defined under the Securities Industry (Central Depositories) Act 1991, there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.*

4. *The instrument appointing a proxy shall be in writing, executed by the appointor or of his/her attorney duly authorised in writing or via electronic submission. If the appointor is a corporation, either under its common seal or signed by an officer or attorney duly authorised and shall be in any form (including electronic) that the Directors prescribe or accept.*

5. *The appointment of proxy(ies) for the 10th AGM may be made in a hard copy form or by electronic means and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 10th AGM or adjourned 10th AGM at which the person named in the instrument proposes to vote. Proxy form(s) must be deposited or submitted in the following manner not later than **10:00 a.m.** on **Wednesday, 17 June 2026:***

   (i) <u>In hard copy form</u>

   Deposit the duly executed Proxy Form with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn Bhd's ("Tricor") office of Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia (hereinafter referred to as "Tricor's Office"); or

   (ii) <u>By electronic means via The Portal</u>

   Submit the Proxy Form electronically with the Share Registrar of the Company via Vistra Share Registry and IPO (MY) portal ("The Portal") at <u>https://srmy.vistra.com</u>. Kindly refer to the Administrative Details for the 10th AGM on the procedures for electronic submission of Proxy Form via The Portal.

6. *Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly.*

7. *Corporate shareholder(s) who has appointed authorised representative(s) **MUST** deposit the **Original** or **Duly Certified** certificate of appointment of authorised representative with the Share Registrar of the Company at Tricor's Office **not later than 10:00 a.m.** on **Wednesday, 17 June 2026** to attend and vote at the 10th AGM.*

   *Attorney(s) appointed by Power of Attorney **MUST** deposit the **Original** Power of Attorney with the Share Registrar of the Company at Tricor's Office **not later than 10:00 a.m.** on **Wednesday, 17 June 2026** to attend and vote at the 10th AGM.*

8. *Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in the Notice of the 10th AGM of the Company shall be put to vote by way of poll. Poll administrator and independent scrutineer will be appointed to conduct the polling process and verify the results of the poll respectively.*

EXPLANATORY NOTES

1. ***Agenda Item 1 – Audited Financial Statements for the financial year ended 31 December 2025***

   Agenda item 1 is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016 ("the Act") does not require a formal approval from the shareholders for the Audited Financial Statements. Hence, this Agenda item is not put forward for voting.

2. ***Ordinary Resolutions 1 and 2 – Payment of Directors' Fees and Benefits to Non-Executive Directors***

   Section 230(1) of the Act provides amongst others, that the Directors' fees and any benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. In this respect, the Board agreed that the shareholders' approval shall be sought at this 10th AGM on the Directors' remuneration in two (2) separate resolutions as below:

   - *Ordinary Resolution 1 on payment of Directors' fees to the Non-Executive Directors for the financial year ending 31 December 2026.*
   - *Ordinary Resolution 2 on payment of Directors' benefits to the Non-Executive Directors for the period from 19 June 2026 until the conclusion of the next AGM of the Company.*

   <u>Directors' Fees</u>

   To ensure that the current remuneration for the members of the Board and Board Committees of the Company remains competitive and appropriate to attract, retain and motivate individuals with strong credentials and high calibre to serve on the Board of the Company, an external consultant was engaged in 2021 to undertake the benchmarking analysis and recommended the appropriate remuneration taking into account the demands, complexities and performance of the Company.

   The proposed remuneration review was comprehensively deliberated by the Remuneration Committee. The Board approved the Remuneration Committee's recommendation for the proposed 10% increase in Directors' fees of the Non-Executive Directors for the financial year ending 31 December 2026 as set out in the fee structure below:-

Directors' Fees	Fees for the financial year ended 31 December 2025		Proposed revised fees for the financial year ending 31 December 2026	
Structure	**Chairman (RM per director per annum)**	**Non-Executive Director (RM per director per annum)**	**Chairman (RM per director per annum)**	**Non-Executive Director (RM per director per annum)**
Board of Directors	266,000	157,000	292,600	172,700
Audit Committee	33,000	22,000	36,300	24,200
Risk Management Committee	33,000	22,000	36,300	24,200
Nomination and Corporate Governance Committee	4,500	3,500	4,950	3,850
Remuneration Committee	4,500	3,500	4,950	3,850

Directors' Benefits (other than Directors' Fees)

The Board approved the Remuneration Committee's recommendation of proposed Directors' benefits payable to the Non-Executive Directors of the Company, i.e., meeting allowance of RM2,000 per Director per meeting for the financial year ending 31 December 2026.

