

Creating Growth That Lasts

Committed to enhancing long-term value for shareholders, C.I. Holdings Berhad is driving sustainable growth aligned with the global movement for the wellbeing of the people and planet.

The design forefronts the harmonious collaboration between the Group's vision and mission for the planet, reflecting the group's commitment to nurturing strategic investments while staying true to the group's core values of integrity, innovation, and responsibility.

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CORPORATE INFORMATION

Board of Directors

Megat Joha Bin Megat Abdul Rahman

Non-Independent Non-Executive Chairman

Dato' Sukumaran s/o Ramasamy

Non-Independent Non-Executive Deputy Chairman

Mohammad Bin Alwi

Group Managing Director

Amir Nashrin Bin Johari

Executive Director

Datin Mariam Prudence Binti Yusof

Non-Independent Non-Executive Director

Sharina Binti Saidon

Senior Independent Non-Executive Director

Dato' Sivananthan a/l Shanmugam

Independent Non-Executive Director

Mohammad Farish Nizar Bin Othman

Independent Non-Executive Director



Audit, Risk Management and Sustainability Committee

Mohammad Farish Nizar Bin Othman

Chairman, Independent Non-Executive Director

Sharina Binti Saidon

Senior Independent Non-Executive Director

Dato' Sivananthan a/l Shanmugam

Independent Non-Executive Director



Nomination and Remuneration Committee

Sharina Binti Saidon

Chairperson, Senior Independent

Non-Executive Director

Datin Mariam Prudence Binti Yusof

Non-Independent Non-Executive Director

Mohammad Farish Nizar Bin Othman

Independent Non-Executive Director



Group Management Team

Mohammad Bin Alwi

Group Managing Director

Amir Nashrin Bin Johari

Executive Director

Dato' Sukumaran s/o Ramasamy

Executive Chairman - Palmtop Sdn Bhd

Chaw Pei Yee

Senior Manager - Finance & Administration

Mohd Aizat Bin Mohd Yusoff

Chief Executive Officer - Continental Resources Sdn Bhd

Abdul Razak Bin Abdul Rahman

Chief Financial Controller - Continental Resources Sdn Bhd

CORPORATE INFORMATION

(continued)



Company Secretaries

On Pooi Fong

MAICSA 7018189/

SSM PC No. 202208000204

Tai Yuen Ling

LS 0008513 / SSM PC No. 202008001075

Lim Lee Tze

MAICSA 7065751/

SSM PC No. 201908002274



Share Registrar

Boardroom Share Registrars Sdn Bhd [Registration No.199601006647 (378993-D)]

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Principal Bankers

Affin Bank Berhad

CIMB Bank Berhad

Malayan Banking Berhad

RHB Bank Berhad

RHB Islamic Bank Berhad



Listing

Main Market of Bursa Malaysia Securities Berhad

Stock Name : CIHLDG Stock Code : 2828

Encik Megat Joha Bin Megat Abdul Rahman

Non-Independent Non-Executive Chairman

Encik Megat Joha Bin Megat Abdul Rahman ("Encik Megat Joha"), male, aged 62, a Malaysian, was appointed to the Board on 18 April 2013 as an Executive Director. He was later offered the position of Group Managing Director of the Company on 29 July 2015. He then retired as Group Managing Director on 3 January 2023 and held the position of Non-Independent Non-Executive Director. Subsequently, Encik Megat Joha was redesignated as Non-Independent Non-Executive Chairman of the Company on 12 December 2023.

He is a USA trained and qualified accountant who graduated from Boston University, Massachusetts with a Degree in Accounting & Finance in 1986. He is a member of the Malaysian Institute of Accountants (MIA 54315). He is also a member of The American Institute of Certified Public Accountants (AICPA) and The Malaysian Institute of Certified Public Accountants (MICPA).

He began his career with Peat Marwick Mitchell, Chicago, USA. Having passed the USA CPA examination in 1987 in Chicago, he returned to join the KPMG Kuala Lumpur office in 1988.

In 1991, he joined Kumpulan FIMA Berhad where he served in various capacities as Vice President for the Agro-based group and Business development and as Executive Director/ Chief Executive Officer for Percetakan Keselamatan Nasional and Security Printers (M) Sdn Bhd, of FIMA Corporation Berhad.

In 1998, Encik Megat Joha joined the Kuala Lumpur Stock Exchange ("KLSE") (now known as Bursa Malaysia Securities Berhad) as Investigations Senior Manager for Market Supervision. In 1999, he led the project team in establishing the Labuan International Financial Exchange ("LFX") for the KLSE, and held the post of Assistant General Manager at LFX till 2002.

In early 2002, he assumed the post of Chief Operating Officer/Executive Director (Operations) at Mayban Securities Sdn Bhd until late 2005.

His various other stints included being the Group CEO of Majuperak Holdings Berhad and General Manager of Boustead Sissons Paints Sdn Bhd.

He is currently a Board member of KUB Malaysia Berhad and Marine & General Berhad. He does not have any family relationship with any Director and/or major shareholder of the Company.

Encik Megat Joha has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

Encik Megat Joha has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

He attended all six (6) Board meetings held during the financial year ended 30 June 2025.



(continued)

Dato' Sukumaran s/o Ramasamy

Deputy Chairman Non-Independent Non-Executive Director

Dato' Sukumaran s/o Ramasamy ("Dato' Kumar"), male, aged 68, a Malaysian, was appointed to the Board on 10 June 2015 as Non-Independent Non-Executive Director. He was re-designated as Deputy Chairman of the Company on 28 October 2022.

After completing his secondary education, Dato' Kumar began his career in 1981 as a Plant Manager in Ngo Chew Hong Edible Oil Pte Ltd (subsidiary of Mewah International, a listed company in the Singapore Stock Exchange) and advanced in several positions in the company before becoming the Chief Executive Officer of the company. This equipped him with extensive knowledge on the daily operations of the company including production, finance and consumer marketing.

Dato' Kumar left the company in 2011 and was appointed Managing Director of Saber Pte Ltd. Dato' Kumar has 43 years of experience in the palm oil industries, specifically in the consumer pack segment. He is now the Executive Chairman of Palmtop Sdn Bhd. He is a well-known and respected figure in the industry with good relationships built with edible oil producers and suppliers.

Dato' Kumar possesses vast knowledge in the palm oil industry which he had successfully distributed edible oils and fats in retail packings to over 120 countries in Asia, Middle East, Australasia and Pacific Islands, Indian sub-continents, Africa, Caribbean Islands, Commonwealth of Independent States region and Europe.

He has no directorship in other public companies and listed issuers. He does not have any family relationship with any Director and/or major shareholder of the Company.

Dato' Kumar has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries

Dato' Kumar has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

He attended all six (6) Board meetings held during the financial year ended $30 \, \text{June} \, 2025$.



(continued)

Encik Mohammad Bin Alwi

Group Managing Director

Encik Mohammad Bin Alwi ("Encik Mohammad"), male, aged 61, a Malaysian, was appointed to the Board on 3 January 2023 as Group Managing Director of the Company.

Encik Mohammad is a member of the Malaysian Institute of Accountants (MIA 31248) and also a fellow member of the Association of Chartered Certified Accountants (ACCA), United Kingdom.

Encik Mohammad has more than 30 years of extensive experience in the area of finance, accounting, strategic management and corporate governance.

He has held various senior positions during his tenure in Johor Corporation ("JCorp") from 1992 to 2013 which include Finance Director of KFC Holdings (Malaysia) Berhad/QSR Brands Berhad and Chief Executive Officer ("CEO") of KFCH Restaurants Pvt Ltd (KFC Mumbai). During his tenure in JCorp, he has served on various Boards including public listed companies such as Sindora Berhad, Pica Malaysia Berhad, Wonderful Wire & Cable Berhad and Damansara Realty Berhad. He also served as CEO of Malaysian Kuwaiti Investment Co. Sdn Bhd and Chief Financial Officer of Tradewinds Plantation Berhad.

He has no directorships in other public companies and listed issuers. He does not have any family relationship with any Director and/or major shareholder of the Company.

Encik Mohammad has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

Encik Mohammad has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

He attended all six (6) Board meetings held during the financial year ended 30 June 2025.



(continued)

Encik Amir Nashrin Bin Johari

Executive Director

Encik Amir Nashrin Bin Johari ("Encik Amir Nashrin"), aged 31, male, a Malaysian, was appointed to the Board on 6 March 2024 as an Executive Director. He holds a First Class (Hons) Bachelor of Science in Accounting and Finance from Oxford Brookes University, Oxford, United Kingdom.

Encik Amir Nashrin began his career in financial assurance with Ernst & Young Malaysia and KPMG Malaysia from 2014 to 2017, where he undertook external audits across a broad range of industries including trading, manufacturing, hospitality, banking, real estate, and non-profit organisations. He later joined KPMG's Strategy & Operations Advisory division, contributing to engagements in economic planning, corporate governance reviews, policy analysis, and the formulation of commercial strategies for both public and private sector clients.

He joined the Company on 1 December 2017 as Manager, was subsequently promoted to General Manager on 3 January 2023, and appointed to the Board on 6 March 2024. He also serves as a director of Continental Resources Sdn Bhd and Palmtop Sdn Bhd, both subsidiaries of the Company.

Over the past decade, Encik Amir Nashrin has built a wide-ranging portfolio of corporate and entrepreneurial experience across public listed companies, private enterprises, and technology start-ups. His exposure spans multiple industries, including cable manufacturing, building materials, fast-moving consumer goods, agriculture commodities, food manufacturing, power generation, energy distribution, and technology ventures. His functional expertise covers corporate finance, treasury, credit control, business development, asset management, and information systems, with a particular focus on aligning governance, strategy, and operational execution.

Beyond his corporate responsibilities, Encik Amir Nashrin is actively involved in non-profit and community initiatives, including youth development programmes, community gardens, digital directories for non-profits, and centres supporting vulnerable groups such as special needs individuals and refugees. He is also an advocate for regenerative agriculture. This combination of corporate leadership and community engagement reflects his broader interest in sustainable development and policy innovation.

He currently also serves on the Board of KUB Malaysia Berhad and Central Cables Berhad. He is the son of Datuk Seri Johari Bin Abdul Ghani, a major shareholder of the Company. Save as disclosed, he has no other family relationships with any Director and/or major shareholder of the Company. He has no conflict of interest with the Company or its subsidiaries, nor any interest in the securities of the Company or its subsidiaries.

He has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any:

He attended all six (6) Board meetings held during the financial year ended 30 June 2025.



(continued)



Datin Mariam
Prudence
Binti Yusof
Non-Independent
Non-Executive Director



Cik
Sharina Binti
Saidon
Senior Independent
Non-Executive Director

Datin Mariam Prudence Binti Yusof ("Datin Mariam Prudence Yusof"), female, aged 72, a Malaysian, was appointed to the Board on 27 July 2005 as Non-Independent Non-Executive Director. She has been appointed as a member of the Nomination and Remuneration Committee on 31 January 2024.

She graduated with a BA (Honours) from the University of Malaya in 1974. She began her career in the fields of human resources and organisational development with multinational companies, namely Motorola (M) Sdn Bhd, Intel (M) Sdn Bhd, Shell Malaysia Sdn Bhd and Nestle (M) Sdn Bhd. She then entered the stockbroking industry in 1984, where she held the position of Executive Director of Equity Market of MIDF Amanah Investment Bank Bhd until her retirement.

Datin Mariam Prudence Yusof previous appointments include serving as a Member of the Kuala Lumpur Stock Exchange Committee ("KLSE"), a Director of Labuan International Financial Exchange Inc. (LFX), a Director of Securities Clearing Automated Network Services Sdn Bhd (SCANS) and a Director of Research Institute & Investment Analyst Malaysia (RIIAM) and Trustee of the Bumiputera Training Fund of the Securities Commission. She was also the Chairman of the KLSE's Membership Committee. She retired from the Board of KLSE and its subsidiaries on 10 April 2004.

In 2002, she was elected Chairman of the Association of Stockbroking Companies of Malaysia (ASCM) with the primary role of spearheading the demutualisation of the KLSE to its new entity, Bursa Malaysia Berhad.

In 2017, Datin Mariam Prudence Yusof was appointed as a Board member of Bursa Malaysia Berhad, Bursa Malaysia Derivatives Berhad and Bursa Malaysia Derivatives Clearing Berhad ("Bursa Group") and subsequently resigned from the Board of the Bursa Group on 1 May 2020.

She is currently a board member of RAM Holdings Berhad. She does not have any family relationship with any Director and/or major shareholder of the Company.

Datin Mariam Prudence Yusof has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

She has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

She attended five (5) out of six (6) Board meetings held during the financial year ended 30 June 2025.

Cik Sharina Binti Saidon ("Cik Sharina"), female, aged 65, a Malaysian, was appointed to the Board on 28 October 2022 as an Independent Non-Executive Director. She was re-designated as Senior Independent Non-Executive Director on 1 March 2023. She is currently the Chairperson of the Nomination and Remuneration Committee, and a member of the Audit, Risk Management and Sustainability Committee.

She graduated with a Degree in Business Law from London Metropolitan University and also holds a Diploma in Law from MARA University of Technology.

With over 30 years of extensive experience in legal, corporate secretarial, and governance, she began her career at Heavy Industries Corporation of Malaysia Berhad (HICOM) in the 1980s. As Assistant Company Secretary, she developed a solid foundation in corporate, statutory compliance, and Board governance. In 1991, she was admitted as an Advocate and Solicitor of the High Court of Malaya. She practiced corporate, and commercial law for six (6) years. Between 1996 and 2020, she held senior roles within various listed companies. These included positions as Head of Legal and Secretarial at a major media and publishing organisation and Company Secretary of KUB Malaysia Berhad, a diversified investment holding company. She advises the Board and management on legal and governance matters, including regulatory compliance and corporate responsibilities.

She is a Trustee for Yayasan Bena Nusa. A non-profit organisation that supports underprivileged children and senior citizens through educational and social initiatives. She does not have any family relationship with any Director and/or major shareholder of the Company.

Cik Sharina has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

She has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

She attended all six (6) Board meetings held during the financial year ended 30 June 2025.

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Dato' Sivananthan
a/l Shanmugam
Independent
Non-Executive Director



Encik Mohammad Farish Nizar Bin Othman Independent Non-Executive Director

Dato' Sivananthan a/l Shanmugam ("Dato' Siva"), male, aged 57, a Malaysian, was appointed to the Board on 3 January 2023 as an Independent Non-Executive Director. Currently, he is a member of the Audit, Risk Management and Sustainability Committee.

Dato' Siva holds a Bachelor's Degree of Arts from the University of Malaya.

He was the Managing Director of Nokia in Malaysia, Sri Lanka and Maldives, a role in which he oversaw operations for the three (3) Asian markets. An experienced veteran with over three decades in the IT and telecommunications fields, he has developed a deep understanding of technologies i.e. the industry IR 4.0 and IR 5.0, Internet of Things (IoT), managed services, cloud technology, artificial intelligence (AI), digital transformation, e-commerce, automation and 5G.

Prior to his role at Nokia, Dato' Siva was the Chairman and Country Vice President of Tech Mahindra. Before that he held senior leadership roles at major IT firms such as IBM Malaysia and Sapura as well as at leading telco firm, including Swedtel Southeast Asia, Alcatel Network and Maxis. From 2017 he has been a committee member of an outsourcing initiative coordinated by Malaysia's national ICT industry association, PIKOM.

Dato' Siva areas of expertise are in technology, business management, startups, leadership, strategic planning, digital transformation, and corporate turnaround.

He is currently a Board member of Media Prima Berhad. He does not have any family relationship with any Director and/or major shareholder of the Company.

Dato' Siva has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

He has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

He attended all six (6) Board meetings held during the financial year ended 30 June 2025.

Encik Mohammad Farish Nizar Bin Othman ("Encik Mohammad Farish"), male, aged 53, a Malaysian, was appointed to the Board on 3 January 2023 as an Independent Non-Executive Director. He is the Chairman of Audit, Risk Management and Sustainability Committee and also a member of the Nomination and Remuneration Committee.

A Chartered Accountant, he graduated in 1995 with a Bachelor of Accounting from International Islamic University Malaysia and is a member of the Malaysian Institute of Accountants (MIA 14095). He is also a member of the Chartered Institute of Management Accountants.

Encik Mohammad Farish began his career from 1995 to 2003 with PricewaterhouseCoopers Kuala Lumpur and subsequently with KPMG Kuala Lumpur, working in both the Assurance and Business Advisory practices. During this time, he undertook multiple assignments across various industries.

He served at Malaysian Technology Development Corporation ("MTDC") for six (6) years before joining Scomi Engineering Berhad as General Manager, Business Development and Tender Coordination.

Encik Mohammad Farish rejoined MTDC in 2014 and is currently the Executive Vice President, Group Corporate Services, having held various positions before his current appointment. He also holds a directorship at TT Vision Holdings Berhad.

He does not have any family relationship with any Director and/ or major shareholder of the Company.

Encik Mohammad Farish has no conflict of interest or potential conflict of interest, including interest in any competing business, that he has with the Company or its subsidiaries.

He has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

He attended all six (6) Board meetings held during the financial year ended 30 June 2025.

PROFILE OF GROUP MANAGEMENT TEAM

Encik Mohammad Bin Alwi

Group Managing Director

(Please refer to page 6 of Profile of Directors)

Encik Amir Nashrin Bin Johari

Executive Director

(Please refer to page 7 of Profile of Directors)

Dato' Sukumaran s/o Ramasamy

Executive Chairman - Palmtop Sdn Bhd

(Please refer to page 5 of Profile of Directors)

Ms. Chaw Pei Yee

Senior Manager - Finance and Administration

Ms. Chaw Pei Yee, aged 60, female, a Malaysian, holds a Master's Degree in Business from the Victory University of Technology, Australia. She is a member of the Malaysian Institute of Accountants (MIA 25195), a fellow member of the Certified Practising Accountant Australia and Asean Chartered Professional Accountant.

She has more than nine (9) years of experience in the external audit field covering a wide range of industries including property development, manufacturing, construction, hotel, plantations and investment holdings. Prior to joining the Company, she was an Accountant of a public listed company in the Property Development sector.

She joined the Company as an Accountant and was appointed Senior Manager, Finance and Administration on 16 April 2007. She oversees the finance, tax, administration and human resources of the Company.

She has no directorships in other public companies and listed issuers. She does not have any family relationship with any Director and/or major shareholder of the Company.

She has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

Ms. Chaw has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

PROFILE OF GROUP MANAGEMENT TEAM

(continued)

Encik Mohd Aizat Bin Mohd Yusoff

Chief Executive Officer of Continental Resources Sdn Bhd

Encik Mohd Aizat Bin Mohd Yusoff ("Encik Aizat"), aged 37, male, a Malaysian, was appointed as the Chief Executive Officer ("CEO") of Continental Resources Sdn Bhd ("CRSB") on 1 August 2024. He holds a Bachelor Degree in Civil Engineering (Structural) from the University of South Australia.

Encik Aizat began his career in 2014 as a Subsea Installation Engineer at TechnipFMC, where he worked on EPCIC (Engineering, Procurement, Construction, Installation, and Commissioning) projects. His role involved overseeing the mobilisation of vessels, diving operations, and the installation of flexible pipelines and umbilicals across both local and international waters. In total, Encik Aizat was involved in six (6) projects for engineering works and installation throughout his tenure. Additionally, he was also involved in numerous tenders for TechnipFMC, bidding for both local and international projects.

After TechnipFMC, Encik Aizat joined Central Cables Berhad in 2018 as a Special Officer (Corporate & Strategy) in the CEO's office. In this role, his main focus was on process improvements in the operations. Additionally, he was also tasked to lead the corporate communication team. He was promoted to General Manager (Corporate & Strategy) in 2019, where he took on additional responsibilities overseeing human resources and managing the plant operations, including production, maintenance & improvement, and quality control. In 2021, he was promoted to Chief Operating Officer, a role he held until his appointment as CEO of CRSB.

Encik Aizat is currently a Board member of Central Cables Berhad. He is the son in law of Datuk Seri Johari Bin Abdul Ghani, a major shareholder of the Company. Save as disclosed, he does not have any family relationship with any Director and/or major shareholder of the Company.

Encik Aizat has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

Encik Aizat has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

Encik Abdul Razak Bin Abd Rahman

Chief Financial Officer of Continental Resources Sdn Bhd

Encik Abdul Razak Bin Abd Rahman ("Encik Abdul Razak"), aged 61, male, a Malaysian, joined Continental Resources Sdn Bhd ("CRSB") as the Chief Financial Officer ("CFO") on 1 August 2021. Encik Abdul Razak is a qualified Chartered Accountant and is a fellow member of the Association of Chartered Certified Accountants (ACCA), United Kingdom. He is also a member of the Malaysian Institute of Accountants (MIA 11589).

He has over 35 years of experience in finance, accounting and strategic management for various companies across diverse industries, including 20 years in senior positions. From 1994 to 2004, he held various senior positions in PLUS Berhad and TIME dotcom Berhad. Thereafter, he was in Scomi Group Berhad for six (6) years and was the CFO for Scomi Marine Berhad and CH Offshore Ltd, Singapore. Prior to joining CRSB he was with Efogen Sdn Bhd and Hektar Property Services Sdn Bhd.

He has no directorship in other public companies and listed issuers. He does not have any family relationship with any Director and/or major shareholder of the Company. He has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

Encik Abdul Razak has not been convicted for any offences within the past five (5) years or imposed with any public sanctions or penalties by the relevant regulatory bodies during the financial period other than traffic offences, if any.

C.I. Holdings Berhad ("CIHB" or "the Group") remained focused on strengthening its market position despite macroeconomic challenges and enhancing operational efficiencies throughout the financial year ended 30 June 2025. Anchored by our commitment to quality and service excellence, the Group continued executing its strategy to drive continuous performance and long-term success. This annual report provides key insights into our financial results, strategic initiatives, and market outlook, reflecting the Group's commitment in delivering consistent growth and sustainable shareholder value.

OVERVIEW OF GROUP'S BUSINESS AND OPERATIONS

Company Profile

The Group's primary focus is on the Edible Oil Division, which exports vegetable-based edible oil and fat products in various consumer pack forms. During the financial year, the Group disposed of its Tap and Sanitary Wares Division, previously operated through DOE Industries Sdn Bhd and its subsidiaries ("DISB Group") which was involved in the trading and distribution of sanitary ware and tap fittings. This divestment reflects the Group's strategy to streamline operations and focus on its core business activities.

Edible Oil Division

The Edible Oil Division, comprising Continental Resources Sdn Bhd [198801006186 (173543-U)] ("CRSB") and Palmtop Sdn Bhd [199301012218 (266956-P)] ("Palmtop Group" or "Palmtop"), forms the core of the Group's business operations.

CRSB

CRSB operates three (3) plants located in Banting, Klang, equipped with 23 packing lines, boasting a rated packing capacity of 360,000 metric tonnes of edible oils per annum. Additionally, CRSB manages 37 oil tanks with a total storage capacity of 4,000 metric tonnes. CRSB also runs 20 Jerrycan (JC) blow moulding machines, with a total maximum monthly production capacity of 1.8 million units in various sizes (3L, 5L, 10L, 18L, 20L, and 25L). Plant 2 houses 15 JC machines, while Plant 3 operates five (5) JC machines.

By manufacturing its own JC packaging materials, CRSB achieves significant cost savings and maintains strict quality control over its products. This integrated approach enables the Group to produce superior quality of JCs, resulting in low rejection rates and minimal customer complaints. The high quality and reliability of CRSB's JCs have also strengthened its competitiveness and reputation in the market.

Palmtop

Palmtop operates two (2) packing plants located in Pasir Gudang, Johor, under Palmtop and PNC Oil Factory (Malaysia) Sdn Bhd [199501042433 (371637-V)]. Palmtop also operates through the Group's sales and marketing office, Continental Palms Pte Ltd, based in Singapore. Palmtop is equipped with 15 packing lines, with a rated packing capacity of 316,000 metric tonnes of edible oils per annum, and operates 37 oil tanks with a total storage capacity of 4,500 metric tonnes.

Both CRSB and Palmtop are undertaking strategic expansion initiatives to enhance internal production capacity for JC packaging and to boost oil filling capabilities, positioning the Group for greater efficiency and future growth. Total production capacity is expected to increase to 3,000 FCL per month beginning in the third quarter of financial year ending ("FY") 2026 enabling the Group to further leverage economies of scale, enhance operational efficiencies and meet growing market demand.

Vision

CIHB aspires to be a leading force in the consumer industry through a comprehensive portfolio of brands that drives sustainable growth and stakeholder returns, driven by strategic innovation and operational excellence. This vision shapes the Group's strategic priorities in delivering value to all stakeholders and reinforces its continuous commitment to long-term success.



(continued)

Mission

Our mission is to create sustainable products through innovative and responsible processes that minimise environmental impact while delivering meaningful value to all stakeholders. We are committed to generating long-term benefits for our shareholders, employees, customers, and the communities we serve, fostering a future where business success is aligned with sustainability.

Principal Activities of The Group

- Blending and packing vegetable-based edible oils.
- Marketing, branding, and merchandising of consumer-packaged products across domestic and international markets.

Key Markets

- Asia (including Oceania)
- Africa
- Middle East

Strategies in Creating Value

- Leveraging Core Competencies: Capitalising on our core competencies and strengths to enhance our competitive advantage and drive long-term success.
- **Expanding Market Horizons:** Proactively pursuing new markets and customer segments both domestically and internationally to expand our commercial footprint.
- Offering Diverse Range of Products: Developing a comprehensive and attractive portfolio of products and brands designed to meet the diverse needs of our customers.
- **Driving Operational Excellence:** Refining and optimising business processes through strategic innovation to enhance efficiency and performance.
- Empowering Stakeholders: Fostering growth and development opportunities for our employees, business partners, and the communities across all operations, ensuring shared success and sustainable long-term value.

Highlights of the Group's Financial Information for the Past Five (5) Financial Years

Financial (in RM'000)					
	2025	2024*	2023	2022	2021
Revenue	4,782,987	3,869,110	5,347,165	4,046,102	3,144,549
Earnings Before Interest and Tax	135,417	137,996	190,140	128,897	127,873
Finance Costs	(16,434)	(15,619)	(17,079)	(5,132)	(6,796)
Profit After Tax	111,595	116,163	166,514	119,360	116,090
Shareholders' Funds	488,528	454,805	410,320	328,793	281,328
Total Assets	1,454,933	1,045,634	1,216, <i>7</i> 83	1,149,4 <i>7</i> 4	849,942
Cash and Bank Balances	361,905	368,483	250,517	241,868	187,309
Borrowings	554,917	318,479	420,973	403,899	300,1 <i>7</i> 6
Net Debt/Equity (%)	39	-11	42	49	40
Earnings Per Share (sen)	41.82	42.38	62.00	41.04	43.19
Net Assets Per Share (RM)	3.02	2.81	2.53	2.03	1. <i>7</i> 4
Dividend Per Share (sen)	20	20	15	12	12

Note: *2024 figures have been restated to reflect the disposal of DISB Group in 2025 for comparative purposes. The 2021–2023 figures are disclosed as originally reported and include the performance of DISB Group.

Share Performance					
All Figures in RM	2025	2024	2023	2022	2021
Year High	3.22	3.49	3.78	4.28	3.70
Year Low	2.34	2.75	2.60	2.69	1.09
Year Close	2.55	2.98	3.10	2.84	3.23
Market Capitalisation (as at Financial Year End)	413.10 million	482.76 million	502.2 million	460.0 million	523.3 million

(continued)

REVIEW OF FINANCIAL RESULTS AND FINANCIAL CONDITION

Revenue

The Group recorded a significant increase in revenue of RM4.78 billion for the financial year ended 30 June 2025 ("FY2025") compared to the RM3.87 billion recorded in the preceding financial year ended 30 June 2024 ("FY2024") despite the decrease in crude palm oil ("CPO") and palm olein prices and global trade tensions. The 23.6% increase was mainly driven by:

- An increase in sales volume mainly derived from the Middle East, African and Indian Subcontinent regions. This aligns with our
 strategy in expanding market horizons and product diversification strategy. Revenue growth was further supported by the sustained
 price competitiveness of Refined Bleached and Deodorised ("RBD") Palm Olein relative to other edible oils, such as sunflower and
 soybean oil, particularly in price-sensitive markets.
- As our primary operations remain anchored in the export of fast-moving consumer goods, the appreciation of the Malaysian Ringgit ("MYR") against the US Dollar ("USD") throughout FY2025 presented foreign exchange headwinds for the Group. The opening of MYR/USD in FY2025 commenced at RM4.71/USD in July 2024, and strengthened at an average of RM4.26/USD in September 2024, closing at RM4.21 in June 2025. The full-year average settled at RM4.40/USD in FY2025, representing a strengthening of 6.2% compared to the previous financial year average of RM4.69/USD.

The Group has successfully navigated global challenges by expanding its product range and diversifying its sales mix, thereby reducing reliance on a single product and minimising revenue impact. The Group has also implemented cost optimising measures and efficient procurement strategies, demonstrating the team's adaptability and strategic acumen in responding to market volatility and geopolitical tensions.

Profit After Tax ("PAT") and Expenses

While Group PAT decreased by 3.9% to RM111.60 million during the financial year from RM116.16 million in the previous year, overall PAT and Gross Profit margin still remain strong at 2.33% and 5.62%, respectively for the Group compared to 3.00% and 6.39% in FY2024.

Operating expenses increased from RM109.14 million to RM133.18 million during the year, a 20.0% increase compared to the previous year. The increase was due to higher realised/unrealised loss from derivatives arising from hedged foreign exchange contracts of the sales proceeds. This is contributed by the volatile foreign exchange prices and higher overall volume throughout FY2025 compared to FY2024.

Finance costs increased by 5.2% from RM15.62 million to RM16.43 million in the reporting period. This is mainly due to higher utilisation of trade facilities aimed at funding the necessary working capital to fulfil sales orders. This is aligned with the increase in borrowings by 74.2% from RM318.48 million in FY2024 to RM554.92 million in FY2025.

Assets: Trade Receivables

Trade receivables increased by 89.8% from RM383.62 million to RM728.27 million. This aligns with the increase in revenue in FY2025. The average outstanding period has increased from 36 days in FY2024 to 56 days in FY2025, as a result of effective negotiated payment terms to support customers and further sales generation of 2,600 FCL towards the financial year end.

Assets: Inventories

There was a decrease in inventories by 19.6%, from RM74.56 million in the previous financial year to RM59.91 million. This drop is mainly contributed by higher inventory turnover with decreased inventory days from 7.5 days to 5 days as a result of increased sales towards the end of the financial year. This is further contributed by the lower average commodity prices recorded at the balance sheet date under review. For reference, average CPO prices in June 2025 were at RM3,937/MT compared to RM3,958/MT in the previous period - reflecting a 0.5% variance.

Assets: Cash and Bank Balances

The Group's bank balances and deposits placed with financial institutions decreased by 1.79%, from RM 368.48 million to RM 361.91 million. This was primarily due to the funding of construction-in-progress to increase production capacity and drive future growth.

Liabilities: Trade and Other Payables

The Group's trade and other payables increased by 67.7% to RM248.18 million from RM148.01 million in FY2024. This is in line with the increase in the higher revenue recorded throughout the year.

Capital Structure and Capital Resources

The Group remains prudent in maintaining a sound financial position to enable the execution of strategic objectives in creating value over the coming years. The Group's borrowings increased by 74.24%, from RM318.48 million to RM554.92 million during the year. The net debt to equity ratio of -11% reported as at 30 June 2024 increased to 39% as at 30 June 2025. Debt was mainly for short term financing of no more than 90 days outstanding to purchase raw materials to drive sales growth.

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REVIEW OF OPERATING ACTIVITIES

Operating Activities

The Group is pleased to report improved performance for the financial year ended 30 June 2025, reflecting the effectiveness of its strategic focus on operational efficiency. Earnings Before Interest and Taxation (EBIT) recorded RM135.42 million in FY2025, representing a 1.9% decrease from RM138.00 million in the prior year. While revenue and gross profit increase was driven by improved product mix and efficient cost management, operating expenses increased due to the volatile hedging of foreign exchange hedging contracts.

During the year, the Group continued to advance its product diversification and margin improvement strategies, reinforcing our competitive position across key export markets.

The Group remains committed in advancing sustainable growth while incorporating ESG principles across our operations. We will continue to strengthen our sustainability practices, foster innovation and explore growth opportunities. The Group also aims to create long-term value for stakeholders while contributing positively to the environment, communities and the economy.

ANTICIPATED OR KNOWN RISKS

Foreign Exchange Risk

The Group operates with significant exposure to global currency movements with approximately 95% of its products exported globally annually. This high level of exposure to currency fluctuations subjects the Group to foreign exchange volatility, particularly against major trading currencies such as the US Dollar. To address this, the Group adopts a proactive approach in managing foreign exchange risks. Wherever commercially feasible, the Group utilises forward currency contracts to hedge against adverse currency fluctuations. These contracts manage exchange rate risks and reduce the uncertainty associated with currency movements, safeguarding the Group's profitability and ensuring more stable financial outcomes.

Country Risk

The Group's financial performance is significantly influenced by the political, economic, and regulatory environments of its key export markets. Developments such as geopolitical tensions, economic downturns, trade restrictions, or abrupt regulatory changes in importing countries can give rise to risks including contract defaults, delayed collections, credit losses, and erosion of market share.

To mitigate these external risks, the Group adopts a proactive approach, monitoring developments in each operating region on a regular basis, often on a weekly or daily cycle. This close oversight enables timely actions to commercial arrangements and logistics planning.

Moreover, the Group's longstanding relationships with customers, distributors, and stakeholders across these markets provide a strong foundation for resilience. These trusted networks offer valuable market intelligence and operational flexibility, allowing the Group to navigate challenges more effectively and maintain business continuity. By leveraging these deep-rooted partnerships and its established regional presence, the Group is better positioned to anticipate and respond to potential risks, ensuring sustainable performance and secure operations in its international markets.

FUTURE PROSPECTS, POSSIBLE TRENDS AND OUTLOOK

EDIBLE OIL DIVISION

Palm Oil Supply Pressures

a) Weather

The climate crisis is causing significant supply volatility in the Crude Palm Oil ("CPO") market, largely because of unpredictable weather-related events. In 2024, Malaysia's CPO production rose by 4.2% to 19.34 million tonnes, supported by improved weather conditions and a gradual easing of labour constraints. In FY2025, CPO prices averaged RM4,399/MT, up 13.56% year-on-year, underpinned by steady demand and tight supply across major producing and consuming countries. CPO is expected to average RM4,250/MT in 2025.

In March 2025, several regions in Malaysia and Indonesia experienced ongoing wet conditions, leading to widespread flooding which disrupted weather conditions. Looking ahead in 2025, the expected continuation of La Niña conditions across the palm oil regions in Malaysia and Indonesia may bring excessive rainfall which would disrupt harvesting and transportation activities. Malaysia's palm oil production is expected to decrease by 4.1% to 18.9 million tonnes in 2024/2025 compared to 19.7 million in 2023/2024.

(continued)

The Group remains cautiously optimistic and is well-prepared to navigate these future prospects. Strategic focus will remain on:

- 1. Agile procurement and inventory planning to ensure cost efficiency amid price fluctuations,
- 2. Diversifying product mix to increase resilience in demand-challenged regions, and
- 3. Proactive market expansion steps to respond swiftly to geopolitical tensions, climate crisis and policy shifts.

b) Labour

The Malaysian palm oil sector is expected to benefit from structural improvements in easing of labour shortages heading into the second half of 2025. The Government has continued to ease labour restrictions and facilitate the intake of foreign workers, gradually resolving a shortfall in the palm oil industry. The Government is considering an increase of foreign quota in 2025 for the plantation industry after a previous quota of 24,750 foreign workers was approved in November 2024. With the increase of foreign workers, productivity at the estate will begin to improve, especially in harvesting and processing.

Anticipated improvements in labour conditions and harvesting efficiency are expected to result in higher palm oil production. This increased supply could contribute to an accumulation of inventories, thereby exerting downward pressure on CPO prices.

The Group remains prudent in navigating these dynamics. While higher production may place pressure on selling prices, the easing of labour constraints is a positive development for long-term operational efficiency and supply reliability. With enhanced internal capacity and greater flexibility in responding to supply shifts, the Group is well-positioned to mitigate downside risks and capture value in a more stable and cost-efficient production environment.

c) Ageing Palm Oil Trees

The palm oil industry faces a productivity decline due to its ageing trees, especially in Malaysia and Indonesia, where older trees make up about 15%-27% of planted trees. This problem is caused by slow replanting rates, which hinder the industry's ability to boost yields and sustain long-term output growth.

While short-term factors such as favourable weather conditions and improved labour availability may provide some support, they are not expected to fully offset the underlying structural weaknesses. Industry analysts have cautioned that without accelerated replanting efforts and investment in higher-yielding crops, palm oil production growth will remain subdued. This may lead to a tightening of global CPO supply, even as demand continues to rise across food, biofuel, and industrial markets.

A constrained supply outlook is expected to put upward pressure to CPO prices over the medium term. For the Group, this highlights the importance of securing reliable sourcing channels and maintaining efficient procurement strategies. By strengthening supplier relationships, optimising cost structures, and ensuring supply chain agility, the Group remains focused on delivering consistent, high-quality products while managing input cost pressures in a more competitive and supply-tight global market.

Palm Oil Demand Pressures

a) Indonesia B40 and B50 Biodiesel Programme

Indonesia is currently implementing the B40 Biodiesel Programme that requires a mix of 40% palm oil with 60% diesel. As global supply for palm oil tightens with Indonesian palm oil exports expected to decline by 7% in 2025, this is expected to continue to support CPO prices at higher levels in 2025. Indonesia's President Prabowo Subianto wants the country to be self-sufficient in energy, so if can reduce its dependence on imported diesel.

Indonesia's Energy Minister Bahlil Lahadalia also recently announced the country's plans to implement the B50 mandate in 2026, which will help the country achieve greater energy self-sufficiency. In 2024, Indonesia produced 13.15 million kiloliters of biodiesel, surpassing its target of 11.3 million kiloliters. The new B40 mandate is expected to boost biodiesel production to 15.6 million kiloliters in 2025, saving at least USD 9 billion in foreign exchange.

The growing in domestic demand for palm oil in Indonesia is expected to reduce the global supply available for export, thereby exerting upward pressure on CPO prices globally. This development has important implications for major palm oil exporters such as Malaysia, as demand from traditional importing markets particularly in South Asia and the Middle East is expected to remain firm. This shift reinforces Malaysia's role as a key supplier of refined palm products such as RBD palm olein.

b) Palm Oil against Alternative Vegetable Oils

Global soybean and canola markets remain strong in 2025, with world soybean stocks expected to increase through 2025/2026, exerting downward pressure on soybean oil prices. Simultaneously, soybean oil exports from the United States ("US") have hit a 15-year high, signalling strong supply. As a result, the price advantage of palm oil has narrowed, reducing palm oil's substitution appeal in markets where edible oils compete on price.

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Despite tighter spreads, palm oil remained the most consumed vegetable oil in 2024 accounting for 30.1% market share, followed by soybean oil at 24.6%. The Council of Palm Oil Producing Countries (CPOPC) expects the demand for palm oil and its products in 2025/2026 to remain positive attributed by the need of China and India to replenish its inventories as well as tight supply of other vegetable oils such as sunflower oil.

Simultanously, the growing use of corn for biofuel, especially ethanol has increased demand for corn oil, leading to stronger competition for edible oil feedstocks globally. As more corn is directed towards energy production, less oilseeds are available for food use, reducing the supply of oilseeds like soybean and canola. This tightening in supply may create an upward pressure to CPO prices in the coming year as demand shifts from corn to palm oil or other alternatives.

c) Geopolitical Tensions and its Impact on Freight Costs

Rising freight costs have reduced palm oil's cost advantage, particularly in price-sensitive markets across Africa, the Middle East, and South Asia. These regions, which form a part of the Group's export base is expected to exert pressure on palm oil compared to other alternatives. This could pressure the Group's export margins and shift buyer preferences toward oils with more stable logistics and lower transportation costs.

The ongoing conflict in the Middle East particularly between Iran and Israel has significantly affected global shipping routes. In June 2025, tensions escalated when Iran signalled intentions to disrupt traffic through the vital Strait of Hormuz. This uncertainty led to higher war-risk insurance premiums and a slowdown in tanker bookings. As a result, charter rates for tankers on Middle East-to-Asia routes have risen.

Concurrently, persistent Houthi attacks in the Red Sea have forced major shipping companies to reroute vessels around the Cape of Good Hope, avoiding the Suez Canal entirely. This detour led to delays in transit time and raised freight charges. Insurance premiums for ships travelling these longer routes have also doubled. Security threats near the Horn of Africa, including piracy, continue to discourage shipping lines from returning to the original routes, keeping logistics costs elevated.

d) Continued Demonisation of Palm Oil to Protect Domestic Oils

The European Union ("EU")'s new anti-deforestation mandate effective from 30 December 2025 for large exporters and 30 June 2026 for smaller operators requires palm oil shipments to demonstrate traceability, legality, and deforestation-free status. Malaysia was classified as "standard risk" in May 2025 due to outdated forest data, and is actively working to attain "low risk" status in the upcoming 2026 benchmarking update.

In December 2024, the EU's Forced Labour Regulation came into force, with full compliance required by December 2027. Importers must now certify the absence of forced labour in supply chains as a requirement extending to palm oil production. For Malaysian exporters, meeting this standard adds complexity, especially for smallholders navigating due diligence and documentation requirements.

These EU policy changes, targeting environmental integrity and labour standards have sparked concerns that palm oil may face reputational risk, even if physical trade volumes remain largely unchanged. While CIHB's primary export regions lie outside the EU - mainly in Africa, the Middle East, and the Indian Subcontinent, the global market perception and buyer preferences may shift in response. Moreover, increased trade compliance costs, especially for smaller plantation owners, could influence global supply dynamics and elevate input costs.

e) Tariffs, Trade Flows and Demand Shifts

In August 2025, the US implemented a 19% import tariff on Malaysian palm oil up from the initial 10%. On a positive note, the US is not a major destination (absorbing only ~2.8% of Malaysia's exports in 2024). These tariffs risk potentially redirecting US purchases to alternative oils, notably soybean oil.