The proposed Directors' benefits payable comprises only meeting allowance. The total estimated amount of Directors' benefits payable is calculated based on the number of scheduled meetings for the Board and Board Committees as well as the number of Non-Executive Directors involved in these meetings.

Any Non-Executive Directors who are shareholders of the Company will abstain from voting on Ordinary Resolutions 1 and 2 concerning remuneration to the Non-Executive Directors at the 10th AGM.

In the event that the proposed Non-Executive Directors' fees and benefits payable are insufficient due to the enlarged Board size, the Company will seek shareholders' approval at the 11th AGM of the Company for the additional Directors' fees and benefits payable to meet the shortfall.

3. ***Ordinary Resolutions 3 to 6 – Re-election of Directors***

The profile of the Directors who are standing for re-election as per items 4 and 5 of the Agenda are set out in the Profile of Our Board of Directors section of the Integrated Annual Report 2025.

The Nomination and Corporate Governance Committee ("NCGC") has considered the performance and contribution of each of the retiring Directors seeking for re-election. In addition, the NCGC had also conducted an assessment on the fitness and propriety of the retiring Directors, including the review of their fit and proper declarations and results of their background checks in accordance with the Directors' Fit and Proper Policy. The Board had also through the NCGC, carried out assessment on the independence of the retiring Directors and is satisfied that they met the criteria of independence as prescribed in the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities").

The said retiring Directors have abstained from deliberations and decision on their own eligibility and suitability to stand for re-election. Based on the recommendation of the NCGC, the Board is satisfied with the performance and contributions of the retiring Directors and supports their re-election based on the following justifications:

(a) Ordinary Resolution 3 – Re-election of Dato' Koon Poh Tat as Executive Director

Dato' Koon Poh Tat has continued to demonstrate strong leadership, industry expertise and effective stewardship in driving the Company's strategic and operational initiatives. His re-election will ensure continuity and sustained progress for the Company's ongoing business plans.

(b) Ordinary Resolution 4 – Re-election of Mr. Koon Poh Weng as Executive Director

Mr. Koon Poh Weng has continued to demonstrate strong leadership, deep operational insight and effective oversight in driving the Company's strategic initiatives. His re-election will ensure continuity and support for the Company's ongoing growth and business objectives.

(c) Ordinary Resolution 5 – Re-election of Datuk Koon Poh Kong as Executive Director

Datuk Koon Poh Kong has demonstrated strong strategic direction, deep industry knowledge and effective oversight of key operational areas. His re-election will provide continuity and support the Company's ongoing growth and long term value creation.

(d) Ordinary Resolution 6 – Re-election of Puan Amnah Apasra Emir Binti Moehamad Izat Emir as Independent Non-Executive Director

Puan Amnah Apasra Emir Binti Moehamad Izat Emir was appointed to the Board on 2 January 2026 to fill a casual vacancy. She brings relevant experience, fresh perspective, and valuable expertise to the Board. Her re-election will ensure continuity of the Company's ongoing growth and strengthen the Board's overall composition.

4. ***Ordinary Resolution 8 – Proposed Renewal of Authority under Sections 75 and 76 of the Act and the Constitution of the Company for the Directors to Allot and Issue Shares***

The Company had, during its 9th AGM held on 26 June 2025, obtained its shareholders' approval for the general mandate for issuance of shares pursuant to Sections 75 and 76 of the Act. As of the date of this notice, the Company did not issue any shares pursuant to this mandate obtained.

Ordinary Resolution 8 proposed under item 7 of the Agenda is a renewal of the general mandate for issuance of shares by the Company under Sections 75 and 76 of the Act and empowering the Directors of the Company to issue and allot shares in the Company from time to time, provided that the aggregate number of such shares to be issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being ("Proposed General Mandate").

The Proposed General Mandate, if passed, serves as a measure to meet the Company's immediate working capital needs in the short term without relying on conventional debt financing (which will result in higher finance costs to be incurred) for the purpose of funding investment project(s), working capital and/or acquisition(s), without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional cost and time. This authority, unless revoked or varied by the Company at a general meeting, will expire at the conclusion of the next AGM or the expiration of the period within which the next AGM is required by law to be held, whichever is earlier.

By approving the issuance and allotment of shares pursuant to Sections 75 and 76 of the Act and the Constitution of the Company, the shareholders, having agreed to irrevocably waive their statutory pre-emptive rights pursuant to Section 85 of the Act read together with Clause 59 of the Constitution of the Company which will result in a dilution to their shareholding percentage in the Company, allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer new shares to all the existing shareholders of the Company prior to issuance of new shares in the Company under the Proposed General Mandate.