Furthermore, renewed US-China trade tensions, including 44% tariffs on American soybeans by China, are reshaping global oilseed flows. In response to these constraints, China has increasingly turned to South American soybean suppliers while simultaneously boosting its palm oil imports. Notably, China's palm oil purchases have reportedly increased by 5% in 2025. Likewise, India has stepped up its buying activity, with June 2025 imports reaching 953,000 tonnes, a 61% increase from May, underscoring strong demand from key emerging markets.

These demand shifts will provide upward support to global CPO prices. This increase will help offset the impact of US tariffs and the volume of export for Malaysian producers. The Group remains vigilant of evolving trade policies and is actively monitoring these developments to ensure optimal market alignment and continued resilience in its export strategies.

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f) Labour Laws and Regulations

Effective 1 February 2025, Malaysia raised the minimum wage from RM1,500 to RM1,700 per month, applying to all sectors nationwide. Moreover, as of 1 October 2025, all foreign workers and their employers will be required to contribute 2% each to the Employees Provident Fund (EPF), aligned with Malaysia's shift towards inclusive social protection. These new regulations may contribute to an increase in costs.

In addition, Johor Bahru's close proximity to Singapore presents challenges in attracting and retaining talent, as wage and career opportunities across the border are more competitive. The Malaysian Government has introduced various measures such as progressive wage policies, skills development initiatives and talent retention programmes aimed at strengthening the local workforce.

For CIHB, talent remains as one of the Group's utmost priorities. The Group remains committed in retaining skilled employees while ensuring that salaries remain fair and competitive. This is aligned with the Group's cost optimisation measures across the Group to maintain a sustainable balance between employee welfare and business performance.

g) Logistic Costs

In July 2025, Malaysia's port authorities started enforcing stricter weight limits for haulage trucks except for B2B operations using standard skeletal trailers which will remain allowed provided vehicles comply with gross combination weight (BGK) limits. This new rule could increase logistics costs and affect the operational flexibility in the supply chain.

Concurrently, terminal handling charges (THC) at Port Klang will increase by approximately 30%, implemented in phases from 15 July 2025 onwards. The first phase is expected to increase by 15% followed by a further increase of 10% and 5% in January 2026 and January 2027 respectively.

To manage these pressures, CIHB has strengthened its resilience against potential rising domestic costs through supply diversification from both Malaysia and Indonesia, thereby reducing supply concentration risks.

Preparing for Future Opportunities

The Group continues to demonstrate resilience by focusing on essential household goods that are in consistent demand across global markets. With exports reaching over 100 countries and a product portfolio that includes cooking oil, rice, noodles, milk products, and tomato paste, the Group remains well-placed in the nondiscretionary consumer segment.

To support future growth, the Group is enhancing its operational efficiency and scaling up its production capabilities in Johor and Klang. These improvements are aimed at meeting growing demand, managing costs more effectively, and strengthening supply reliability across its major export destinations.

While challenges such as uncertain weather patterns, global price competition, and geopolitical risks remain, the Group maintains a positive outlook. The Group's strong global presence, efficient cost base, and position in the nondiscretionary segment of the consumer market are expected to support continued growth and value creation into FY2026 and beyond.

Appreciation

The Group extends our heartfelt thanks to our shareholders for their unwavering trust and support. Your continued faith in our vision and strategy is a cornerstone of our success. We are equally grateful to our employees, whose hard work, dedication, and commitment to sustainability drive our achievements daily. Your relentless pursuit of excellence is the engine that powers our arowth.

Additionally, CIHB sincerely appreciates our customers, whose support and confidence in our offerings have been pivotal to our sustained success. Your belief in CIHB inspires us to continuously innovate, improve, and integrate sustainability into every aspect of our operations.

As we move forward, energised by our collective commitment to nurturing long-term value and sustainability, the Group is well-positioned to build a stronger, more sustainable future. We eagerly anticipate the next steps on this journey, confident that together, we will achieve outcomes that generate shared value for all stakeholders involved in our business. CIHB will continue to strive towards excellence, growth, and sustainability, creating a lasting impact for the communities and markets we serve.

Dividend Policy

The Group does not have a formal dividend policy in place due to the potential future requirements of funds for expansions and growth. However, notwithstanding this, the Group has consistently declared dividends annually, reflecting our commitment to delivering value to our shareholders. This balanced approach allows CIHB to reward its shareholders for their support while also retaining sufficient capital to reinvest in the business, ensuring that we are well-positioned to capitalise on growth opportunities and maintain our competitive edge in the market. By managing our resources prudently, the Group aims to achieve sustainable growth and long-term success.

C.I. HOLDINGS BERHAD ("CIHB") PRESENTS ITS SUSTAINABILITY STATEMENT FOR THE FINANCIAL YEAR

Sustainability is at the core of the Group's business practices, guiding our decisions and development. The Board of Directors sets the sustainability strategy and oversees corporate performance, while the Group Managing Director ensures targets are achieved.

The Sustainability Statement details our practices and performance for the financial year ended 30 June 2025. This encompasses corporate governance, stakeholder engagement, safe and healthy workspaces, environmental impact and community contributions. By embedding sustainability into our core strategy, we gain a competitive edge by mitigating risks and capitalising on opportunities.

Promoting sustainability fosters economic and social growth while reducing environmental impact. Our framework aligns with the Bursa Malaysia Securities Berhad's Sustainability Reporting Guide, addressing economic, environmental, and social risks and opportunities.

This statement adheres to transparent reporting standards, demonstrating the Group's commitment to sustainable business operations. CIHB releases this statement annually, alongside the Annual Report. It covers progress and performance in the context of economic, environmental, social, and governance ("EESG") activities from 1 July 2024 to 30 June 2025 ("FY2025"), unless otherwise specified.

Scope and Basis of Scope

The scope of this report includes the Group's principal business divisions:

- Investment Holding
- Edible Oil Division (Packaging Manufacturing, Filling and Distribution)

This statement excludes our offices in Dubai, Uganda and Nigeria due to their minimal operations.

For the purpose of Sustainability Statement 2025, the Group disclosed three (3) financial years' data where specified.

References to CIHB, "the Group", "the Company" and "the Organisation" refer to CIHB and its business divisions.

Reporting Framework

Reporting Framework CIHB adhered to the following local and international guidelines when preparing this Sustainability Statement:

- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition) including the latest amendments and enhanced requirements;
- Global Reporting Initiative ("GRI") Universal Standards;
- Task Force on Climate-related Financial Disclosures ("TCFD") Recommendations;
- Sustainability Accounting Standards Board ("SASB") Standards; and
- International Sustainability Standards Boards ("ISSB") Standards.

Principles Applied in Preparing this Statement:

- Principles for defining report content
 - Stakeholder Inclusiveness
 - Sustainability Context
 - Materiality
 - Completeness
- Principles for defining report quality
 - Balance
 - Timeliness
 - Comparability
 - Clarity
 - Accuracy
 - Reliability

Sustainability Framework

CIHB's sustainability framework has been enhanced to seamlessly integrate with our business strategy, reflecting the Group's vision and mission. This framework is designed to meet the expectations of our stakeholders, minimise our environmental footprint, and make a meaningful contribution to the communities where we operate.

The framework highlights our key focus areas: "Excellence in Action," "Empowering People and Communities," "Planet Guardianship," and "Integrity Compass."

Our goal is to achieve the objectives within each focus area by effectively addressing the issues associated with our material matters.

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VISION

To be a leader in the consumer industry with a comprehensive portfolio of brands enabling generation of sustainable growth and returns for stakeholders, driven by strategic innovation and operational excellence

MISSION

To develop sustainable products with innovative and responsible fulfillment processes that minimise environmental impact while delivering significant value to all stakeholders



Excellence in Action (ECONOMIC)

Driving sustainable growth through an ethical supply chain to deliver customer expectations and satisfaction.

> **Economic Performance**

Supply Chain Management

Customer **Satisfaction**



Empowering People and Communities (SOCIAL)

Cultivating an inclusive and diverse culture, prioritising employee well-being, and contributing to local communities.

Health & Safety

Employee Management

Community Investment



Guardianship (ENVIRONMENT)

Actively managing carbon footprint and minimising environmental impact while promoting responsible resource management.

Carbon Emissions Management

Waste & Effluent Management

Water **Management**



Integrity Compass (GOVERNANCE)

Unwavering governance, crystal-clear transparency, steadfast accountability, and a commitment to ethical excellence.

Ethical Conduct, Anti-Corruption & Compliance

Cvbersecurity & Date Protection

Risk Management

In Alignment with:



















































Alignment with UNSDGs

CIHB supports the 2030 Agenda for Sustainable Development and the 17 United Nations Sustainable Development Goals ("UNSDGs") and will continue mapping its materiality matters against these goals.

Feedback

We welcome and encourage our stakeholders to provide feedback pertaining to this Statement and the issues covered to our Sustainability department at info@cih.com.my.

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Sustainability at CIHB

The Board of Directors leads the Group's sustainability approach, setting a strong tone for embedding sustainability throughout the organisation and managing economic, environmental, social, and governance (EESG) risks and opportunities. Supported by the Audit, Risk Management and Sustainability (ARMS) Committee, the Board ensures that sustainability efforts and policies align with the Group's core principles and strategic goals.

The Group's sustainability governance is integrated into its broader corporate governance framework, with expanded responsibilities for the Board and its committees to include sustainability elements, as reflected in their respective terms of reference. This comprehensive approach shows the Group's dedication to sustainable practices and positions the organisation to effectively address challenges and use opportunities for long-term growth and impact.

Stakeholder Engagement

CIHB is committed to responsible business practices, regularly engaging with a diverse range of internal and external stakeholders to better understand and manage its sustainability impacts. Management employed various engagement methods, such as direct dialogue, surveys, participation in industry forums, and information sharing, to ensure ongoing communication on key issues. These interactions enabled the Group to address material concerns and stay informed about emerging opportunities and risks.

The Group's key stakeholders, identified based on their influence on and dependence on the business, include shareholders, investors, government agencies, regulators, customers, employees, communities, NGOs, suppliers, contractors, and media. CIHB prioritises maintaining open and constructive communication with these stakeholders through regular formal and informal engagement, the Group can better meet stakeholder needs and achieve sustainability goals.

Stakeholder Group	Areas of Interest	Methods of Engagement	Monthly	Quarterly	Twice a Year	Annually	Every Two Years	As and When Required
		Employee performance and key performance indicator ('KPI') review				/		
		Briefing sessions on good ethics and our Whistleblowing Policy						/
		Periodical medical check-up reviews						/
	 Career opportunities 	Induction, training and competency development						/
	• Work-life	Discussions on work planning						/
- 1	balance	Occupational safety and health		/				
Employees	Skills developmentBenefits and rewards	Committee meetings						/
		Safety briefings to employees and workers						/
	• Equity	Safety and competency training						/
		Regular business communication						/
		Periodic inspections						/
		Briefings on good labour practices and awareness				/		
		Materiality surveys				/		

(continued)

Stakeholder Group	Areas of Interest	Methods of Engagement	Monthly	Quarterly	Twice a Year	Annually	Every Two Years	As and When Required
	• Career	Employee commuting surveys				/		
	opportunitiesWork-life	Employee satisfaction surveys						/
Employees	 Work-life balance Skills development Benefits and rewards 	Employee engagement programmes (Town Hall/Employee Appreciation Programmes eg. Long Service/Festive Celebrations/Family Day)			/			
	• Equity	Employee Social Clubs						/
		Customer Feedback Management						/
	• Local Buyers	Customer support centre						/
Customers	• Foreign Buyers	Market research						/
	3 3,000	Events, dialogue sessions, roadshows and engagement sessions						/
	• Local	Periodical reporting	/					
		Interviews/meetings for participation in the procurement as a contractor/vendor						/
		Safety briefings						/
		Vendor performance appraisal processes				/	/	
		Due diligence activities						/
	partnerships • Business	Periodic inspections of compliance with legal requirements						/
Suppliers	relationships • Operational	Discussions with contractor/vendor on relevant laws and regulations						/
	efficiency	Digital/manual platform for submission of complaints/ feedback by respective stakeholders						/
		Transparency survey						/
		Suppliers training programmes						/
		Supplier relationship management						/
		Vendor Development Programme (VDP)						/

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Stakeholder Group	Areas of Interest	Methods of Engagement	Monthly	Quarterly	Twice a Year	Annually	Every Two Years	As and When Required
Отвор		Audit reports						/
		Issuance of employment permit for foreign workers						/
	 Compliance 	Annual fire drills				/		
Government	 Nation- building agenda 	Construction Industry Development Board ('CIDB') and National Institute of Occupational Safety and Health ('NIOSH') briefings						/
Regulators	 Partnerships and collaborations 	Quarterly updates on financial results		/				
		Formal meetings						/
		Performance reports						/
		Discussions on Government initiatives						/
	 Investment opportunities 	Evaluations of the Group scorecard	/					
		Directors' Circular Resolutions (DCR)						/
		External Audit reports				/		
	 Long-term sustainability 	Bursa Malaysia announcements and share price movement						
	 Business outlook 	updates on the Investor Relations section of the CIHB corporate website						/
Shareholders, Investors, and Business	 Market positioning 	Meetings with Management and the Board						/
Partners	 Return on Investment 	Feedback from respective shareholders						/
	 Dividends 	Annual General Meeting ('AGM')				/		
	 Governance of EESG risks and opportunities 	Extraordinary General Meeting ('EGM')						/
		Press releases and statements to the media						/
		Materiality surveys				/		
		Social contributions and community outreach programme						/

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Material Matters

CIHB is adapting its sustainability strategies in response to rapid business changes and shifting stakeholder priorities. The Group regularly updates its materiality assessment to stay relevant, recognising that addressing key issues is essential for creating long-term value. To ensure ongoing success, CIHB focuses on understanding its impact on society and the environment, assessing EESG related risks and opportunities, and aligning with stakeholder expectations.

Materiality Assessment Process

In FY2025, a moderate-scale materiality assessment involving internal stakeholders was conducted to address their concerns and interests. The assessment influences business strategy and resource allocation for material sustainability issues.

Although a comprehensive assessment is planned every three (3) years, an annual review is conducted to ensure the relevance of previously prioritised EESG impacts.

An issue is deemed material if it affects business aspects like growth, costs, risks, and trust, and is significant to stakeholders such as customers, employees, governments, and investors.

These issues were also benchmarked against local and regional peers, considering emerging risks and relevant frameworks like Bursa Malaysia's Sustainability Reporting Guide, GRI Standards, and SASB Standards.

CIHB Materiality Assessment Framework

1. IDENTIFICATION

A list of potential issues was categorised into four (4) areas: economic, environmental, social, and governance. These issues were identified through desk research, including peer reviews, media analysis, and reviews of sustainability thought leadership from industry experts and key sustainability guides.

2. PRIORITISATION

Stakeholder representatives were asked to rate the importance they placed on 17 areas of sustainability.

A total of 572 responses were recorded through an online survey.

Eight (8) Board Members were asked to complete a similar survey, the results of which represented the strategic importance to CIHB.

3. REVIEW

CIHB's Sustainability Team reviewed the results to ensure that all material matters were well understood and complete and that all feedback and stakeholder perspectives were accurately reflected.

Areas Covered by Materiality Assessment

The following 17 topics were included in our materiality assessment survey:

CIHB Sustainability Pillars	Areas	Description	Related GRI Topic	Related UNSDGs
	Supply Chain Management	Integrating environmentally and socially viable practices into the complete supply chain	Procurement Practices	12 DESPONSIBLE DISCHISTRIN AND PRODUCTION
Excellence in Action (ECONOMIC)	Industrial Advancement & Nation Building	Advancing the industry by delivering innovative solutions	• Indirect Economic Impacts	9 NO. ROY NOTICE THE TOTAL COMMANDS AND COMM

(continued)

CIHB Sustainability Pillars	Areas	Description	Related GRI Topic	Related UNSDGs
	Energy Management	Management Managing energy effectively to reduce consumption whenever possible	• Energy	7 ATTORDISE NO 12 DESPONSE E CONSIDER DA PRODUCTION AND PRODUCTION AND PRODUCTION
	GHG Emissions	Actively managing greenhouse gas ('GHG') emissions with the ultimate target of achieving carbon neutrality	• Emissions	13 ACHON
Planet Guardianship (ENVIRONMENT)	Waste Management	Minimising all types of waste and recycling whenever possible	• Effluents and Waste	15 we with
(LINVIKONWILINI)	Water Management	Using water efficiently at all business operations	• Water	6 CALAN MATTER AND SANFLATION NO PRODUCTION NO PRODUCTION
	Biodiversity & Conservation	Protecting local flora and fauna	Biodiversity	14 IFF DIFFERENCE TO THE DIFFE
	Diversity and Equal Opportunity	Promoting fair employment practices in the workplace, such as promoting equal opportunities and eliminating all forms of discrimination	 Diversity and Equal Opportunity Non- discrimination 	5 CHARTE B GENERAL ROWSE AND THE REQUESTS CONSIDER CONTROL OF THE ROWSE AND THE ROWSE
		Attracting and retaining talents through competitive benefits and compensation packages	• Employment	8 DECEMBEN MODEL AND ECONOMIC ERRORTH
Empowering People and Communities (SOCIAL)		Respecting employees' rights to joint representation and consultative practices	Labour/ Management Relations Freedom of Association and Collective Bargaining	8 ECONOMIC ARROTTO 17 PARTHESISHES WHITE COLUMN WHITE C
(o o on tay	Labour Practices and Standards	Providing training and education to employees to expand their knowledge base for career development	• Training and Education	8 DECENT WORK AND CONTROL OF THE PROPERTY OF T
		Protecting all aspects of human rights, including protecting the indigenous population, staff welfare and security and ensuring there is no child or forced labour	 Human Rights Assessment Rights of Indigenous Peoples Security Practices Child Labour Forced Labour 	16 MAST DISTRICT AND THE STATE OF THE COLLS STATE O

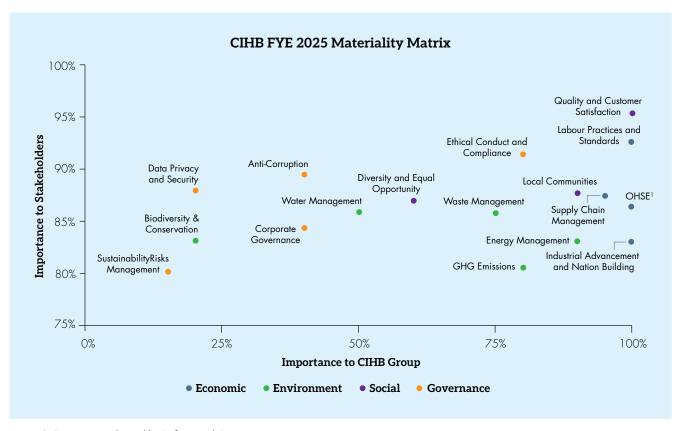
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CIHB Sustainability Pillars	Areas	Description	Related GRI Topic	Related UNSDGs
Empowering People and Communities	Local Communities	Having a positive influence on local communities through charitable contributions and Corporate Social Responsibility (CSR) initiatives	• Local Communities	1 POVINTY POVINTY 4 COUNTY 11 SUCTAMORE CITYS AND COLOMOPTES AND COLOMOPTES AND COLOMOPTES AND COLOMOPTES AND COLOMOPTES
(SOCIAL)	Occupational Health and Safety	Safeguarding employees' physical and mental health and keeping all stakeholders safe and free from injury, noncommunicable and infectious diseases and noise	Occupational Health and Safety Customer Health and Safety	3 GOOD HEALTH AND WELL-SEND
	Quality & Customer Satisfaction	Promoting quality throughout all aspects of operations to ensure high levels of customer satisfaction	• Not Applicable ('N/A')	12 RESPONDING NAME OF THE PRODUCTION AND PRODUCTION
	Ethical Conduct and Compliance	Preventing anti-competitive behaviour and corruption while complying with all other economic, environmental and social legislation	Anti- competitive Behaviour Environmental Compliance Socio- economic Compliance	16 PAGE, ROSTICE ROSTI
Integrity	Data Privacy and Security	Protecting all information, including confidential business data, employee information and customers data privacy	• Customer Privacy	16 PRACE JUSTICE NO STRONG FOR THE COLUMN FOR THE C
Compass (GOVERNANCE)	Corporate Governance	Delivering good and transparent corporate governance systems such as a balanced Board composition, stringent internal controls and a structured organisational framework	• N/A	16 PAGC, JUSTICE 17 PARTINESHIPS NOR THE GOALS FOR THE GOALS
	Anti-Corruption	Encouraging stakeholders to report improper conduct and protecting those making a report in good faith from retaliation	• Anti- corruption	16 PAGE ROSTOR R
	Sustainability Risks Management	Managing product, supplier, business, brand and sustainability risks across the value chain	• N/A	16 PAMC, JUSTICE AND STRONG NOTHING POR FIRE REGULAS FOR THE COLLS

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Materiality Assessment Results

This year's seventeen (17) material topics from FY2025, align with CIHB's strategic priorities and stakeholder expectations.



Note: 1 Occupational Health, Safety and Environment

CIHB's sustainability materiality assessment forms the cornerstone of the Group's sustainability strategy, guiding the Group to concentrate on areas where it can make the most meaningful impact and provide relevant reporting to stakeholders.