Should there be a decision to issue new shares after the Proposed General Mandate is obtained, the Company will make an announcement in respect thereof.

Notice of Annual General Meeting

5. ***Ordinary Resolution 9 – Proposed Renewal of Shareholders' Mandate for Existing Recurrent Related Party Transactions of a Revenue or Trading Nature ("Proposed Shareholders' Mandate for RRPT")***

Ordinary Resolution 9 proposed under item 8 of the Agenda, if passed, will allow PMAH Group to enter into the RRPT under the Proposed Shareholders' Mandate for RRPT pursuant to the provisions of the MMLR of Bursa Securities without the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such RRPT occur. This will reduce substantially the expenses associated with the convening of general meetings on ad hoc basis, improve administrative efficiency considerably and allow manpower resources and time to be focused on attaining the Group's corporate objectives and business opportunities. The Proposed Shareholders' Mandate for RRPT is subject to renewal on an annual basis.

For further information on Ordinary Resolution 9, please refer to Part A of the Circular/Statement to Shareholders dated 30 April 2026.

6. ***Ordinary Resolution 10 – Proposed Renewal of Shareholders' Mandate for the Authority to the Company to Purchase its own Ordinary Shares***

The proposed Ordinary Resolution 10, if passed, will give the Directors of the Company authority to take all such steps as are necessary or expedient to implement, finalise, complete and/or to effect the purchase(s) of shares of up to ten per centum (10%) of the total number of issued shares of the Company as the Directors may deem fit and expedient in the best interest of the Company. The authority will, unless revoked or varied by the Company in a general meeting, continue to be in force until the conclusion of the next AGM of the Company or the expiry of the period within which the next AGM of the Company is required by law to be held.

For further information on Ordinary Resolution 10, please refer to Part B of the Circular/Statement to Shareholders dated 30 April 2026.

Statement Accompanying Notice of Annual General Meeting

[Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad]

1. Details of individuals who are standing for election (excluding directors standing for re-election) as Directors

There are no individuals who are standing for election as Directors at 10th AGM of the Company.

2. Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

Details of the general mandate to issue securities pursuant to Sections 75 and 76 of the Act are set out in Explanatory Note 4 of this Notice.

Personal data privacy:

*By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a shareholder of the Company (i) consents to the collection, use and disclosure of the shareholder's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the shareholder discloses the personal data of the shareholder's proxy(ies) and/or representative(s) to the Company (or its agents), the shareholder has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the shareholder will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the shareholder's breach of warranty.*

Glossary

Abbreviation	Full Term
3R	Reduce, Reuse, and Recycle
3Re	Retention, Reward, and Recognition
4R	Reduce, Reuse, Recycle, and Recover
8D	8-Discipline
AAPG	Audit and Assurance Practice Guide
ABAC	Anti-Bribery and Anti-Corruption
AC	Audit Committee
AGM	Annual General Meeting
AI	Artificial Intelligence
AIFR	All Injury Frequency Rate
APCS	Air Pollution Control Systems
ASI	Aluminium Stewardship Initiative
ATR	Additional Transition Reliefs
BAP	Biodiversity Action Plan
BCP	Business Continuity Plan
BDA	Bintulu Development Authority
BEE	Board Effectiveness Evaluation
BMP	Biodiversity Management Plan
Board	Board of Directors
BTMHG	Baker Tilly Monteiro Heng Governance Sdn. Bhd.
Bursa Securities	Bursa Malaysia Securities Berhad
CAPA	Corrective Action and Preventive Action
CAPEX	Capital Expenditures
CBAM	Carbon Border Adjustment Mechanism
CCU	Carbon Capture and Utilisation
CDP	Carbon Disclosure Project
CEMS	Continuous Emissions Monitoring System
CG Report 2025	Corporate Governance Report 2025
CGOS	Corporate Governance Overview Statement
CH_4	Methane
ChoC	Chain of Custody
CO_2	Carbon Dioxide
CO_2e	Carbon Dioxide Equivalent
CoC	Code of Conduct
CoE	Code of Ethics
COI	Conflict of Interest
CPRD	Communications & Public Relations Department
CROs	Climate-related Risks and Opportunities
CSD	Corporate Sustainability Development
CSI	Centralised Sustainability Intelligence
CSR	Corporate Social Responsibility
DCC	Digital Command Centre
DDG	Due Diligence Guidance
DJMS	Detailed Job Method Statement
DOE	Department of Environment
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortisation

Abbreviation	Full Term
EECA	Energy Efficiency and Conservation Act
EESG	Economic, Environmental, Social, and Governance
EHS	Environmental, Health and Safety
EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
EMS	Environmental Management System
EnMS	Energy Management System
EPD	Environmental Product Declaration
ERM	Enterprise Risk Management
ERP	Emergency Response Plan
ERTH	E-Waste Recycling Through Heroes
ESG	Environmental, Social, and Governance
ESG Remuneration Framework	ESG-Linked Executive Incentive Remuneration Framework
EV	Electric Vehicle
FYE	Financial Year Ended
GADSL	Global Automotive Declarable Substance List
GDP	Gross Domestic Product
GEHS	Group Environmental, Health and Safety
GHG	Greenhouse Gas
GJ	Gigajoules
GRI	Global Reporting Initiative
Group CEO	Group Chief Executive Officer
Group Internal Audit	In-house Internal Audit Department
HASN	Hari Alam Sekitar Malaysia
HF	Hydrogen Fluorides
HIARODC	Hazard Identification, Assessment of Risks and Opportunities, and Determination of Control
HODs	Heads of Departments
HR	Human Resources
HRDD	Human Rights Due Diligence
HRIA	Human Rights Impact Assessments
IA	Internal Auditors
IAI	International Aluminium Institute
IAR	Integrated Annual Report
IC	Investment Committee
ICAEW	Institute of Chartered Accountants in England and Wales
ICP	Internal Carbon Pricing
IEA	International Energy Agency
IFRS	International Financial Reporting Standards
ILO	International Labour Organisation
IMTN	Islamic Medium Term Notes
IoT	Internet of Things
IPCC	Intergovernmental Panel on Climate Change
iPro	Improvement Projects
ISSB	International Sustainability Standards Board
IT	Information Technology

Glossary

Abbreviation	Full Term
IUCN	International Union for Conservation of Nature
JAA	Japan Alumina Associate
KCFC	Kuching City Football Club
KPI	Key Performance Indicator
LCA	Life Cycle Assessment
LME	London Metal Exchange
LTIFR	Lost Time Injury Frequency Rate
LTIR	Lost Time Incident Rate
M&A	Mergers and Acquisitions
MACC	Malaysian Anti-Corruption Commission
MCCG	Malaysian Code of Corporate Governance
MES	Manufacturing Execution System
MFRS	Malaysian Financial Reporting Standards
MIA	Malaysian Institute of Accountants
MICPA	Malaysian Institute of Certified Public Accountants
MMLR	Main Market Listing Requirements
MoU	Memorandum of Understanding
MSPSB	Mukah Solar Powerplant Sdn. Bhd.
MTT	Molten Transfer Ticketing
MW	Megawatt
N_2O	Nitrous Oxide
NACGSA	National Corporate Governance & Sustainability Awards
NAIHL	Nanshan Aluminium International Holdings Limited
NAS	Non-Assurance Pre-Approval
NBAD	National Bank of Abu Dhabi Malaysia Berhad
NCGC	Nomination and Corporate Governance Committee
NCII	National Critical Information Infrastructure
NETR	National Energy Transition Roadmap
NGOs	Non-Governmental Organisations
NO_x	Nitrogen Oxides
NREB	Natural Resources and Environment Board
NSRF	National Sustainability Reporting Framework
OECD	Organisation for Economic Co-operation and Development
OHS	Occupational Health and Safety
OPEX	Operating Expenses
OSHA 2022	Occupational Safety and Health (Amendment) Act 2022
PAT	Purchasing Audit Team
PATAMI	Profit After Tax and Minority Interest
PDPA	Personal Data Protection Act
PFCs	Perfluorocarbons
PMAH/ Company	Press Metal Aluminium Holdings Berhad
PMAR	Press Metal Aluminium Rods Sdn. Bhd.
PMB	Press Metal Berhad
PMBA	PMB Aluminium Sdn. Bhd.