The updated Materiality Matrix sharpens our focus on key material matters, which are the foundation of this report, while the associated indicators enable us to monitor and measure our sustainability practices and performance.

Risk Management

CIHB aligns its risk management process with sustainability concerns to enhance preparedness and resilience by identifying and managing potential risks faced by the organisation.

Our Enterprise Risk Management (ERM) framework incorporates sustainability and climate-related risks alongside corporate, financial, and operational risks. We maintain all identified risks within our risk appetite through regular review and monitoring by designated risk owners and the Risk and Sustainability Team, with further oversight by the Board ARMS Committee.

For more information on our risk management framework, please refer to our Statement of Risk Management and Internal Control.

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Management Approach for Material Matters

Economic

CIHB understands that sustaining our operations begins with strong economic performance, enabling us to pursue growth initiatives and create lasting value. Committed to building businesses that generate sustainable profits and deliver premium returns to shareholders, CIHB recognises that success in today's global economy—defined by the dynamic flow of products, services, people, ideas, and capital—requires a focus on sustainable innovation.

Economic Performance

Our financial performance is crucial to creating long-term value and advancing the Group's sustainability goals. We are committed to creating meaningful employment opportunities and fostering economic development in local communities. Our ultimate aim is to ensure long-term resilience by leveraging our assets and sharing the wealth generated with our stakeholders. By fostering strong relationships with business partners, suppliers, and authorities, we ensure smooth operations and secure essential financing.

At CIHB we monitor the following metrics in respect of our Economic Performance component of our Sustainability Framework:

i. Economic Generation

CIHB's method for ensuring sustained and solid economic performance involves implementing our business strategy by staying aligned with market trends, maintaining a strong balance sheet and cash flow, advancing technology, mitigating key business risks, and exploring market expansion through geographical diversification.

Indicators	Unit	FY2023	FY2024	FY2025
Economic value generated (i.e., revenue)	MYR '000	5,347,165	3,895,568	4,782,987
Economic value retained	MYR '000	166,514	117,170	110,875

CIHB generates an average revenue of RM4.7 billion, with the majority stemming from export sales. We are mindful of our modest impact on the Malaysian Ringgit and our contribution to the local economy, even as we observe a reduction in overall economic value due to tough market conditions.

The financial results presented in the table are derived from the audited financial statement and our Management Discussion and Analysis in our Annual Reports. For further commentary on our performance, please refer to the respective sections.

ii. Economic Ripple

CIHB is committed to responsible procurement and strengthening supply chain resilience by integrating sustainability into our procurement processes. We prioritise sourcing from local suppliers and supporting SMEs to drive economic growth in our communities. We also extend our sustainability expectations to all suppliers, including contractors, service providers, and consultants.

Indicators	Unit	FY2023	FY2024	FY2025
Economic value distributed (i.e., operating costs, employee wages and benefits, payments to providers of capital, payments to government and community investments)	MYR '000	5,180,651	3,725,947	4,672,112
Total Number of EXISTING Suppliers	Number	632	708	550
Local suppliers	Number	500	551	426
Foreign suppliers	Number	132	157	124
Proportion of local suppliers by number	%	79.11	77.82	77.45
Proportion of spending on local suppliers by MYR Value	%	96.35	92.85	93.14

Despite challenging economic and market conditions, the Group has successfully distributed RM 4.68 billion through our operations. Over the past three (3) years, more than 90% of the economic value we have shared has directly benefited local stakeholders.

(continued)

Our focus remains on improving economic performance by generating and distributing value to stakeholders, driving industrial progress, and contributing to nation-building, while prioritising local suppliers to foster sustainable development and long-term community benefits.

Supply Chain Management

CIHB is working towards responsible procurement by integrating sustainability into our processes, from supplier registration to annual assessments. While still in progress, we aim to require all suppliers to meet standards in ethics, health and safety, environmental management, and human rights. We plan to categorise suppliers, conduct annual reviews, and implement programmes to support sustainable sourcing over time.

We are actively monitoring the following metrics as part of our Sustainable Supply Chain Management in our sustainability framework:

i. Existing Supplier Social and Environmental Assessment

Indicators	Unit	FY2023	FY2024	FY2025
Total Number of EXISTING Suppliers	Number	632	<i>7</i> 08	550
Number of suppliers assessed for social impacts	Number	_	_	_
Number of suppliers assessed for environmental impacts	Number	_	_	_

ii. New Supplier Social and Environmental Assessment

Indicators	Unit	FY2023	FY2024	FY2025
Total Number of NEW Suppliers	Number	12	14	4
Percentage of new suppliers that were screened using environmental criteria	%	_	-	_
Percentage of new suppliers that were screened using social criteria	%	_	-	_

Customer Satisfaction and Product Responsibility

Customer satisfaction is the Group's top priority, and we are committed to delivering products that meet all regulatory, safety, and quality standards, ensuring they fulfil our customers' requirements. We aim to enhance customer satisfaction by considering their feedback, collaborating with suppliers who share our dedication to excellence, and maintaining high-quality standards across all our products and services.

To achieve this, we plan to increase the frequency of our Customer Satisfaction Survey (CSS) to better understand areas for improvement and refine our offerings. Quality management systems are in place to oversee processes from planning and development to production and after-sales services, ensuring strict adherence to all standards.

The Group is dedicated to complying with the quality standards set by government agencies, licensing bodies in Malaysia, importing countries, and our customers. Additionally, we intend to offer customer support platforms, such as a hotline and live chat, for feedback and complaints, with plans to address any identified areas of dissatisfaction through targeted solutions.

The Group has been endorsed with the following certifications and accreditations that aim to guarantee the quality of the products for consumption and use:

- ISO 22000:2018 by AJA Europe
- HACCP by SIRIM QAS & by Ministry of Health Malaysia
- HALAL by JAKIM
- KOSHER by Orthodox Jewish Community of Singapore
- GMP by Ministry of Health Malaysia
- MeSTI by Ministry of Health Malaysia

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- RSPO by SIRIM QAS
- MSPO by SIRIM QAS

The Group continues to support Malaysia's growth and adoption of sustainable oil palm products by being an active member of the Roundtable on Sustainable Palm Oil ("RSPO") and Malaysian Sustainable Palm Oil ("MSPO").

At CIHB, we plan to track the following metrics related to our Customer Satisfaction & Product Responsibility component within our Sustainability Framework:

- Total significant product and service categories for which health and safety impacts are assessed for improvement
- Number of recalls issued and total units recalled for health and safety reasons
- Recalls issued and total units recalled for health and safety reasons

We target zero product recalls, aligned with our commitment to uphold standards to ensure the highest levels of health and safety.

Environment

CIHB places environmental stewardship as an important pillar of our business growth, establishing environmental policies and operational guidelines that align with its vision and social responsibilities. This includes fostering a green culture within and beyond the organisation by increasing employee awareness.

CIHB actively reduces environmental impact by managing key areas such as raw material usage, energy consumption, waste management, and supply chain optimisation. The Group has an ongoing programme to minimise product wastage through optimised product and packaging design, prioritising recycled materials, and conserving energy by refining production processes.

Furthermore, CIHB plans to develop new initiatives and to formalise a Climate Transition Strategy.

We frame the environmental pillar of our sustainability framework with three (3) main components, namely, Climate Change, Water Management and Waste & Effluent Management.

Climate Change

CIHB recognises its responsibility to reduce its carbon footprint and contribute to combating climate change, aiming to transition toward a low-carbon economy. The Group is committed to minimising environmental impact and building operational resilience to create long-term value for stakeholders and communities.

Additionally, CIHB is focused on minimising our environmental footprint by optimising energy use, utilising recycled materials, and embracing technological innovations to further enhance energy efficiency and reduce emissions.

i. Energy Management

Indicators	Unit	FY2023	FY2024	FY2025
Grid Electricity	kWh	9,811,071	9,509,728	10,437,989
Petrol and Diesel	Megawatt ('GJ')	3,951	3,709	4,498
Electricity	GJ	35,320	34,235	31,274
Total Renewable Energy	GJ	_	_	_
Total Non-Renewable Energy	GJ	39,270	37,944	35,772
Total Energy	GJ	39,270	37,944	35,772

CIHB is committed to reducing its environmental impact by improving energy efficiency and actively managing greenhouse gas emissions with the goal of achieving carbon neutrality. The Group plans to enhance utilisation of renewable energy via increasing solar capacity on our factories and buildings located primarily in Johor and Klang.

The Group has already taken steps to conserve energy, with a strong commitment to addressing climate change. CIHB aims to become a low-carbon company through continuous improvements in operational energy efficiency.

(continued)

ii. Greenhouse Gas ("GHG") Emissions Management

CIHB is committed to addressing climate change by improving operational efficiency, adopting green technologies, and implementing energy-saving measures. The Group recognises that its energy consumption and GHG emissions contribute to climate change and is dedicated to reducing its carbon footprint across all operations.

CIHB is working towards managing and measuring its carbon emissions using the internationally recognised GHG Protocol, established by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI). This ensures accurate emissions accounting, covering both direct and indirect emissions.

Additionally, CIHB has started tracking and monitoring Scope 3 emissions related to business travel and employee commuting and has improved its disclosure of GHG emissions as part of its commitment to transparency.

CIHB understands the significant risks and opportunities that climate change presents and works closely with regulators to address these challenges. The Group acknowledges that climate change can impact both operating costs (OPEX) and capital expenditure (CAPEX), potentially affecting the efficiency and performance of facilities.

To mitigate these risks, CIHB is exploring various programmes aimed at reducing GHG emissions throughout its value chain and is focused on developing energy-efficient processes in collaboration with employees and supply chain partners. The Group also recognises the need to comply with environmental regulations, which may require additional CAPEX for upgrading facilities to manage increased pollution risks, further underscoring CIHB's commitment to environmental stewardship and responsible business practices.

Indicators	Unit	FY2023	FY2024	FY2025
Scope 1: Petrol and diesel	Metric Tonnes	372	355	314
Scope 2: Electricity	Metric Tonnes	5,739	5,563	6,106
Scope 3: Business Travel	Metric Tonnes	1,169	1,213	3,089
Scope 3: Employee Commuting	Metric Tonnes	_	538	498

Scope 1: Direct GHG Emissions

Scope 1 emissions are direct GHG emissions that occur from sources owned or controlled by the company, including emissions resulting from the burning of fossil fuels in boilers, furnaces, company vehicles, and other equipment operated by the Group.

Scope 2: Indirect GHG Emissions

Scope 2 emissions (indirect GHG emissions) account for greenhouse gas emissions generated from the consumption of purchased electricity or other external energy sources used by the Group.

Scope 3: Other Indirect GHG Emissions

Scope 3 emissions are all other indirect emissions not covered under Scope 1 and Scope 2. Scope 3 emissions are a consequence of the activities of the company but occur from sources not owned or controlled by the company.

Notes:

- Scope 1 and Scope 3 emissions factors are sourced from the GHG Protocol version 4.1.
- Scope 2 emissions factors for electricity grids are sourced from Malaysian Green Technology and Climate Change Corporation ("MGTC"), published in 2021.

iii. Responsible Material Consumption

CIHB's waste minimisation strategy focuses on recovering both solid and liquid waste for reuse and recycling wherever possible. The company responsibly disposes of downstream waste through municipal landfills or incinerators, while hazardous waste is collected and properly managed by authorised third-party contractors.

To further reduce our environmental impact, we have initiated efforts to minimise the use of virgin materials by incorporating recycled materials into our processes. Recyclable items such as rejected jerry cans, PET bottles, plastics, shrink wraps, caps, inserts, carton boxes, and wooden pallets are collected and sent to designated disposal areas, where they are sold as scrap to approved buyers, promoting a circular approach to resource management.

The Group's Edible Oil division implements procedures to minimise production wastage. Oil leakages from dented tins, jerry cans, and spoiled PET bottles are rejected and sent to the rework area. Salvaged oil spillage is transferred to a dedicated bullet tank and then filtered into a storage tank. Any remaining spillage flows into the drain and is collected by the oil trap system, eventually sold as sludge oil to approved buyers.

(continued)

Indicators	Unit	FY2023	FY2024	FY2025	
Total weight or volume of materials that are used to produce and package products and services					
Vegetable Oil	Metric Tonnes	985,528	867,097	957,435	
Packaging	Pieces	94,158,522	68,788,326	87,592,219	
Flexibag Packaging	Sets	935	1,097	1,145	
Additives	Metric Tonnes	19	18	24	
Resin	Metric Tonnes	24,542	28,683	18,184	
Calcium Carbonate	Metric Tonnes	4,944	5,624	3,835	
Colour	Metric Tonnes	2,076	958	447	

The type and quantity of materials the company uses can indicate its dependence on natural resources and the impact of its operations on their availability. Conversely, the company's contribution to resource conservation can be shown by its approach to recycling, reusing, and reclaiming materials, products, and packaging.

Water Management

i. Water Consumption

Indicators	Unit	FY2023	FY2024	FY2025
Municipal water consumption	Megalitres ("m3")	59,218	41,275	58,250

CIHB is committed to promoting water conservation and efficient resource management across its operations and supply chain. The Group offers a wide range of water conservation products that help customers save water and energy, all of which comply with Malaysia's Green Building Index (GBI) and Singapore's Water Efficiency Labelling Scheme (WELS). In supply chain management, CIHB prioritises working with suppliers who are ISO 14000 (Environmental Management System; EMS) certified, reinforcing our dedication to environmental stewardship.

Although CIHB does not operate in water-stressed regions, the Group is deeply committed to managing water resources efficiently and minimising usage at all sites to address the global issue of water scarcity. By reporting the volume of water consumption, CIHB aims to better understand and mitigate its impact on downstream water availability, ensuring that water remains accessible for ecosystems and local communities. Our water conservation efforts focus on reducing water use and improving efficiency across all our operations.

Waste and Effluent Management

i. Waste Generation and Effluent Discharge

Indicators	Unit	FY2023	FY2024	FY2025
Total scheduled waste	Metric Tonnes	14.95	2.74	0.96
Total solid waste generated	Metric Tonnes	1,248.96	1,482.55	1,611.61
Total waste	Metric Tonnes	1,263.91	1,485.29	1,612.56
Total waste diverted from disposal (recycled or repurposed)	Metric Tonnes	454.91	451.66	1,150.51
Total waste directed to disposal	Metric Tonnes	794.05	1,030.89	461.10
Total volume of water (effluent) discharge over the reporting period	m3	_	_	_

(continued)

The Group's Edible Oil division implements procedures to minimise production wastage. Oil leakages from dented tins, jerry cans, and spoilt PET bottles are rejected and sent to the rework area. Salvaged oil spillage is then transferred to a dedicated bullet tank, subsequently filtered into a storage tank. Any remaining spillage that flows into the drain and is eventually collected by the oil trap system and sold as sludge oil to approved buyers.

Recyclable items like rejected jerry cans, PET bottles, plastics, shrink wraps, caps, inserts, carton boxes, and wooden pallets are collected and sent to the disposal area for approved buyers to purchase them as scrap items.

We have also undertaken initiatives to reduce our consumption of virgin materials by using recycled materials wherever possible. Moving forward we aim to progressively increase the percentage of recycled materials used as we move towards our journey of embracing a circular economy.

Social

Community and Society

Corporate responsibility is at the heart of CIHB's corporate culture, reflecting our commitment to being a responsible and socially conscious organisation. We are dedicated to creating shared value and fostering a culture of giving that positively impacts the communities we serve. This commitment is deeply embedded in our core values, identity, and culture, driving us to contribute to a stronger, more equitable society.

CIHB aligns its community investment principles with its business strategy to achieve meaningful outcomes for both the company and the local communities. Our efforts focus on building thriving communities through charitable work, donations, and social support. We actively support organisations that make a difference, contributing to various charities and foundations, and providing essential products, such as edible oil, to underprivileged communities to help alleviate the rising cost of living.

Our dedication to local communities is demonstrated through sustainable initiatives that support essential services and empower individuals, ensuring that our impact is both lasting and positive. We believe that fostering strong relationships between businesses and communities promotes social inclusion and leads to long-term, tangible benefits. At CIHB, we strive to be a responsible corporate citizen by investing in education and social welfare, nurturing local talent, and preparing future leaders who will contribute to the broader society.

Looking ahead, CIHB plans to further encourage community service and volunteering among our employees, aligning these activities with the development of both soft and technical skills. We are confident that these efforts will not only benefit the communities we serve but also enhance the personal and professional growth of our talent pool, creating a virtuous cycle of empowerment and support.

i. Community Contributions

FY: Categories		023	FY2024		FY2025		3-Year Total	
Culegories	MYR	Pax	MYR	Pax	MYR	Pax	MYR	Pax
Food & Economic	70,380	10,200	399,040	24,100	60,000	1,500	529,420	35,800
Education	190,000	1,900	10,000	100	400,000	3,200	600,000	5,200
Differently Abled	5,000	50	_	_	200,000	2,000	205,000	2,050
Community	1,000	10	_	_	5,000	50	6,000	60
TOTAL	266,380	12,160	409,040	24,200	665,000	6,750	1,340,420	43,110

Health and Safety

At CIHB, the health, safety, and well-being of our workers are paramount. We are committed to integrating safe practices into our daily operations and actively work to eliminate hazards. When elimination is not feasible, we take all reasonable steps to minimise risks to our employees and others affected by our work. Our approach includes comprehensive occupational safety and health training to equip workers with the knowledge needed to identify and manage workplace hazards, ensuring a safe working environment.

Our dedication to safety is demonstrated through regular inspections, maintenance, and the organisation of annual fire department assessments and other safety awareness initiatives. The Group is also adequately insured to mitigate any economic losses from unforeseen events. We continuously improve our safety management system to comply with relevant legislation and regulatory requirements, and we strive to eliminate or minimise workplace risks while fostering a culture that values health, safety, and well-being.

(continued)

i. Fatalities

Indicators	Unit	FY2023	FY2024	FY2025
Fatalities (employees)	Number	_	_	_

ii. Lost Time Incidents

Indicators	Unit	FY2023	FY2024	FY2025
Incidents	Number	3	11	17
Working Hours	Hours	1,218,444	1,355,660	1,393,577
Lost Time Incident	Ratio	0.49	1.62	2.44

iii. Occupational Health and Safety Training

Indicators	Unit	FY2023	FY2024	FY2025
Employees trained on health and safety standards	Number	3	47	47
Employees receiving general training, which includes safety	Number	16	235	230

The Health and Safety Committee, led by a certified officer from the National Institute of Occupational Safety and Health (NIOSH), ensures the effectiveness of our safety policies. The committee conducts assessments, including Chemical Health Risk Assessments (CHRA), Noise Mapping, Medical Exposure Monitoring, and audiometric tests, in accordance with the Occupational Safety and Health Act (OSHA) 1994 to maintain compliance. The Group also prioritises clear communication of Standard Operating Procedures (SOP) and best practices, as recommended by the Ministry of Health and the World Health Organisation.

We are proud to report that in the current reporting year, the Group received no penalties related to occupational health and safety, and there were no workplace fatalities. Our Occupational Health and Safety Policy applies to all employees, contractors, and business partners, and is aligned with OSHA 1994, the Environmental Quality Act 1974, and other relevant regulations. Although we acknowledge a lack of formal training over the past three (3) years, our regular briefings, notices, and operational design measures have effectively minimised health and safety risks, as evidenced by our zero fatality rate.

CIHB's unwavering commitment to health and safety ensures that the well-being of everyone in our work environment remains a top priority, with continuous efforts to improve and comply with all applicable safety standards and regulations.

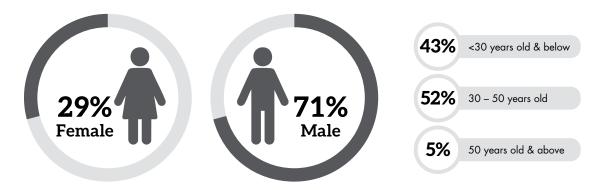
Talent Management

i. Diversity, Equity and Inclusion (Staff)

CIHB is committed to fostering a diverse, equitable, and inclusive workplace that offers a competitive edge through a wide range of perspectives and ideas. We actively promote equal employment opportunities and non-discrimination, ensuring that all employees, regardless of gender, race, religion, age, or nationality, are treated fairly. Competitive wages are provided without gender discrimination, and career advancement decisions are based solely on performance and merit.

Recognising employees as our most valuable assets, we aim to attract, develop, and retain diverse talent across all levels. We strive to create an inclusive environment where differences are celebrated, and all employees feel valued and empowered to be their authentic selves. The Group is committed to a zero-tolerance approach toward any form of discrimination, bullying, or harassment, ensuring a workplace rooted in dignity, respect, and compliance with the Employment Act 1955.

CIHB consistently supports employees by maintaining full salaries, bonuses, and timely increments, even during challenging times. Inclusion is seen as essential for future success, driving innovation through diverse perspectives. The Group's Code of Conduct and Ethics enforces fair employment standards, and all employees undergo compliance training during onboarding. CIHB also engages in industry collaborations to improve labour standards and regularly reviews the practices of business partners to ensure compliance. There were no breaches of labour standards or regulations in the current reporting period.



Indicators	Unit	FY2023	FY2024	FY2025
TOTAL EMPLOYEES	Number	637	609	574
Employees by gender				
Management				
Male	%	1.26	1.45	1.22
Female	%	0.16	0.18	0.17
Executive				
Male	%	11.15	9.20	8.89
Female	%	13.50	14.12	13.07
Non-Executive				
Male	%	54.63	56.49	60.98
Female	%	19.31	18.23	15.68
TOTAL				
Male	%	67.03	67.32	71.08
Female	%	32.97	32.68	28.92
Employees by Age				
Management				
<30	%	_	_	
30-50	%	0.16	0.66	0.70
>50	%	1.26	1.31	0.70
Executive				
<30	%	6.28	5.91	4.01
30-50	%	13.50	12.64	15.51
>50	%	4.87	4.76	2.44
Non-Executive				
<30	%	37.36	31.04	39.37
30-50	%	35.32	15.20	35.25
>50	%	1.26	1.48	2.09
TOTAL				
<30	%	43.64	37.69	43.38
30-50	%	48.98	55.30	51.39
>50	%	7.38	7.01	5.23
Disabilities				
Disabled Employees	%	_	_	

(continued)

ii. Diversity, Equity and Inclusion (Directors)

CIHB recognises the importance of board diversity in driving innovation, broadening perspectives, and enhancing decision-making processes. While our current board composition consists of 75% male and 25% female members, and 87.5% of our board members are above 50 years old, with 12.5% between the ages of 30 and 50, we view this as an opportunity for growth.

Indicators	Unit	FY2023	FY2024	FY2025
TOTAL DIRECTORS	Number	9	8	8
Directors by gender				
Male	%	66.67	75.00	75.00
Female	%	33.33	25.00	25.00
Directors by age				
<30	%	_	_	_
30-50	%	_	12.50	12.50
>50	%	100.00	87.50	87.50

We are committed to evolving our board's diversity in the coming years, aiming to bring in a wider range of experiences, backgrounds, and perspectives that will further enrich our leadership and align with our long-term strategic goals. This commitment reflects our broader dedication to fostering diversity and inclusion throughout the organisation, ensuring that we continue to thrive in an increasingly dynamic business environment.

iii. Workforce Retention and Attrition

CIHB recognises that our people are the cornerstone of our success and continued growth. We are committed to attracting, developing, and retaining high-calibre talent, while fostering a work environment that is both supportive and empowering. To ensure our workforce remains competitive and prepared for future challenges, we invest strategically in comprehensive development programmes.

Ongoing training is integral to maintaining our competitive edge and advancing employee development. The Group offers a robust suite of training programmes, encompassing both mandatory and optional courses, designed to address a wide range of skills from technical expertise to operational proficiency, tailored to meet the specific needs of various roles within the organisation.

CIHB's talent development initiatives are focused on enhancing both personal and professional growth, providing employees with the tools and insights necessary to excel in their careers. We also actively encourage our employees to broaden their expertise by participating in external courses led by industry specialists and thought leaders, thereby ensuring that our team remains at the forefront of industry advancements.

Attrition

Indicators	Unit	FY2023	FY2024	FY2025
TOTAL EMPLOYEE TURNOVER	Number	150	113	68
Employee turnover by gender				
Male	Number	90	75	52
Female	Number	60	38	16
Employee turnover by age				
<30	Number	84	87	36
30-50	Number	35	25	11
>50	Number	8	5	1
Employee turnover by category				
Management	Number	3	-	-
Executive	Number	35	25	11
Non-Executive	Number	112	88	57

(continued)

Training and Development

Indicators	Unit	FY2023	FY2024	FY2025
TOTAL TRAINING TIME (HOURS)	Hours	17,831	13,468	4,453
Management	Hours	24	36	430
Executive	Hours	964	1,184	915
Non-Executive	Hours	16,843	12,248	3,108
Total employees trained (number)	Number	484	428	421

Fixed Term (Contract)

Indicators	Unit	FY2023	FY2024	FY2025
Percentage of employees that are contractors or temporary staff	%	42.70	20.36	23.87

iv. Human Rights

Indicators	Unit	FY2023	FY2024	FY2025
Substantiated complaints concerning human rights violations	Number	_	_	_

CIHB is dedicated to upholding human rights throughout our value chain by ensuring the welfare and security of our staff, protecting indigenous populations, and strictly adhering to labour practices that prohibit child or forced labour. We are committed to embedding strong human rights practices and ethical treatment across all our operations, recognising that these principles enhance productivity and foster a healthy work culture.

We comply with all relevant laws and regulations, including Malaysia's Employment Act 1955, and adhere to internationally recognised human rights principles such as the UN Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. To reinforce our commitment, CIHB has established clear grievance handling and whistleblowing channels, allowing employees to report violations confidentially and safely, with full protection of their identities.

Our commitment extends to providing fair wages, decent living conditions, and adequate training to all workers, including foreign workers, ensuring they can perform their roles safely and effectively.

We continuously strive to maintain our high standards in human rights, with a focus on preventing any violations and achieving our goal of zero substantiated complaints. CIHB remains steadfast in adhering to the highest standards of conduct in all business dealings, guided by internationally recognised human rights frameworks and principles.

Governance

Cybersecurity and Data Protection

CIHB is dedicated to ensuring the privacy and security of all data under its management, whether it pertains to the Group, customers, employees, or the general public. We manage data with full transparency, adhering to best practices and complying with relevant laws, including the Personal Data Protection Act (PDPA) 2010.

In light of the increasing reliance on digital technologies due to trends like remote work and e-commerce, CIHB has reinforced its cybersecurity measures to protect against rising threats. Our comprehensive cybersecurity framework is a key component of our Enterprise Risk Management (ERM) strategy, ensuring we meet regulatory requirements in every region where we operate. Regular audits of user access, data retention, and data destruction practices help us prevent unauthorised access and ensure data is handled securely from collection to disposal.

(continued)

Complaints and Breaches

Indicators	Unit	FY2023	FY2024	FY2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	_	_	_

Between FY2024 and FY2025, CIHB successfully maintained a record of zero complaints regarding breaches of customer privacy or data loss, highlighting our commitment to rigorous data protection. We also prioritise ongoing employee education in data privacy, with mandatory annual training to keep our teams informed of their critical role in protecting sensitive information. Through these measures, CIHB effectively safeguards all confidential data, including customer, business, and employee information, against cyber threats.

Ethical Conduct, Anti-Corruption and Corporate Governance

CIHB is committed to upholding the highest standards of ethics, integrity, and transparency. New employees are inducted into the Group's Code of Conduct and Ethics, Anti-Bribery and Corruption (ABC) Policy, and other key guidelines.

We have a dedicated whistleblowing channel for confidential reporting of any improprieties, accessible via email, telephone, or mail. The Code of Conduct and Ethics, ABC Policy, and Whistleblowing Policy are available on our website for easy access.

Our Board and senior management uphold strong corporate governance, ensuring a balanced Board composition, stringent internal controls, and a structured organisational framework. CIHB applies a zero-tolerance approach to bribery and corruption, with any violations leading to disciplinary action and potential legal consequences. We are pleased to report zero recorded cases of corruption in the current year.

CIHB also emphasises accurate and transparent financial reporting, regularly engaging stakeholders through quarterly announcements and making all financial information publicly available on our website. Our commitment to ethical practices, legal compliance, and the protection of whistleblowers underscores our dedication to integrity and trust in all business dealings.

Accurate, transparent, and timely financial reporting is crucial for efficient decision-making for the Group and stakeholders. We report our financial performance on a consolidated basis and regularly engage with stakeholders through quarterly result announcements and investor updates. The Group's financial and operational information is made public on our website – **www.cih.com.my**—.

Anti-corruption

Indicators	Unit	FY2023	FY2024	FY2025
Percentage of employees who have received training on anti corruption by employee category	%	54.63	90.78	100.00
Confirmed incidents of corruption and action taken	Number	_	-	_
Percentage of operations assessed for corruption-related risks	%	_	_	_

Risk Management and Internal Controls

Please refer to our Statement of Risk Management and Internal Control for further details on our risk management framework.

(continued

Performance Data Table

Bursa Indicator Ref	Indicator	Unit	FY2023	FY2024	FY2025
Ethical Co	onduct, Anti-Corruption and Corporate Governance				
	Percentage of employees who have received training on anti-corruption by employee category				
C1 (a)	Management	%	33.33	50	100
	Executive	%	28.66	26.58	100
	Non-Executive	%	63.69	51.36	100
C1 (b)	Percentage of operations assessed for corruption-related risks	%	_	_	_
C1 (c)	Confirmed incidents of corruption and action taken	Number	_	_	-
Communi	ty Contributions				
C2 (a)	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	266,380	409,040	665,000
C2 (b)	Total number of beneficiaries of the investment in communities	Number	12,160	24,200	7,750
Diversity,	Equity & Inclusion (Employees)				
	TOTAL EMPLOYEES	Number	637	609	574
	Employees by age				
	Management				
	<30	%	-	-	
	30-50	%	0.16	0.66	0.70
	>50	%	1.26	1.31	0.70
	Executive				
	<30	%	6.28	5.91	4.01
	30-50	%	13.50	12.64	15.51
6211	>50	%	4.87	4.76	2.44
C3 (a)	Non-Executive + GW				
	<30	%	37.36	31.04	39.37
	30-50	%	35.32	15.20	35.19
	>50	%	1.26	1.48	2.09
	TOTAL				
	<30	%	43.64	37.69	43.38
	30-50	%	48.98	55.30	51.39
	>50	%	7.38	7.01	5.23
	Disabilities				
	Disabled Employees	%	_	_	_

Bursa Indicator Ref	Indicator	Unit	FY2023	FY2024	FY2025
Diversity,	Equity & Inclusion (Employees)				
	Employees by gender				
	Management				
	Male	%	1.26	1.64	1.22
	Female	%	0.16	0.33	0.17
	Executive				
	Male	%	11.15	9.20	8.89
C3 (a)	Female	%	13.50	14.12	13.07
	Non-Executive + GW				
	Male	%	54.63	56.49	60.98
	Female	%	19.31	18.23	15.68
	TOTAL				
	Male	%	67.03	67.32	71.08
	Female	%	32.97	32.68	28.92
Diversity,	Equity & Inclusion (Directors)				
	TOTAL DIRECTORS	Number	9	8	8
	Directors by gender				
	Male	%	66.67	75.00	75.00
C3 (b)	Female	%	33.33	25.00	25.00
C3 (b)	Directors by age				
	<30	%	_	-	_
	30-50	%	_	12.50	12.50
	>50	%	100.00	87.50	87.50
Energy A	Management				
	Grid Electricity	kWh	9,811,071	9,509,728	10,437,989
	Petrol and Diesel	GJ	3,951	3,709	4,498
	Electricity	GJ	35,320	34,235	31,274
C4 (a)	Total Renewable Energy	GJ	-	-	
	Total Non-Renewable Energy	GJ	39,270	37,944	35,772
	Total Energy	GJ	39,270	37,944	35,772

Bursa Indicator Ref	Indicator	Unit	FY2023	FY2024	FY2025
Occupati	onal Safety and Health				
C5 (a)	Fatalities (employees)	Number	_	-	_
	Incidents	Number	3	11	17
C5 (b)	Working Hours	Hours	1,218,444	1,355,660	1,393,577
	Lost Time Incident	Ratio	0.49	1.62	2.44
	Employees trained on health and safety standards	Number	3	47	47
C5 (c)	Employees receiving general training, which includes safety	Number	16	235	230
Training o	and Development				
	Total training time (hours)	Hours	17,831	13,468	4,453
	Management	Hours	24	36	430
C6 (a)	Executive	Hours	964	1,184	915
	Non-Executive + GW	Hours	16,843	12,248	3,108
	Total employees trained (number)	Number	484	428	421
Contract/	Temporary Staff				
C6 (b)	Percentage of employees that are contractors or temporary staff	%	42.70	20.36	23.87
Turnover					
	Total employee turnover	Number	150	113	68
	Employee turnover by gender				
	Male	Number	90	75	52
	Female	Number	60	38	16
	Employee turnover by age				
C6 (c)	<30	Number	84	87	36
CO (C)	30-50	Number	58	21	31
	>50	Number	8	5	1
	Employee turnover by category				
	Management	Number	3	_	_
	Executive	Number	35	25	11
	Non-Executive + GW	Number	112	88	57
Human R	ights .				
C6 (d)	Substantiated complaints concerning human rights violations	Number	-	-	_

Bursa Indicator	Indicator	Unit	FY2023	FY2024	FY2025	
Ref Supply C	hain Management					
C7 (a)	Proportion of local suppliers by number	%	<i>7</i> 9.11	77.82	77.45	
C7 (a)	Proportion of spending on local suppliers by MYR Value	%	96.35	92.85	93.14	
Cybersec	Cybersecurity & Data Privacy					
C8 (a)	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	-	-	-	
Water Management						
C9 (a)	Municipal water consumption	m3	59,218	41,275	58,250	
Waste &	Effluent Management					
	Total scheduled waste	Metric Tonnes	14.95	2.74	0.96	
	Total solid waste generated	Metric Tonnes	1,248.96	1,482.55	1,611.61	
C10 (a)	Total waste	Metric Tonnes	1,263.91	1,485.29	1,612.56	
	Total waste diverted from disposal (recycled or repurposed)	Metric Tonnes	454.91	451.66	1,150.51	
	Total waste directed to disposal	Metric Tonnes	794.05	1,030.89	461.10	
GHG Em	issions					
C11 (a)	Scope 1: Petrol and diesel	Metric Tonnes	372	355	314	
C11 (b)	Scope 2: Electricity	Metric Tonnes	5,739	5,563	6,106	
011.7	Scope 3: Business Travel	Metric Tonnes	1,169	1,213	3,089	
C11 (c)	Scope 3: Employee Commuting	Metric Tonnes	_	538	498	

(continued)

Sustainability Assurance Statement

The contents of this Sustainability Statement underwent an internal review by the Company's Internal Audit Department.

We will continue to improve our data accuracy and quality to strengthen our disclosures moving forward by ensuring that all indicators are subjected to independent assurance in subsequent reports.

Conclusion

Continuous improvement is at the heart of what we do. We are committed to being a sustainable organisation in addressing EESG issues. From small actions in our teams and communities to large-scale business decisions, we believe sustainability is everyone's business. We want to inspire, educate, and lead sustainable business practices both in our markets and within our organisation.

By continually aligning our decisions and policies, we equip ourselves to address present challenges and those that lie ahead. We have full confidence in our people, processes, and values to meet these demands and exceed expectations in the years to come.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (the "Board") of C.I. Holdings Berhad ("CIHB" or "the Company") is committed in ensuring that the Company and its subsidiaries (the "Group") practice a high standard of corporate governance in discharging its responsibilities to enhance shareholders' value and financial position of the Group.

The Board continues to review its existing corporate governance practices and policies throughout the Group in ensuring full application of key corporate governance principles as set out in the Malaysian Code on Corporate Governance ("MCCG").

This statement which is made pursuant to Paragraph 15.25 of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"), sets out the manner in which the Group has applied the principles and recommendations of MCCG. It must be read together with the Corporate Governance Report published on CIHB's website at **www.cih.com.my.**

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

The Board is cognisant of its responsibilities by ensuring proper control of the economics and financial management of the Company and validates the strategic directions proposed by the Management for implementation.

The Board acts in the best interests of CIHB, honestly, fairly and diligently and in accordance with the duties and obligations imposed by the Constitution of the Company and the law.

The Board also serves as a panel to provide effective guidance on the assessment of principal risks and the appropriate systems to manage these risks, as well as to review the adequacy and integrity of the Company's internal control system in safeguarding shareholders' interests and the Company's assets.

The Board's role and responsibilities include but are not limited to the following:

- Setting and reviewing the objectives, goals and strategic plans for the Group with a view to maximising shareholders' value.
- Adopting and monitoring progress of the Company's strategies, budgets, plans and policies.
- Overseeing the conduct of the Group's businesses to evaluate whether the businesses are properly managed.
- Identifying principal risks of the Group and ensuring the implementation of appropriate systems to mitigate and manage these risks.
- Considering Management's recommendations on key issues including acquisitions, divestments, restructuring, funding and significant capital expenditure.
- Implementing succession planning for senior management.
- Reviewing the adequacy and integrity of the Group's internal control systems and management information systems.

To ensure the effective performance of its duties, the Board has established discretionary authority limits ("DAL"). These limits outline the matters that the Board has delegated to the Management team led by the Group Managing Director ("GMD") and Executive Director. The DAL is reviewed and revised as needed to maintain an efficient and effective decision-making structure for the Group. The DAL for the Company and its wholly-owned subsidiaries was last updated and approved by the Board on 29 May 2025.

There is a schedule of matters reserved specifically for the Board's decision, including the conflict of interest issues relating to a substantial shareholder or a Director, material acquisitions and disposition of assets not in the ordinary course of business, investments in Capital projects, authority levels, treasury policies, risk management policies as well as key human resource issues. The Executive Directors and the Management are tasked to ensure compliance with this. These authority limits are reviewed and revised as and when required, to ensure an optimum structure for efficient and effective decision-making in the Group.

It is also the Directors' responsibility to declare to the Board whether they have any potential or actual conflict of interest in any transactions or in any contract or proposed contract with the Company or any of its related companies. Where issues involve conflict of interest, the Directors will abstain from discussion and voting on the matters as well as abstain from any other decision-making process in relation to these transactions.

The Board delegates certain responsibilities to the Board Committees, all of which operate within defined terms of reference.

The roles of the Chairman and GMD remain separate and distinct. The Chairman plays an important leadership role and is responsible for:

- Leading the Board in setting the values and standards of the Company;
- Maintaining a relationship of trust with and between the Executive and Non-Executive Directors;
- Ensuring the provision of accurate, timely and clear information to Directors;
- Ensuring effective communication with shareholders and relevant stakeholders;
- Arranging regular evaluation of the performance of the Board, its Committees and individual Directors; and
- Facilitating the effective contribution of Non-Executive Directors and ensuring constructive relations be maintained between Executive and Non-Executive Directors.

The Chairman, in consultation with the GMD and the Company Secretaries, sets the agenda for Board meetings and ensures that all relevant issues are on the agenda. He ensures that all Directors are properly briefed on issues arising at Board meetings, sufficient time is allowed for the discussion of complex or contentious issues and, where appropriate, arranging for informal meetings beforehand to enable thorough preparation for the Board discussion, the issues discussed are forward looking and concentrates on strategy, every Board resolution is put to vote to ensure the will of the majority prevails and that all Executive Directors look beyond their executive functions and accept their full share of responsibilities on governance.

The Company is committed to high standards of ethics and business conduct. It has established a Code of Conduct and Ethics ("CCE") for Directors based on five (5) fundamental principles which are: Competence, Integrity, Fairness, Confidentiality and Objectivity, and Conflict of Interest. These principles are vital to fostering trust among stakeholders and enhancing, CIHB's reputation. The CCE for Directors was established by the Company on 26 February 2025.

The Board Charter was last revised and updated on 26 February 2025 to align with the MCCG and Listing Requirements. It outlines, inter alia, the roles and responsibilities of the Board and its Committees, procedures for convening Board meetings, financial reporting, investor relations and shareholder communication. The Charter which serves as a source of reference for Directors, will be reviewed and updated periodically in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the Board's responsibilities.

The Board Charter and Fit and Proper Policy are made available for reference at the Company's website at www.cih.com.my.

An Employee Manual, which was reviewed and updated on 21 November 2022 by the Group includes the CCE for Management and Staff, and Whistleblowing Policy, which is intended to cover protection for staff who raise concerns in relation to irregular and unlawful practices.

The CCE for Management and Staff was reviewed and updated on 26 February 2025 by the Group, which governs employees conduct and behaviour in carrying out their duties and responsibilities in the day-to-day business operations. This CCE outlines minimum standards expected of employees in dealing with conflicts of interest, supplier relationships, interests in competitors, external businesses or activities, transactions with the Company, use of the Company's property or information, disclosure of information, personal or intimate relationships, laws and regulations, condonation, business records, illegal or questionable payments and supplier obligations.

In addition to the CCE, a Whistleblowing Policy has been put in place. The policy provides a mechanism and offers protection for employees to report matters such as financial malpractice or impropriety or fraud, failure to comply with legal obligations or statutes, hazardous to health or the environment, criminal activity, improper conduct or unethical behaviour or any attempts to conceal any of the above. The protection of the employee who reports breaches and non-compliances is in line with the Public Interest Disclosure Act which came into effect in 1999. The policy is disseminated to subsidiaries and is available for access by employees.

This policy is designed to enable employees of the Company to raise concerns internally and at a high level and to disclose information which the individual believes exhibits malpractice or impropriety. This policy is intended to cover concerns which are in the public interest and may be investigated separately may then lead to the invocation of other procedures e.g. disciplinary. These concerns may inter-alia include:

- Financial malpractice or impropriety or fraud
- Failure to comply with a legal obligation or Statutes
- Hazardous to health and safety or the environment
- Criminal activity
- Improper conduct or unethical behaviour
- Attempts to conceal any of the above

The employees are guided by the Whistleblowing Policy when relying on information in relation to the abovementioned in writing to designated persons stated in the said policy. Upon receipt of report made together with available evidence, the investigator is tasked to investigate and take all reasonable steps to ensure that investigations regarding the report and disclosure are carried out fairly, unbiased and with due regards to the principles of natural justice. The investigator will report the outcome of the investigation to the GMD or Chairman.