Glossary

Abbreviation	Full Term
PMBTU	Press Metal Bintulu Sdn. Bhd.
PMHK	Press Metal (HK) Limited
PMI	Press Metal International Limited
PMIHK	Press Metal International (HK) Limited
PMIM	PMIM Extrusion Sdn. Bhd.
PMIRHK	Press Metal International Resources (HK) Limited
PMIT	Press Metal International Technology Ltd.
PMLL	Press Metal (Labuan) Ltd.
PMPT	Press Metal Precision Technology Ltd.
PMPV	Press Metal PV (Sarawak) Sdn. Bhd.
PMS	Press Metal Sarawak Sdn. Bhd.
PMUK	Press Metal UK Limited
PPAs	Power Purchase Agreements
PPE	Personal Protective Equipment
Press Metal/ Group	PMAH and its subsidiaries
PS v3.1	Performance Standard Version 3.1
PT KAN	PT Kalimantan Alumina Nusantara
PV	Photovoltaic
QMS	Quality Management System
R&D	Research and Development
RC	Remuneration Committee
RCP	Representative Concentration Pathway
RECs	Renewable Energy Certificates
RM	Ringgit Malaysia
RMC	Risk Management Committee
RMD	Risk Management Department
RMT	Risk Management Team
RPTs	Related Party Transactions
RRPTs	Recurrent Related Party Transactions
SarOps	Sarawak Operations
SASB	Sustainability Accounting Standards Board
SC	Sustainability Committee
SCoC	Supplier Code of Conduct
SEE	Society of Entrepreneurs and Ecology
SIA	Social Impact Assessment
SIC	Safety Intelligence Centre
SIMP	Social Impact Management Plan
SiPro	Strategic Improvement Projects
SMEs	Small and Medium Sized Enterprises
SMS	Social Management System
SOIP	Sarawak Operations' Improvement Programme
SOPs	Standard Operating Procedures
SORMIC Guide 2025	Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies
SO_x	Sulfur Oxides
SPL	Spent Pot Lining

Glossary

Abbreviation	Full Term
SROs	Sustainability-related Risks and Opportunities
SRWC	Sport, Recreation, Welfare and Culture
SS	Sustainability Statement
SSAQ	Supplier Self-Assessment Questionnaire
Statutory Auditor Framework	Statutory Auditors and Statutory Audit and Non-Audit Services Framework
Sunstone	Shandong Sunstone & PMB Carbon Ltd., Co.
SWG	Sustainability Working Group
SWO	Stop Work Order
TCFD	Task Force on Climate-Related Financial Disclosures
TDMS	Training Development Management System
TOR	Terms of Reference
TPM	Total Particulate Matter
UCUA	You See You Act
UK	United Kingdom
UN SDGs	United Nations Sustainable Development Goals
UNGC	United Nations Global Compact
UNGCMYB	UN Global Compact Network Malaysia & Brunei
UNGP	United Nations Guiding Principles
US	United States
USD	United States Dollar
VAPs	Value-Added Products
VSOP	Video Standard Operating Procedure
WMO	World Meteorological Organization
XJTU	Xi'an Jiaotong University

PRESS METAL ALUMINIUM HOLDINGS BERHAD
Registration No. 201601027232 (1198171-H)
(Incorporated in Malaysia)

No. of Shares Held	
CDS Account No.	

PROXY FORM

*I/We ..... NRIC/Passport/Company No. .....
(Full name in block letters)

of .....
(Full address)

Contact No.: ..... Email Address: .....

being a member/members of **PRESS METAL ALUMINIUM HOLDINGS BERHAD**, hereby appoint:-

Full Name *(in Block as per NRIC/Passport)*	NRIC/Passport No.	**Proportion of Shareholdings**	
		No. of Shares	%
Email Address			
Contact No.			
Address			

*and / or

Full Name *(in Block as per NRIC/Passport)*	NRIC/Passport No.	**Proportion of Shareholdings**	
		No. of Shares	%
Email Address			
Contact No.			
Address			

or failing *him/her, the Chairman of the Meeting as *my/our proxy to vote for *me/us on *my/our behalf at the Tenth Annual General Meeting ("10th AGM") of the Company to be held at State Room 1, Ground Floor, M Resort & Hotel, Jalan Damansara, Bukit Kiara, 60000 Kuala Lumpur, Malaysia on **Friday, 19 June 2026** at **10:00 a.m**. or at any adjournment thereof and to vote as indicated below:-