In addition, subsequent to the introduction of the Corporate Liability Provision for bribery and corruption under Section 17A of the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"), the Board had on 28 May 2020 approved the adoption of the Anti-Bribery and Corruption ("ABC") Policy which sets out the policies and procedures for compliance with the MACC Act. The ABC Policy will be reviewed periodically to assess its effectiveness, and in any event, at least once every three (3) years. The ABC Policy was reviewed and updated on 29 May 2023.

The details of the CCE for Directors and Management and Staff respectively, ABC Policy and Whistleblowing Policy are available on the Company's website at **www.cih.com.my.**

The Board members have full access to the three (3) professionally qualified Companies Secretaries, who play an advisory role to the Board in relation to the Company's constitution, Board's policies and procedures as well as compliance with the relevant guidelines, regulatory and statutory requirements, corporate governance and best practices.

The Company Secretaries are also responsible in organising and attending all Board and Committee Meetings, ensuring adherence to board policies and procedures and that all statutory records are well maintained at the registered office of the Company. The Company Secretaries ensure that the deliberations and decisions made at the Board and Committee Meetings are well captured and minuted.

II. Board Composition

CIHB is led and managed by a competent Board comprising members with vast experience in the fields relevant to the Company. The breadth and depth of the Board skills are vital for the successful stewardship of CIHB's strategic direction and operations to maximise shareholder value. Besides having an extensive knowledge and expertise in the palm oil industry, real estate investment and property development, the Board possesses a good mix of skills in business strategies, management, finance, economics, legal, governance and human resources.

As at 30 June 2025, the Board consists of eight (8) members: two (2) executive directors and six (6) non-executive directors. Of the non-executive directors, three (3) are independent and three (3) are non-independent. This composition meets the Listing Requirements that at least two (2) or one-third (1/3) of the Board members must be independent.

For the financial year ended 30 June 2025, the Board convened six (6) meetings to review the Group's operations, to approve the quarterly financial results, year-end financial statements and other matters such as the business plan, the direction of the Group, the related party transactions, new investment and business proposals. A summary of the attendance of each Director at the Board meetings held during the financial year under review is as follows:

Directors	Designation	No. of Board Meetings Attended
Megat Joha Bin Megat Abdul Rahman	Non-Independent Non-Executive Chairman	6/6
Dato' Sukumaran s/o Ramasamy	Non-Independent Non-Executive Deputy Chairman	6/6
Mohammad Bin Alwi	Group Managing Director	6/6
Amir Nashrin Bin Johari	Executive Director	6/6
Datin Mariam Prudence Binti Yusof	Non-Independent Non-Executive Director	5/6
Sharina Binti Saidon	Senior Independent Non-Executive Director	6/6
Dato' Sivananthan a/l Shanmugam	Independent Non-Executive Director	6/6
Mohammad Farish Nizar Bin Othman	Independent Non-Executive Director	6/6

The Independent Directors exercise independent judgement and objectivity to provide a crucial check and balance on the Board, thereby safeguarding the interests of the Company's shareholders, employees, and the communities which it operates.

The Board acknowledges the recommendation to increase gender diversity. Through its Nomination and Remuneration Committee ("NRC"), the Company actively seeks qualified women candidates. Currently, women hold 25% of the board seats, with two (2) female directors.

To ensure the Board of Directors and its Independent Directors remain effective and impartial, the Board's NRC conducts annual assessments. These assessments serve two (2) main purposes:

- Evaluating performance: Reviewing the effectiveness of the Board, Board Committees and each individual Director in fulfilling their duties.
- Ensuring independence: Mitigating risks arising from conflicts of interest or undue influence that could affect a directors' independence.

Ultimately, this assessment process acts as a formal confirmation from the independent directors that they can exercise sound, objective judgement in the best interest of the Company.

In establishing the succession planning for the members of the Board, the NRC ensures that the nominated candidate has a comprehensive job description that outlines the experience, qualifications and core competencies required of a director whilst taking into account the existing skills and expertise of the Board and the anticipated time commitment required before recommending the appointment as Director to the Board for approval.

Succession planning for all other Senior Management positions is managed through a structured process led by the Human Resource Department. These plans are then endorsed by the GMD of the Company, Executive Directors and/or Chief Executive Officers of the subsidiaries.

The Board would assess the training needs of each director. The Directors of the Company attended and participated in various trainings, seminars and forums organised either internally or externally by the Company in areas of finance, tax, accounting and regulatory updates. Members of the Board constantly, on their own initiatives update themselves on the development of the aforesaid by way of reading related literatures and publications on the same.

Training programmes attended by Directors for the financial year ended 30 June 2025 were as follows:

Directors	Training Programme	Organiser	Date
	Bursa Academy: Conflict of Interest ("COI") and Governance of COI.	Asia School of Business	13 August 2024
	Audit Committee Conference 2024.	Malaysian Institute of Accountants ("MIA")	5 September 2024
Adamst Jahrs Die Adamst	Cyber Security Awareness for Board of Directors and Senior Management.	Cyber Intelligence Sdn Bhd	3 October 2024
Megat Joha Bin Megat Abdul Rahman	MIA - Financial Fraud & Forensics Conference 2025.	MIA	27 February 2025
	MIA International Accountants Conference 2025 - Collaborative Leadership for a Sustainable Future.	MIA	26-27 May 2025
	MIA Capital Market Conference - Navigating Change, Building Resilience.	MIA	26 June 2025
	Mandatory Accreditation Programme ("MAP") Part II: Leading for Impact ("LIP").	Institute of Corporate Directors Malaysia ("ICDM")	03-04 July 2024
	Globoil India 2024.	Tefla's	18-20 September 2024
Dato' Sukumaran s/o Ramasamy	Malaysia Palm Oil Forum Kuala Lumpur 2024.	Malaysian Palm Oil Council ("MPOC")	8-9 October 2024
	Indonesian Palm Oil Conference and Price Outlook 2024.	Indonesian Palm Oil Association (GAPKI)	6-8 November 2024
	Malaysia Palm Oil Conference 2025.	Bursa Malaysa Derivatives Berhad	24-26 February 2025
	Malaysia Palm Oil Forum Philippines 2025.	MPOC	03-04 June 2025

Directors	Training Programme	Organiser	Date
	MAP Part II: LIP.	ICDM	03-04 July 2024
Mohammad Bin Alwi	MIA International Accountants Conference 2025 - Collaborative Leadership for a Sustainable Future.	MIA	26-27 May 2025
A - M 1 -	MAP Part II: LIP.	ICDM	03-04 July 2024
Amir Nashrin Bin Johari	Audit Committee Conference 2024: - Embracing Strategic Oversight: The Future of Audit Committees.	MIA	05 September 2024
D :: 44 : D	MAP Part II: LIP.	ICDM	10-11 July 2024
Datin Mariam Prudence Binti Yusof	Leveraging Al for Smarter AML Detection.	Securities Industry Development Corporation (SIDC)	22 May 2025
Sharina Binti Saidon	Advancing Climate Report in Singapore REITs: - Strategies, Standards and Stakeholders Engagements.	Boardroom Corporate Services Sdn Bhd	02 July 2024
Sharina Binii Salaon	MAP Part II: LIP.	ICDM	03-04 July 2024
	National Sustainability Reporting Framework & Latest Bursa Listing Requirements.	Minority Shareholders Watch Group	13 March 2025
	MAP Part II: LIP.	ICDM	03-04 July 2024
Dato' Sivananthan a/l Shanmugam	 Internal Threat to Malaysia Natural Security. Asean Chairmanship 2025 and Sustainability Efforts. 	Media Prima Berhad	14 August 2024
	Digital Transformation with Al for Leader Programme.	Emeritus Institute of Management	20 December 2024
Mohammad Farish Nizar Bin Othman	MAP Part II: LIP.	ICDM	21-22 August 2024

III. Remuneration

The Board believes in a competitive and transparent remuneration framework that supports the Directors' and Senior Management's responsibilities and fiduciary duties in managing the Group to achieve its long-term objective and enhance stakeholders' value.

The remuneration of Directors is determined at levels which enable the Company to attract and retain Directors with the relevant experience and expertise to govern the Group effectively. In the case of Executive Directors, the remuneration is structured to link rewards to corporate and individual performance based on key performance indicators. For Non-Executive Directors, the level of remuneration reflects their experience and level of responsibilities.

Non-Executive Directors

Name	Salary/ Fees (RM'000)	Bonus (RM'000)	Defined Contribution Plan – EPF (RM'000)	Other Emoluments/ Allowances (RM'000)	Benefits In-Kind (RM'000)	Total (RM′000)
Megat Joha Bin Megat Abdul Rahman	75	_	_	18	-	93
Datin Mariam Prudence Binti Yusof	50	-	-	12	-	62
Sharina Binti Saidon	50	_	-	27	-	77
Dato' Sivananthan a/I Shanmugam	50	_	-	24	-	74
Mohammad Farish Nizar Bin Othman	50	_	-	32	_	82
Total	275	_	-	113	_	388

Executive Directors

Name	Salary/ Fees (RM'000)	Bonus² (RM'000)	Defined Contribution Plan – EPF ¹ (RM'000)	Other Emoluments/ Allowances (RM'000)	Benefits In-Kind (RM'000)	Total (RM′000)
Dato' Sukumaran s/o Ramasamy*	3,228	<i>7</i> ,883	403	_	29	11,543
Mohammad Bin Alwi	775	480	144	_	32	1,431
Amir Nashrin Bin Johari	395	90	54	-	_	539
Total	4,398	8,453	601	-	61	13,513

¹ Inclusive of Company's contribution to employee provident fund and social security organisation contribution.

The remuneration (including salary, bonus, allowances, benefits-in-kind and other emoluments) of top three (3) key Senior Management personnel on a named basis during the financial year in bands of RM50,000 are set out below:

² Bonus for the financial year ended 30 June 2025 inclusive of employee provident fund.

^{*} Dato' Sukumaran s/o Ramasamy is an executive director of the subsidiary and his remuneration is paid out from such subsidiary during the financial year under review.

Range of Remuneration	Key Senior Management
RM600,001 - RM650,000	Chaw Pei Yee (Senior Manager – Finance and Administration)
RM500,001 - RM550,000	Mohd Aizat Bin Mohd Yusoff (Chief Executive Officer of Continental Resources Sdn Bhd)
RM350,001 - RM400,000	Abdul Razak Bin Abdul Rahman (Chief Financial Controller of Continental Resources Sdn Bhd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. Audit, Risk Management and Sustainability Committee ("ARMSC")

The ARMSC has three (3) members, all of whom are Non-Executive Directors. The ARMSC is chaired by an Independent Non-Executive Director.

Name	Designation
Mohammad Farish Nizar Bin Othman (MIA 14095) Independent Non-Executive Director	Chairman
Sharina Binti Saidon Senior Independent Non-Executive Director	Member
Dato' Sivananthan a/l Shanmugam Independent Non-Executive Director	Member

The Terms of Reference of the ARMSC sets out its authorities, duties, responsibilities and criteria on the composition of the ARMSC, which includes former key audit partner of the Group to observe a cooling-off period of at least three (3) years before being eligible to be appointed as member of ARMSC.

The terms of office and performance of the ARMSC is reviewed by the NRC annually. All members of the ARMSC are financially literate, competent and able to understand matters under the purview of the ARMSC, including the financial reporting process, and have carried out their duties in accordance with the Terms of Reference of the ARMSC. All members of the ARMSC undertake continuous professional development to keep themselves abreast with the relevant developments in accounting and auditing standards, practices and rules.

The ARMSC oversees the financial reporting, external audit and internal audit functions, any related party transaction and conflict of interests that arose, may arise or persist, as well as risk management and internal controls of the Company.

The ARMSC has amongst others, assessed the External Auditors in terms of their performance, independence and such other criteria prescribed under Paragraph 15.21 of the Listing Requirements and recommended to the Board for their re-appointment at the Annual General Meeting ("AGM"). The External Auditors confirmed that they are and have been independent throughout the conduct of the audit engagement in accordance with the independence criteria sets out by the Malaysian Institute of Accountants. The Audit partner in-charge of a public listed company would be rotated (within the audit firm) every seven (7) years to ensure independence of audit.

The Board, with the recommendations of the ARMSC, will ensure that all quarterly announcements and annual report present a balanced and understandable assessment of the Group's financial position and prospect.

The detailed roles, functions, responsibilities and summary of work undertaken by the ARMSC during the financial year ended 30 June 2025 are as set out in the ARMSC Report of this Annual Report.

II. Risk Management and Internal Control Framework

The Board understands that the ultimate responsibility for ensuring a sound internal control systems which provides reasonable assurance on the effectiveness and efficiency of the systems lies with the Board. The Group's internal control system is

designed to manage the risks to achieve the Company's objectives apart from safeguarding the stakeholder's interest and the Group's asset.

The details of the Risk Management and Internal Control Framework are set out in the Statement on Internal Control and Risk Management of the Annual Report.

III. Internal Audit

The internal audit function is performed in-house whose primary responsibility is to assure the Board, through the ARMSC, that the internal control systems function as intended.

In providing this assurance, the Internal Audit Department carries out regular audit activities in accordance with its annual audit plan to review the adequacy and integrity of internal control systems and to identify opportunities for improvement in operational efficiency. The ARMSC reports to the Board on its activities, significant audit results or findings and necessary recommendations or actions needed to be taken by management to rectify those issues.

The internal audit function adopts a risk-based approach and prepares its audit plans based on significant risks identified. The internal audit provides an assessment of the adequacy, efficiency and effectiveness of the Group's existing internal control policies and procedures and provides recommendations, if any, for the improvement of the control policies and procedures. The results of the audit reviews are presented and discussed during the ARMSC meetings. The Management is responsible for ensuring that the necessary corrective actions on reported weaknesses are taken within the required time frame. The action plans are reviewed and followed up by the internal audit function on a periodical basis to ensure the recommendations are effectively implemented.

The internal audit plan for each financial year will be approved by the ARMSC and stipulates, amongst others, the internal auditors' role, scope and authority, organisation status and reporting structure, independence and objectivity and responsibilities.

The Board acknowledges that risk management is an integral part of good governance. Risk is inherent in all business activities. It is however, not the Group's objective to eliminate risk totally but to provide structural means to identify, prioritise and mitigate the risks involved in all the Group's activities and to balance between the cost and benefits of managing and treating risks, and the anticipated returns that will be derived therefrom.

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

I. Engagement with Stakeholders

The Board acknowledges the need for shareholders to be informed of all material business matters of the Company. Announcements to Bursa Securities are made on significant developments and matters of the Group. Financial results are released on a quarterly basis to provide shareholders with a regular overview of the Group's performance. The Corporate Communications Department of the Company also arranges press interviews and briefings, and releases press announcements to provide information on the Group's business activities, performance and major developments, as and when necessary.

In addition to published annual report and quarterly results announced to Bursa Securities, the Company has a website at **www.cih.com.my** from which investors and shareholders can access for information about the Group. Any enquiries may be directed to this email address, **info@cih.com.my**.

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

II. Conduct of General Meetings

The Company's general meetings serve as a forum for dialogue and interaction with shareholders. Notice of the AGM and Annual Report are dispatch to the shareholders at least 28 days before the date of the AGM. The Board ensured that items of special businesses included in the notice of meeting are accompanied by explanatory statements on the effects of the proposed resolution.

Notices of general meetings with sufficient information of business to be dealt with thereat are also published in one national newspaper to provide for wider dissemination of such notice to encourage shareholder participation. At the general meetings, shareholders have direct access to the Board and are encouraged to participate in the question and answer session.

Resolutions will be voted by way of poll as required under the Listing Requirements of Bursa Securities, and the Company will make an announcement on the detailed results to Bursa Securities.

The Company had on 6 November 2024 successfully conducted its Forty-Sixth AGM entirely via remote participation and electronic voting. This is in accordance to Section 327 of the Companies Act 2016 and Clause 66 of the Company's Constitution which allow for General Meetings to be held using any technology or electronic means.

In facilitating greater participation by shareholders at AGMs of the Company, CIHB will continue to explore possible means of leveraging the technology such as to conduct general meetings using electronic communication devices and appointment of proxy via electronic means as stated in the Company's Constitution.

Focus Areas and Future Priorities

The Board recognises the importance of embedding sustainability practices into strategic priorities of the Group, so as to build long-term viability and value creation to the shareholders. The Board had on 26 February 2025 adopted the External Auditors' Policy, as well as reviewed the CCE, Board Charter and DAL during the financial year, as part of its efforts to enhance the Company's corporate governance practices.

The Board will continue to prioritise the integration of environmental, economic and governance considerations in the strategies and operations of the Group.

This Corporate Governance Overview Statement was approved by the Board of CIHB on 27 August 2025.

AUDIT, RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE REPORT

The Board of Directors ("the Board") is pleased to present the Audit, Risk Management and Sustainability Committee ("ARMSC") Report and its activities held throughout the financial year ended 30 June 2025 in compliance with Paragraph 15.15 of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities").

1. Members of the ARMSC

The ARMSC comprises three (3) Independent Non-Executive Directors. The ARMSC Chairman has the requisite accounting and finance qualification. A summary of attendance of the ARMSC meetings held during the financial year is as follows:

Members	No. of Meetings Attended
Mohammad Farish Nizar Bin Othman – Chairman Independent Non-Executive Director	6/6
Sharina Binti Saidon – Member Senior Independent Non-Executive Director	6/6
Dato' Sivananthan a/l Shanmugam – Member Independent Non-Executive Director	6/6

The ARMSC held six (6) meetings during the financial year ended 30 June 2025. The Group Managing Director, Executive Director and the Head of Internal Audit attended the ARMSC meetings by invitation. Other senior management personnel from the Group were also invited to attend the meetings as needed. The Company's external auditors attended three (3) meetings by invitation to discuss matters related to the statutory audit during the financial year. They also had the opportunity to privately address any concerns with the ARMSC, without Management present.

The Chairman of the ARMSC maintains ongoing communication with the Company and the Group's senior executives and the external auditor. This ensures the ARMSC are kept informed of all important issues affecting the Company and the Group.

The ARMSC acknowledges the importance of continuous professional development and will attend relevant training programmes to effectively discharge their duties. The training programmes attended are set out in the Corporate Governance Overview Statement.

The ARMSC has the authority to examine specific issues and report to the Board with recommendations. The final decision on all matters, however, lies with the entire Board of the Company.

2. Terms of Reference

The Terms of Reference ("ToR") of the ARMSC are currently aligned with the Listing Requirements of Bursa Securities, recommendations of the Malaysian Code on Corporate Governance ("MCCG") and relevant best practices. Revisions will be made to the ToR as needed to conform with the amendments to the Listing Requirements of Bursa Securities.

The Tor for the ARMSC was last reviewed and updated on 29 May 2024 and is available on the Company's corporate website at **www.cih.com.my.**

3. Activities of the ARMSC

In discharging its duties and responsibilities, the ARMSC had undertaken the following activities and work during the year:

Financial and Operations Review

(a) Reviewed the quarterly financial results and annual audited financial statements of the Company.

The ARMSC is delegated with the responsibility to ensure that the Group's statutory accounts are fairly stated and conform to the relevant regulations and acceptable accounting standards.

The ARMSC focuses particularly on changes in or implementation of major accounting policies, significant and other legal requirements before recommending them for approval by the Board for announcement to Bursa Securities.

In reviewing of the annual audited financial statements, the ARMSC had discussed with the Management and the External Auditors the accounting principles and standards and the judgements of the items that may affect the financial statements as well as issues and reservation arising from the statutory audits.

(b) The ARMSC reviewed the principal risks identified by the Management and oversee the implementation of appropriate systems to manage these risks. With regards to the cyber fraud incident of the Group, the ARMSC had discussed with the

AUDIT, RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE REPORT (continued)

Management on the effect of the incident to the financial statements and other compliance issues before reporting to the Board with its recommendation.

- (c) The ARMSC reviewed the divestment of the Tap and Sanitary Wares Division during the financial year. In the course of its review, the ARMSC engaged with management on matters relating to the related party transaction, valuation, legal considerations, liabilities and indemnities as well as the tax implications, prior to recommending the disposal to the Board for approval.
- (d) Pursuant to Sections 131 and 132 of the Companies Act, 2016, a company may only make a distribution to shareholders out of profits of the company if the company is solvent.
 - In this regard, the ARMSC considered the quantum and cash flow impact of dividend payment. The ARMSC reviewed the Statement of Assets and Liabilities as well as Cash Flow Statement to ensure that the Company meets the solvency requirements before the distribution of profits was recommended to the Board for approval.
- (e) The ARMSC took note that the assessment of the competence, audit quality and resource capacity of the external auditors in relation to the audit and the information presented in the Transparency Report should also be considered in guiding the decisions on the appointment and re-appointment of the external auditors as set out under Guidance 9.3 of MCCG.

External Audit

(a) Reviewed the independence, objectivity and performance of the External Auditors for the financial year ended 30 June 2025.

The ARMSC carried out an annual assessment on the performance of the External Auditors covering areas such as calibre, quality processes, audit team, audit scope, audit communication, audit governance and independence as well as the audit fees of the External Auditors.

The ARMSC also ensured that the Company obtained written assurance from the External Auditors confirming their independence throughout their term of engagement for the financial year.

Having satisfied with the independence, suitability and performance of Messrs BDO PLT, the ARMSC had at its meeting held on 27 August 2024 recommended to the Board, to put forward the proposed re-appointment of Messrs BDO PLT as External Auditors for the ensuing financial year end of 30 June 2025 at the Forty-Sixth AGM held on 6 November 2024.

- (b) Discussed and considered the significant accounting adjustments and auditing issues arising from the interim audit as well as the final audit with the External Auditors.
 - During the year under review, the ARMSC had two (2) independent meetings with the External Auditors without the presence of Management to discuss any problems/issues arising from the final audit and the assistance given by the employees during the course of audit by the External Auditors. The ARMSC was pleased to report that there was no significant matter of disagreement that arose between the External Auditors and the Management.
- (c) Reviewed the External Auditors' audit plan for the financial year ended 30 June 2025, outlining the audit scope, methodology and timetable, audit materiality, areas of focus, fraud consideration, audit fees and the risk of management override and also the new and revised auditors reporting standards.
- (d) Reviewed all non-audit services to be performed by the External Auditors to reinforce the independence and objectivity of the External Auditors.

Internal Audit

(a) Reviewed the Internal Audit Reports and Follow-up Audit Reports on the Group during the financial year under review and the audit findings and recommendations to improve any weaknesses or non-compliance and the respective Management's responses thereto, particularly on the following:

No.	Name	Particulars
i	Palmtop Sdn Bhd ("Palmtop")	Staff Claim Payment Process Review
ii	Palmtop	Bill of Lading and Accounts Receivable Review
iii	Continental Resources Sdn Bhd ("CRSB")	Review on Handling and Managing Third-party Manpower Services and Payment Process
iv	CRSB	Review on Health, Safety, Security and Environment for Plant Operation
٧	Palmtop	Review on Handling and Managing Third-party Manpower Services and Payment
vi	Palmtop	Review on Health, Safety, Security and Environment for Plant Operation
vii	CRSB	Reviewing of All Licensing.

AUDIT, RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE REPORT (continued)

Through the follow-up reports from the Internal Auditors, the ARMSC was able to ensure that the Management's action plan on outstanding issues and all key risks and control weaknesses were properly addressed and implemented.

- (b) Reviewed and approved the Internal Audit Plan for the 2025 and 2026 financial years to ensure the internal audit adequately and comprehensively covers all group operations and that all the risk areas are audited annually.
- (c) Reviewed the adequacy of the scope, competency and resources of the Internal Audit Function.

Related Party Transactions

- (a) Reviewed all related party transactions entered into by the Company and the Group to ensure that such transactions are undertaken on normal commercial terms and not detrimental to the interest of the minority shareholders of the Company.
- (b) Reviewed the internal control procedures employed to ensure that related parties are appropriately identified and all related party transactions have been reported.

Others

- (a) Reviewed and recommended to the Board the Corporate Governance Report, as well as the Audit, Risk Management and Sustainability Committee Report, Statement of Risk Management and Internal Control, Corporate Governance Overview Statement for inclusion in the Annual Report 2025.
- (b) Reviewed and recommended to the Board the External Auditors' Policy, which outlines procedures for the ARMSC to assess and review the suitability, objectivity and independence of the External Auditors to safeguard the quality and reliability of the audited financial statements.

4. Summary of Conflict of Interest Situation

There was no conflict of interest or potential conflict of interest that arose, persisted or may arise within the Group, including any transaction, procedure or course of conduct that raises questions of Management's integrity, during the financial year under review. The conflict of interest review encompasses Directors and Key Senior Management of the Company.

5. Internal Audit Function

The internal audit function of the Group is performed in-house and reports to the ARMSC. The internal audit function acts independently on the activities and operations of other operating units. Its principal role is to undertake independent, regular and systematic reviews of the internal control system so as to provide reasonable assurance that the system continues to operate satisfactorily and effectively. The costs incurred for the internal audit function in respect of the financial year ended 30 June 2025 was RM398,902 (financial year ended 30 June 2024: RM506,535).

A summary of the internal audit cost is as follows:

Cost Category	RM	Percentage (%) of Total Cost
Manpower	389,365	97.6%
Travelling (inclusive of accommodation)	9,537	2.4%
Total	398,902	100.00%

During the financial year under review, the internal auditors reviewed and assessed the operational procedures and effectiveness of internal control on all the subsidiaries of the Group. Compliance tests were also conducted to ascertain the extent of compliance with control procedures and guidelines.

The Group Internal Audit undertakes internal audit function based on the internal audit plan. In addition to the scheduled reviews, the Group Internal Audit may undertake special assignments outside the normal scope of its daily activities. Findings, recommendations for improvement, and Management's responses were presented to the ARMSC and the Board for further deliberation.

The ARMSC had three (3) meetings with the Internal Auditor during the financial year. These included two (2) meetings with the former Internal Audit Manager, who retired on 31 December 2024 and one (1) meeting with the Acting Head of Internal Audit. The ARMSC also met with the Internal Auditors without Management present to discuss any issues that arose. During the internal audit process, no material internal control failures or significant issues were discovered.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Introduction

This Statement on Risk Management and Internal Control is issued in accordance with Paragraph 15.26(b) of Bursa Malaysia Securities Berhad Listing Requirements ("MMLR") and the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers. Pursuant to these guidelines, the board of directors of a listed issuer must include in its annual report a statement on the state of risk management and internal controls of the company.

The Board of Directors (the "Board") of C.I. Holdings Berhad is pleased to present the Group's Statement on Risk Management and Internal Control for the financial year ended 30 June 2025.

The Board's Responsibility

The Board acknowledges its overarching responsibility to maintain a sound system of internal controls and effective risk management practices within the Group to safeguard shareholders' investments and the Group's assets. The Board ensures the adequacy and integrity of the Group's overall internal control system.

To strengthen its risk management and internal control framework, the Board has delegated specific responsibilities to the Audit, Risk Management and Sustainability Committee ("ARMS Committee") in order to streamline governance, enhance oversight effectiveness and ensure the sustainability of Environmental, Social and Governance (ESG) matters.

The ARMS Committee operates under clearly defined and approved Terms of Reference that set out its responsibilities. In line with its commitment, the Board is focused on developing and maintaining a sound risk management framework and internal control system to safeguard shareholders' investments and protect the Group's assets.

The Board acknowledges that every risk management framework and internal control system has inherent limitations. Such systems are intended to manage, rather than eliminate, the risk of failing to achieve the Group's business objectives. Accordingly, they provide only reasonable, and not absolute, assurance against material misstatement, operational failures, losses or fraud. The principle of reasonable assurance also reflects the need to ensure that the cost of implementing control procedures does not outweigh the expected benefits.

Risk Management

The Group has established a formal risk management framework which provides management and the Board with a common structure for the effective communication and assessment of principal risks and corresponding controls. This framework encompasses a wide range of risk areas, including but not limited to, business continuity, governance, financial and operational issues.

The roles and responsibilities of the ARMS Committee in Risk Management include the following:

- (a) Formalise the Group's Risk Management Policy, including objectives, strategy and scope of risk management activities, ensuring the strategy, framework and methodology are implemented and consistently applied.
- (b) Ensure a well-structured and systematic process exists for the comprehensive identification, assessment and management of risks faced by the Group.
- (c) Embed the risk management process and culture throughout the Group.
- (d) Ensure appropriate reporting and feedback from management and report to the Board on the Group's risk profile and any major changes.

Risk identification is a line management responsibility, whereby an employee recognises and identifies risk to the Risk Owner, who is accountable for all aspects of the risk, including assessment, evaluation, monitoring and reporting. Each risk is categorised by function after determining the risk source, cause and consequence.

Identified risks are assessed to determine an inherent risk rating. Inherent risk refers to the level of risk present before any controls or mitigation strategies are applied, it is the raw or natural risk, assuming no measures have been taken to reduce its impact or likelihood. After evaluating existing internal controls and considering any additional measures to manage the risk, the inherent risk factor is adjusted to reflect the residual risk. Residual risk represents the level of risk that remains after controls or mitigation strategies have been implemented, indicating the risk that persists despite all reasonable efforts to mitigate the inherent risk.

Risk assessment involves evaluating risk by considering its likelihood and impact to determine its relevance to the business and effectiveness of current controls. Likelihood measures the probability that a particular event will occur, while impact assesses the potential consequences or effects of that event, particularly in terms of how it might affect the organisation's objectives, goals or outcomes.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)

The Risk Owner is responsible for assessing risk exposure and identifying options for treating risk, including acceptance, mitigation, transfer or avoidance. Appropriate risk treatment plans are then prepared, implemented and recorded in the Risk Register, which is used to develop a risk profile for each company.

The Risk Coordinator works with the management of each subsidiary to update the Risk Register. The results are reported to the ARMS Committee, which meets quarterly to review and discuss the risk profiles of various subsidiaries, noting any changes, existing controls and necessary action plans. The ARMS Committee, in turn, reports to the Board on a quarterly basis or as needed if no changes are made to the risk register.

Additionally, the Group Managing Director and/or Executive Director hold monthly meetings with senior management of subsidiaries to discuss and monitor key risks.

Internal Audit Function

The Group has an internal audit function whose primary responsibility is to assure the Board, through the ARMS Committee, that the internal control systems are functioning as intended. The Internal Audit Department conducts its audits throughout the year in accordance with its annual audit plan to review the adequacy and integrity of internal control systems and identify opportunities for operational efficiency improvement. An Audit Report highlights audit findings and provides recommendations to Management for comments and action. Follow-up audits are conducted to monitor the completion and compliance with the agreed action plan. The ARMS Committee reports to the Board on its activities, significant audit results or findings, and necessary management actions.

The Internal Auditors perform their tasks according to the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors Malaysia, which uphold the principles of integrity, objectivity, confidentiality and competency.

Other Key Elements of Internal Control

The Board has also established additional internal control measures including:

- (a) An organisational structure with clearly defined lines of responsibility for the Board, its committees, and the executive management of the Group's business units.
- (b) Established authorisation limits to provide a structured framework for approving expenditures.
- (c) Monthly reporting on business unit performance.
- (d) The Board's review of quarterly reports on each business unit.
- (e) A human resources function that coordinates employee training, development and occupational health and safety programmes.
- (f) An enterprise business application software with in-built system controls and necessary upgrades/updates.
- (g) Data and internal technology policies such as the E-mail & Internet Access Policy and System & Data Security Policy, along with a backup system and disaster recovery plan.
- (h) Quarterly review of policies and procedures regulating financial and operating activities.
- (i) An Employee Handbook and Code of Conduct ensuring employees observe prescribed business ethics standards.
- (j) A Whistleblowing Policy enabling employees to raise concerns responsibly and effectively, with outlined safeguards for whistleblowers, including protection and confidentiality.
- (k) An Anti-Bribery and Corruption (ABC) Policy implemented on 28 May 2020 and last updated on 29 May 2023, based on the "Guideline on Adequate Procedures" by the Governance, Integrity, and Anti-Corruption Centre (GIACC). The ABC Policy provides guidance on dealing with improper solicitation, bribery and corrupt activities and acts as a legal defence against corporate liability charges under the Malaysian Anti-Corruption Commission (MACC) Act.

Sustainability

The ARMS Committee is responsible for sustainability initiatives, including:

- (a) Establishing a sustainability framework and working group for implementing sustainability initiatives and receiving biannual updates on progress.
- (b) Overseeing the management of material economic, environmental and social risks and opportunities, identifying material sustainability matters and setting strategies, priorities and performance targets.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)

- (c) Reviewing and recommending the sustainability statement for inclusion in the Annual Report.
- (d) Reviewing and enhancing the Group's corporate policies related to sustainability.
- (e) Overseeing stakeholder engagement on sustainability matters.
- (f) Ensuring sufficient resources for the sustainability working group.
- (g) Providing regular updates to the Board on sustainability activities and recommendations.
- (h) To review the procedures that the Group has implemented to address allegations made by whistleblowers and to ensure that proportionate and independent investigation of such allegations and that appropriate follow up action is taken and brought to the Committee, where necessary.

Review of the Statement by External Auditors

As required by Paragraph 15.23 of the MMLR the external auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

Conclusion

Based on the observations and reports provided to the Board for the financial year under review, the Board believes that the risk management and internal control systems in place are adequate and effective in safeguarding shareholders' interests, their investments and the Group's assets.

During the financial year under review, there was no major breakdown in internal controls causing material loss. Management has taken the necessary measures to improve the risk management and internal control system by continuously reviewing, monitoring and considering all risks faced by the Group to ensure they are within acceptable levels aligned with the Group's business objectives.

The Board has received reasonable assurance from the Group Managing Director that the Group's risk management and internal control systems are functioning adequately and effectively in all material aspects.

DIRECTORS' RESPONSIBILITY STATEMENT

FOR THE AUDITED FINANCIAL STATEMENTS

The Directors are required by the Companies Act, 2016 ("CA 2016") to prepare financial statements for each financial year which have been made out in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards, and the requirements of the CA 2016 in Malaysia and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors are responsible to ensure that the financial statements give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year, and of the results and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements, the Directors have:

- Adopted appropriate accounting policies and applied them consistently;
- Made judgements and estimates that are reasonable and prudent; and
- Prepared financial statements on a going concern basis as the Directors have reasonable expectation, having made enquiries, that the Group and Company have adequate resources to continue in operational existence for the foreseeable future.

The Directors acknowledge the responsibility for ensuring that the Company keeps proper accounting records which enable them to ensure that the financial statements comply with the CA 2016 and applicable approved accounting standards.

The Directors have overall responsibilities for taking such steps as are reasonably open to them to safeguard the assets of the Group, to prevent and detect fraud and other irregularities.

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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 30 June 2025.

Principal Activities

The principal activities of the Company are that of investment holding and the provision of management services to its subsidiaries. The principal activities of the subsidiaries are selling, packing and marketing of all types of edible oil, and investment holding. Further details of the subsidiaries are set out in Note 8 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

Results

	Group RM'000	Company RM'000
Profit for the financial year	110,488	75,237
Profit attributable to: Owners of the parent		
- from continuing operations	68,854	75,237
- from discontinued operations	(1,107)	_
	67,747	<i>7</i> 5,237
Non-controlling interests		
- from continuing operations	42,741	
- from discontinued operations	_	_
	42,741	_
	110,488	75,237

Dividends

Dividends paid, declared or proposed since the end of the previous financial year was as follows:

	Company RM'000
In respect of financial year ended 30 June 2024:	
Final dividend of 20.0 sen per ordinary share, paid on 14 October 2024	32,400

On 27 August 2025, the Board of Directors approved payment of a single tier dividend of 20.0 sen per ordinary share amounting to RM32,400,000. The financial statements for the current financial year do not reflect this dividend.

Reserves And Provisions

There were no material transfers to or from reserves or provisions during the financial year.

Issue Of Shares And Debentures

The Company did not issue any new shares or debentures 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.

(continued)

Directors

The Directors who have held office during the financial year and up to date of this report are as follows:

C.I. Holdings Berhad

Megat Joha Bin Megat Abdul Rahman

Dato' Sukumaran s/o Ramasamy

Mohammad Bin Alwi

Amir Nashrin Bin Johari

Datin Mariam Prudence Binti Yusof

Sharina Binti Saidon

Dato' Sivananthan a/l Shanmugam

Mohammad Farish Nizar Bin Othman

Subsidiaries of C.I. Holdings Berhad (excluding those who are already listed above)

Chaw Pei Yee

Muhammad Razid Bin Sawall

Ramkrishna Ramier Sankara Raman

Foo Loke Yean (Resigned on 10 January 2025)

Wong Lip Wai (Resigned on 10 January 2025)

Directors' Interests

The Directors holding office at the end of the financial year and their beneficial interests in ordinary shares of the Company and of its related corporations during the financial year ended 30 June 2025 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

	Number of ordinary shares					
	Balance at 1.7.2024	Bought	Sold	Balance at 30.6.2025		
Shares in the Company						
Direct interests:						
Dato' Sukumaran s/o Ramasamy	14,866,700	1,963,100	-	16,829,800		
Indirect interests:						
Datin Mariam Prudence Binti Yusof	34,344,900	_	_	34,344,900		
Mohammad Bin Alwi	970,000	-	(970,000)	_		
Shares in a subsidiary						
Palmtop Sdn. Bhd.						
Direct interests:						
Dato' Sukumaran s/o Ramasamy	2,475,000	_	-	2,475,000		

By virtue of Section 8(4) of the Companies Act 2016 in Malaysia, Datin Mariam Prudence Binti Yusof is also deemed to be interested in the ordinary shares of all the subsidiaries to the extent that the Company has an interest.

None of the other Directors holding office at the end of the financial year held any interest in ordinary shares of the Company and of its related corporations during the financial year.

(continued)

Directors' Benefits

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by the Directors as shown in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest other than deemed benefits arising from related party transactions and remuneration received by certain Directors as Directors and Officers of subsidiaries.

There were no arrangements during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Directors' Remuneration

Fees and other benefits of the Directors of the Company who held for office during the financial year ended 30 June 2025 are as follows:

	Group RM'000	Company RM'000
Fees	275	275
Allowances	113	113
Salaries, bonus and other emoluments	12,851	690
Defined contribution plans	601	54
	13,840	1,132

The estimated money value of benefits-in-kind for the Director of the Group and of the Company is amounted to RM61,104.

Indemnity And Insurance For Directors, Officers And Auditors

The Group and the Company effected Directors' and Officers' liability insurance during the financial year to protect the Directors and the Officers of the Group and of the Company against potential costs and liabilities arising from claims brought against the Directors and the Officers.

During the financial year, the total amount of indemnity coverage for the Directors and the Officers of the Group and of the Company was RM10,000,000. The insurance premium paid by the Group and the Company for the financial year 2025 amounted to RM14,610.

There were no indemnity given to or insurance effected for the Auditors of the Group and of the Company during the financial year.

Other Statutory Information Regarding The Group And The Company

I. As At The End Of The Financial Year

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

II. From The End Of The Financial Year To The Date Of This Report

- (c) The Directors are not aware of any circumstances:
 - (i) which would render the amounts written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;
 - (ii) which would render the values attributed to the current assets in the financial statements of the Group and of the Company misleading; and
 - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

(continued)

Other Statutory Information Regarding The Group And The Company (continued)

II. From The End Of The Financial Year To The Date Of This Report (continued)

- (d) In the opinion of the Directors:
 - (i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made; and
 - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group or of the Company to meet their obligations as and when they fall due.

III. As At The Date Of This Report

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

Significant Event During The Financial Year

On 7 January 2025, the Company had entered into a share sale agreement with Central Cables Berhad, a company incorporated in Malaysia and a related party to the Company by virtue of common major shareholder, for the disposal of 100% equity interest in Doe Industries Sdn. Bhd., a wholly-owned subsidiary of the Company, for a cash consideration of RM20,000,000.

The transaction has been completed on 10 January 2025. Doe Industries Sdn. Bhd. has therefore ceased to be a subsidiary of the Company.

Auditors

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

Auditors' Remuneration

26 September 2025

Auditors' remuneration of the Group and the Company for the financial year ended 30 June 2025 were as follows:

	Group RM'000	Company RM'000
Statutory audit	413	86
Other services	13	13
	426	99

Signed on behalf of the Board in accordance with a resolution of the Directors.

Mohammad Bin Alwi Director	Megat Joha Bin Megat Abdul Rahman Director
Kuala Lumpur	

Mohammad Bin Alwi

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 69 to 122 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On	behalf	of	the	Board,
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Mohammad Bin Alwi	Megat Joha Bin Megat Abdul Rahman
Director	Director

Kuala Lumpur 26 September 2025

STATUTORY DECLARATION

I, Mohammad Bin Alwi (CA 31248), being the Director responsible for the financial management of C.I. Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 69 to 122 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly)
declared by the abovenamed at	
Kuala Lumpur this	
26 September 2025	

Before me: Harcharan Singh (W883) BC/H/165 (1.1.2025 — 31.12.2027) Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF C.I. HOLDINGS BERHAD (INCORPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of C.I. Holdings Berhad, which comprise the statements of financial position as at 30 June 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 financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 69 to 122.

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 30 June 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), 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 ("ISAs"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current 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.

Impairment of trade receivables

As at 30 June 2025, the carrying amount of trade receivables of the Group was RM728,268,000 as disclosed in Note 10 to the financial statements.

We determined this to be key audit matter because it requires management to exercise significant judgement in assessing expected credit losses, including determining the probability of default by trade receivables and appropriate forward-looking information.

Audit response

Our audit procedures performed included the following:

- (i) understand management's internal control and assessment process for impairment of trade receivables and assessed the inherent risk of material misstatement by considering the degree of estimation uncertainty and level of other inherent risk factors associated with this accounting estimate;
- evaluated management's assessment and explanations on the individually significant trade receivables that were past due as at 30 June 2025 with reference to supporting evidence such as payment record of the customers; and
- (iii) evaluated the appropriateness of expected credit loss allowance including examining correlation coefficient between the macroeconomic indicators applied by the Group in calculating probability of default using historical data and forward-looking information adjustment.

We have determined that there are no key audit matters to communicate in our auditors' report in respect of the audit of the financial statements of the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF C.I. HOLDINGS BERHAD (INCORPORATED IN MALAYSIA) (continued)

Information Other than the Financial Statements and Auditors' Report Thereon (continued)

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

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

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRSs, 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.