No.	Resolutions		For	Against
1	To approve the payment of Directors' fees to the Non-Executive Directors for an amount of up to RM1,435,000.00 for the financial year ending 31 December 2026 (2025: RM1,304,500.00).	Ordinary Resolution 1		
2	To approve the payment of Directors' benefits (other than Directors' fees) to the Non-Executive Directors for an amount of up to RM214,000.00 from 19 June 2026 until the conclusion of the next Annual General Meeting of the Company.	Ordinary Resolution 2		
3	Re-election of Dato' Koon Poh Tat as Director.	Ordinary Resolution 3		
4	Re-election of Mr. Koon Poh Weng as Director.	Ordinary Resolution 4		
5	Re-election of Datuk Koon Poh Kong as Director.	Ordinary Resolution 5		
6	Re-election of Puan Amnah Apasra Emir Binti Moehamad Izat Emir as Director.	Ordinary Resolution 6		
7	Re-appointment of KPMG PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.	Ordinary Resolution 7		
8	Proposed Renewal of Authority under Sections 75 and 76 of the Companies Act 2016 and the Constitution of the Company for the Directors to allot and issue shares.	Ordinary Resolution 8		
9	Proposed Renewal of Shareholders' Mandate for Existing Recurrent Related Party Transactions of a Revenue or Trading Nature.	Ordinary Resolution 9		
10	Proposed Renewal of Shareholders' Mandate for the Authority to the Company to purchase its own Ordinary Shares.	Ordinary Resolution 10		

[Please indicate with an "X" in the spaces provided whether you wish your vote to be cast for or against the Ordinary Resolutions. In the absence of specific directions, your proxy(ies) will vote or abstain from voting at his/her discretion.]

Dated this _____ day of _____ 2026

_____
Signature/Common Seal of Member(s)

* *Strikeout whichever is not applicable*

NOTES:

1. *For the purpose of determining who shall be entitled to attend and vote at the 10th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a Record of Depositors as at **11 June 2026** (General Meeting Record of Depositors). Only a member whose name appears in this Record of Depositors shall be eligible to attend and vote at the 10th AGM or appoint proxy(ies) to attend and vote on his/her behalf.*
2. *A member entitled to attend and vote at the 10th AGM is entitled to appoint more than one (1) proxy or an attorney or in the case of a corporation, to appoint a duly authorised representative to attend and vote in his/her stead at the same meeting. A proxy may but need not be a member of the Company. Where a member appoints more than one (1) proxy, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy in the instrument appointing the proxies. A proxy appointed to attend and vote at the 10th AGM shall have the same rights as the member to attend and vote at the 10th AGM.*
3. *Where a member is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account") as defined under the Securities Industry (Central Depositories) Act 1991, there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.*
4. *The instrument appointing a proxy shall be in writing, executed by the appointor or of his/her attorney duly authorised in writing or via electronic submission. If the appointor is a corporation, either under its common seal or signed by an officer or attorney duly authorised and shall be in any form (including electronic) that the Directors prescribe or accept.*
5. *The appointment of proxy(ies) for the 10th AGM may be made in a hard copy form or by electronic means and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 10th AGM or adjourned 10th AGM at which the person named in the instrument proposes to vote. Proxy Form(s) must be deposited or submitted in the following manner not later than **10:00 a.m.** on **Wednesday, 17 June 2026**:*

   (a) <u>In hard copy form</u>

   Deposit the duly executed Proxy Form with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn Bhd's ("Tricor") office of Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia (hereinafter referred to as "Tricor's Office"); or

   (b) <u>By electronic means via The Portal</u>

   Submit the Proxy Form electronically with the Share Registrar of the Company via Vistra Share Registry and IPO (MY) portal ("The Portal") at https://srmy.vistra.com. Kindly refer to the Administrative Details for the 10th AGM on the procedures for electronic submission of Proxy Form via The Portal.

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STAMP

The Share Registrar
PRESS METAL ALUMINIUM HOLDINGS BERHAD
Registration No. 201601027232 (1198171-H)
c/o TRICOR INVESTOR & ISSUING HOUSE SERVICES SDN BHD
Registration No. 197101000970 (11324-H)

Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Malaysia

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6. *Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly.*
7. *Corporate shareholder(s) who has appointed authorised representative(s) **MUST** deposit the **Original** or **Duly Certified** certificate of appointment of authorised representative with the Share Registrar of the Company at Tricor's Office **not later than 10:00 a.m.** on **Wednesday, 17 June 2026** to attend and vote at the 10th AGM. Attorney(s) appointed by Power of Attorney **MUST** deposit the **Original** Power of Attorney with the Share Registrar of the Company at Tricor's Office **not later than 10:00 a.m.** on **Wednesday, 17 June 2026** to attend and vote at the 10th AGM.*
8. *Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in the Notice of the 10th AGM of the Company shall be put to vote by way of poll. Poll administrator and independent scrutineer will be appointed to conduct the polling process and verify the results of the poll respectively.*

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of the 10th AGM dated 30 April 2026.



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