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 ISAs 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 ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) 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.
- (b) 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.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 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.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) 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.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF C.I. HOLDINGS BERHAD (INCORPORATED IN MALAYSIA) (continued)

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

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 report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 8 to the financial statements.

Other 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.

BDO PLT

201906000013 (LLP0018825-LCA) & AF 0206 Chartered Accountants

Kuala Lumpur 26 September 2025 Lee Wee Hoong

03316/07/2027 J Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2025

		Group		Company	
	Note	2025 RM′000	2024 RM'000	2025 RM′000	2024 RM′000
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	5	154,168	120,969	558	373
Right-of-use assets	6	15,279	19,740	2,075	2,512
Intangible assets	7	17,242	17,261	-	-
Investments in subsidiaries	8		_	50,200	54,500
Other investment	9	10	10	10	10
		186,699	1 <i>57</i> ,980	52,843	57,395
CURRENT ASSETS					
Trade and other receivables	10	822,415	437,534	1,649	343
Inventories	11	59,913	<i>7</i> 4,556	-	-
Derivative financial assets	12	22,590	5,779	-	-
Current tax assets		1,411	1,302	_	114
Cash and bank balances	13	361,905	368,483	247,625	201,441
		1,268,234	887,654	249,274	201,898
TOTAL ASSETS		1,454,933	1,045,634	302,117	259,293
EQUITY AND LIABILITIES					
Equity attributable to owners of the parent					
Share capital	14	95,147	95,147	95,147	95,147
Reserves	15	393,381	359,658	203,388	160,551
		488,528	454,805	298,535	255,698
Non-controlling interests	8(e)	111,648	107,103		
TOTAL EQUITY		600,176	561,908	298,535	255,698

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2025 (continued)

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
LIABILITIES					
NON-CURRENT LIABILITIES					
Borrowings	16	3,648	539	-	_
Lease liabilities	6	8,325	9,883	1,761	2,160
Deferred tax liabilities	18	2,059	2,059	_	_
Retirement benefit obligations	19		124		_
		14,032	12,605	1,761	2,160
CURRENT LIABILITIES					
Trade and other payables	20	248,177	148,011	1,032	1,063
Derivative financial liabilities	12	34,813	186	-	-
Borrowings	16	551,269	317,940	-	-
Lease liabilities	6	3,049	2,986	399	372
Current tax liabilities		3,417	1,998	390	_
		840,725	471,121	1,821	1,435
TOTAL LIABILITIES		854,757	483,726	3,582	3,595
TOTAL EQUITY AND LIABILITIES		1,454,933	1,045,634	302,117	259,293

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

		Gro	oup	Company		
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	
Continuing operations						
Revenue	22	4,782,987	3,869,110	59,288	<i>7</i> 3,8 <i>7</i> 5	
Cost of sales	23	(4,514,386)	(3,621,973)		_	
Gross profit		268,601	247,137	59,288	73,875	
Other operating income		28,571	53,052	22,990	5,840	
Selling and distribution costs		(28,116)	(25,969)	, _	_	
Administrative expenses		(147,179)	(131, <i>7</i> 63)	(6,377)	(5,952)	
Net reversal/(loss) of impairment losses on financial assets		13,540	9,465	(41)	(39)	
Other operating expenses		-	(13,926)	-	-	
Finance costs		(16,434)	(15,619)	(160)	(47)	
Profit before tax	24	118,983	122,377	<i>75,7</i> 00	73,677	
Tax expense	25	(7,388)	(6,214)	(463)	(105)	
Profit for the financial year from continuing operations		111,595	116,163	75,237	73,572	
Discontinued operations						
(Loss)/Profit for the financial year from discontinued						
operations, net of tax	26	(1,107)	1,007			
Profit for the financial year		110,488	117,170	<i>7</i> 5,237	73,572	
Other comprehensive income, net of tax:						
Items that may be reclassified subsequently to profit or loss						
(Loss)/Gain on foreign currency translations		(2,713)	207			
Total comprehensive income		107,775	117,377	75,237	73,572	
Profit attributable to:						
Owners of the parent						
Continuing operations		68,854	67,654	75,237	73,572	
Discontinued operations		(1,107)	1,007			
		67,747	68,661	75,237	73,572	
Non-controlling interests						
Continuing operations	8(e)	42,741	48,509	-	-	
Discontinued operations					_	
		<u>42,741</u> 110,488	<u>48,509</u> <u>117,170</u>		72 572	
		110,466	117,170	/3,23/	73,572	
Total comprehensive income attributable to:						
Owners of the parent		47000		75.007	70 5 70	
Continuing operations		67,230	67,778	75,237	73,572	
Discontinued operations		(1,107) 66,123	1,007 68,785		73,572	
		00,120	33,7 33	, 0,20,	7 0,07 2	
Non-controlling interests						
Continuing operations	8(e)	41,652	48,592	-	-	
Discontinued operations		41,652	48,592			
		107,775	117,377	75,237	73,572	
P. C.		,	,		,	
Earnings per ordinary share attributable to equity holders of the Company (sen):						
Basic and diluted:						
Continuing operations	27	42.50	41.76			
Discontinued operations	27	(0.68)	0.62			
		41.82	42.38			

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

Group	Note	Share capital RM'000	Exchange translation reserve RM'000	Retained earnings RM'000	Total attributable to owners of the parent RM'000	Non- controlling interests RM'000	Total equity RM'000
As at 1 July 2024		95,147	1,117	358,541	454,805	107,103	561,908
Profit for the financial year		_	_	67,747	67,747	42,741	110,488
Other comperhensive income, net of tax		_	(1,624)	_	(1,624)	(1,089)	(2,713)
Total comprehensive income		_	(1,624)	67,747	66,123	41,652	107,775
Transactions with owners							
Dividend paid	28	_	_	(32,400)	(32,400)	_	(32,400)
Dividend paid to non-controlling interest of a subsidiary	8(f)	_	_	_	_	(37,125)	(37,125)
Increase in non-controlling interest	0(1)	_	_	_	_	18	18
Total transactions with owners		_	_	(32,400)	(32,400)	(37,107)	(69,507)
As at 30 June 2025		95,147	(507)	393,888	488,528	111,648	600,176
As at 1 July 2023		95,147	993	314,180	410,320	109,661	519,981
Profit for the financial year		_	_	68,661	68,661	48,509	117,170
Other comperhensive income, net of tax		_	124	_	124	83	207
Total comprehensive income		_	124	68,661	68,785	48,592	117,377
Transactions with owners							
Dividend paid	28	_	_	(24,300)	(24,300)	_	(24,300)
Dividend paid to non-controlling interest of a subsidiary	8(f)	_	_	_	_	(51,150)	(51,150)
Total transactions with owners	O(1)	_	_	(24,300)	(24,300)	(51,150)	(75,450)
As at 30 June 2024		95,147	1,117	358,541	454,805	107,103	561,908
, to di 30 jono 202 i		, 5,147	1,117	000,041	10 1,000	107,100	201,700

STATEMENTS OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

Company	Note	Share capital RM'000	Retained earnings RM'000	Total equity RM′000
As at 1 July 2024		95,147	160,551	255,698
Profit for the financial year		_	75,237	75,237
Other comprehensive income, net of tax		_	-	_
Total comprehensive income		_	75,237	75,237
Transaction with owners				
Dividend paid	28	_	(32,400)	(32,400)
As at 30 June 2025		95,147	203,388	298,535
As at 1 July 2023		95,147	111,279	206,426
Profit for the financial year		_	73,572	73,572
Other comprehensive income, net of tax		_	_	_
Total comprehensive income		-	73,572	73,572
Transaction with owners				
Dividend paid	28	_	(24,300)	(24,300)
As at 30 June 2024		95,147	160,551	255,698

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

		Gro	ир	Comp	any
	Note	2025 RM'000	2024 RM′000	2025 RM′000	2024 RM′000
Cash Flows From Operating Activities					
Profit before tax form:					
Continuing operations		118,983	122,377	75,700	73,677
Discontinued operations	26	873	1,016	_	_
Adjustments for:					
Bad debts written off	24	- -	13,926	_	_
Depreciation of:			,		
- property, plant and equipment	5	8,133	8,983	126	109
- right-of-use assets	6	3,743	4,029	437	487
Dividend income from a subsidiary	22	_	-	(55,688)	(70,275)
Fair value adjustments on derivative instruments	12(d)	17,816	(31,298)	_	-
Loss/(Gain) on disposal of:					
– property, plant and equipment	24	248	(670)	28	_
- subsidiary	26	1,954	_	(15,300)	_
Loss/(Gain) on termination of lease contracts	6(e)	22	(12)	_	_
Impairment losses on:					
- trade and other receivables		738	1,439	_	_
– amounts due from subsidiaries	10	-	-	41	39
Interest expense		16,494	15,713	160	47
Interest income		(8,610)	(6,865)	(7,625)	(5,724)
Inventories written back	11	_	(455)	_	_
Inventories written down	11	_	21	_	_
Property, plant and equipment written off	5	10,026	372	_	_
Provision for retirement benefit obligations	19	-	12	_	_
Reversal of impairment loss on trade and other receivables	10	(14,278)	(10,723)	_	_
Unrealised loss on foreign exchange, net	24	7,097	14,109		
Operating profit/(loss) before changes in working capital		163,239	131,974	(2,121)	(1,640)
Changes in working capital:					
Inventories		6,557	(2,444)	_	_
Trade and other receivables		(391,679)	278,134	(1,306)	(77)
Trade and other payables		107,039	(82,763)	(31)	(18)
Cash (used in)/generated from operations		(114,844)	324,901	(3,458)	(1,735)
Tax paid		(6,637)	(5,772)	(359)	(122)
Tax refunded		192	1,000	_	253
Contributions paid for retirement benefit	19	(3)	(82)		
Net cash (used in)/from operating activities		(121,292)	320,047	(3,817)	(1,604)

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

(continued)

		Group		Company	
	Note	2025 RM′000	2024 RM'000	2025 RM'000	2024 RM'000
Cash Flows From Investing Activities					
Advances to subsidiaries		_	_	(59,217)	(10,648)
Repayments from subsidiaries		_	-	59,176	10,609
Dividends received from a subsidiary		_	-	55,688	70,275
Placement of deposits with maturity periods of more than three (3) months		(50,000)	_	(50,000)	_
Interest received		8,610	6,865	7,625	5,724
Proceeds from disposal of:					
– property, plant and equipment		2,313	4,347	181	_
- subsidiary	26	16,744	-	20,000	
Purchase of property, plant and equipment	5	(57,620)	(17,556)	(520)	(5)
Net cash (used in)/from investing activities		(79,953)	(6,344)	32,933	75,955
Cash Flows From Financing Activities					
Dividends paid to shareholders	28	(32,400)	(24,300)	(32,400)	(24,300)
Dividends paid to non-controlling interests in a subsidiary	8(f)	(37,125)	(51,150)	_	_
Drawdowns of borrowings:					
– bankers' acceptances	16(h)	17,358	101,283	_	_
– Islamic financing facilities	16(h)	521,181	264,532	_	_
- term loans	16(h)	-	-	_	_
Repayments of borrowings:					
– bankers' acceptances	16(h)	(12,412)	(156,645)	_	-
– Islamic financing facilities	16(h)	(287,914)	(310,489)	_	_
- term loans	16(h)	-	(1,004)	-	_
Interest paid		(16,012)	(15,353)	(1)	(1)
Payments of lease liabilities	6(f)	(3,304)	(3,286)	(531)	(531)
Net cash from/(used in) financing activities		149,372	(196,412)	(32,932)	(24,832)
Net (decrease)/increase in cash and cash equivalents		(51,873)	117,291	(3,816)	49,519
Effect of exchange rate changes on cash and cash equivalents		(4,705)	675	-	-
Cash and cash equivalents at beginning of financial year		353,983	236,017	186,941	137,422
Cash and cash equivalents at end of financial year	13(f)	297,405	353,983	183,125	186,941

1. Corporate Information

C.I. Holdings Berhad ("the Company") is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office and principal place of business of the Company are located at Suite A-11-1, Level 11, Hampshire Place Office, 157 Hampshire, No. 1, Jalan Mayang Sari, 50450 Kuala Lumpur.

The consolidated financial statements for the financial year ended 30 June 2025 comprise the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia ("RM"), which is also the functional currency of the Company. All financial information presented in RM has been rounded to the nearest thousand ("RM'000"), unless otherwise stated.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 26 September 2025.

2. Principal Activities

The principal activities of the Company are that of investment holding and the provision of management services to its subsidiaries. The principal activities of the subsidiaries are selling, packing and marketing of all types of edible oil, and investment holding. Further details of the subsidiaries are set out in Note 8 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

3. Basis Of Preparation

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new MFRSs and Amendments during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 34(a) to the financial statements.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

4. Operating Segments

C.I. Holdings Berhad has arrived at three (3) reportable segments that are organised and managed separately according to the business segments, which requires different business and marketing strategies. The reportable segments are summarised as follows:

1. Edible oil Selling, packing and marketing of all types of edible oil.

2. Tap-ware and sanitary ware Manufacture and trading of household fittings and appliances such as water taps,

plumbing accessories and sanitary wares. This segment had been disposed during

the financial year.

Investment holding Investment activities.

Others mainly comprised subsidiaries that have ceased operations and remained inactive.

During the financial year, the Group disposed its tap-ware and sanitary ware business segment, and has subsequently presented it as discontinued operations.

The Group evaluates performance on the basis of profit or loss from operations before tax not including non-recurring losses, such as restructuring costs and goodwill impairment.

The Directors are of the opinion that all inter-segment transactions have been entered into in the normal course of business and are based on negotiated and mutually agreed terms.

Segment assets exclude tax assets.

Segment liabilities exclude tax liabilities and retirement benefit obligations. Even though loans and borrowings arise from financing activities rather than operating activities, they are allocated to the segments based on relevant factors (e.g. funding requirements).

Inter-segment revenue is priced along the same lines as sales to external customers and is eliminated in the consolidated financial statements. These policies have been applied consistently throughout the current and previous financial years.

Details are provided in the reconciliations from segment assets and liabilities to the position of the Group.

30 JUNE 2025 (continued)

4. Operating Segments (continued)

2025	Edible oil RM′000	Investment holding RM'000	Others RM'000	Total continuing operations RM'000	Discontinued operations tap-ware and sanitary ware RM'000	Total RM′000
Revenue						
Total revenue	4,782,987	59,288	_	4,842,275	17,567	4,859,842
Inter-segment revenue		(59,288)	_	(59,288)	_	(59,288)
Revenue from external customers	4,782,987	_	_	4,782,987	17,567	4,800,554
Interest income	959	7,624	_	8,583	27	8,610
Finance costs	(16,274)	(160)	_	(16,434)	(60)	(16,494)
Net finance (expense)/income	(15,315)	7,464	_	(7,851)	(33)	(7,884)
Depreciation of property, plant and equipment	7,969	126	_	8,095	38	8,133
Depreciation of right-of-use assets	3,212	437	_	3,649	94	3, <i>7</i> 43
Segment profit/(loss) before tax	117,869	1,134	(20)	118,983	873	119,856
Other material non-cash items:						
 Fair value adjustment on derivative instruments 	1 <i>7</i> ,816	_	-	17,816	-	1 <i>7</i> ,816
 Reversal of impairment loss on financial assets, net 	(13,540)	-	_	(13,540)	_	(13,540)
– Unrealised loss on foreign exchange	7,097	_	_	7,097	-	7,097
Additions to non-current assets other than financial instruments and deferred tax assets	<i>57</i> ,126	520	_	57,646	-	57,646
Segment assets	1,190,333	263,189	_	1,453,222	_	1,453,522
Segment liabilities	846,198	3,077	6	849,281	-	849,281

30 JUNE 202 (continued)

4. Operating Segments (continued)

2024	Edible oil RM′000	Investment holding RM'000	Others RM′000	Total continuing operations RM'000	Discontinued operations tap-ware and sanitary ware RM'000	Total RM'000
Revenue						
Total revenue	3,869,110	73,875	-	3,942,985	26,458	3,969,443
Inter-segment revenue		(73,875)	_	(73,875)	_	(73,875)
Revenue from external customers	3,869,110	_	_	3,869,110	26,458	3,895,568
Interest income	1,080	5,735	_	6,815	50	6,865
Finance costs	(15,572)	(47)	_	(15,619)	(94)	(15,713)
Net finance (expense)/income	(14,492)	5,688	_	(8,804)	(44)	(8,848)
Depreciation of property, plant and equipment	8, <i>7</i> 21	109	_	8,830	153	8,983
Depreciation of right-of-use assets	3,355	487	_	3,842	187	4,029
Segment profit/(loss) before tax	122,425	(29)	(19)	122,377	1,016	123,393
Other material non-cash items: - Bad debts written off/(recovered)	13,927	_	-	13,927	(1)	13,926
 Fair value adjustment on derivative instruments 	(31,298)	_	_	(31,298)	_	(31,298)
 - (Reversal of impairment loss)/ Impairment losses on financial assets, net 	(9,466)	_	-	(9,466)	182	(9,284)
- Unrealised loss on foreign exchange	14,109	_	_	14,109	_	14,109
Additions to non-current assets other than financial instruments and deferred tax assets	17,513	2,626	_	20,139	840	20,979
Segment assets	797,149	220,526	-	1,017,675	26,657	1,044,332
Segment liabilities	470,248	3,456	6	473,710	5,835	479,545

(continued)

Operating Segments (continued)

Reconciliations of reportable segment profit or loss, assets and liabilities to the corresponding amounts of the Group are

	2025 RM′000	2024 RM′000
Profit for the year		
Total profit for reportable segments	118,983	122,377
Tax expense	(7,388)	(6,214)
Profit for the financial year from continuing operations	111,595	116,163
(Loss)/Profit for the financial year from discontinued operations, net of tax	(1,107)	1,007
Profit for the financial year of the Group per consolidated statement of profit or loss and other comprehensive income	110,488	117,170
Assets		
Total assets for reportable segments	1,453,522	1,044,332
Current tax assets	1,411	1,302
Assets of the Group	1,454,933	1,045,634
Liabilities		
Total liabilities for reportable segments	849,281	479,545
Deferred tax liabilities	2,059	2,059
Current tax liabilities	3,417	1,998
Retirement benefit obligations		124
Liabilities of the Group	854,757	483,726

(a) Geographical information

The manufacturing facilities and sales offices of the Group are based in Malaysia.

In presenting information on the basis of geographical areas, segment revenue is based on the geographical location of customers.

	2025 RM′000	2024 RM′000
Revenue from external customers		
Malaysia	55,277	371,493
Africa	3,404,957	2,513,642
Asia	792,099	288,986
Other regions	548,221	721,447
	4,800,554	3,895,568

(b) There has been no single customer which contributed to revenue equal or more than 10% of the revenue of the Group.

30 JUNE 202 (continued)

5. Property, Plant And Equipment

Group 2025	Balance as at 1 July 2024 RM'000	Additions RM'000	Disposals RM'000	Written off RM'000	Reclassifications RM'000	Disposal of subsidiary (Note 26) RM'000	Depreciation charge for the financial year RM'000	Foreign exchange movement RM'000	Balance as at 30 June 2025 RM'000
Carrying amount									
Buildings	26,231	18	(1,687)	_	5,210	(3,070)	(1,005)	_	25,697
Freehold land	15,199	-	_	_	-	_	-	_	15,199
Plant and machinery	14,325	228	(29)	(1,067)	633	(414)	(4,984)	_	8,692
Office furniture and									
equipment	1,007	283	-	(325)	122	(40)	(379)	(3)	665
Renovation	5,910	_	_	(215)	100	_	(549)	(16)	5,230
Motor vehicles	3,340	2,895	(845)	_	_	-	(1,216)	(158)	4,016
Construction-in-progress	54,957	54,196	_	(8,419)	(6,065)				94,669
	120,969	57,620	(2,561)	(10,026)	_	(3,524)	(8,133)	(177)	154,168

		At 30 June 2025	
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Buildings	34,377	(8,680)	25,697
Freehold land	15,199	_	15,199
Plant and machinery	52,815	(44,123)	8,692
Office furniture and equipment	3,240	(2,575)	665
Renovation	10,359	(5,129)	5,230
Motor vehicles	6,441	(2,425)	4,016
Construction-in-progress	94,669	_	94,669
	217,100	(62,932)	154,168

30 JUNE 2025 (continued)

5. Property, Plant And Equipment (continued)

Group 2024	Balance as at 1 July 2023 RM'000	Additions RM'000	Disposals RM'000	Written off RM'000	Reclassifications RM'000	Reclassification from right-of-use asset (Note 6) RM'000	Depreciation charge for the financial year RM'000	Foreign exchange movement RM'000	Balance as at 30 June 2024 RM'000
Carrying amount									
Buildings	25,323	456	_	_	1,624	_	(1,172)	_	26,231
Freehold land	15,199	_	-		-	_	-	_	15,199
Plant and machinery	14,078	2,166	_	(100)	4,110	-	(5,929)	_	14,325
Office furniture and									
equipment	1,003	340	(43)	_	65	_	(358)	_	1,007
Renovation	6,472	25	_	_	<i>7</i> 5	_	(664)	2	5,910
Motor vehicles	1,841	512	(18)	_	_	1,858	(860)	7	3,340
Construction- in-progress	50,662	14,057	(3,616)	(272)	(5,874)	_	_	_	54,957
	114,578	17,556	(3,677)	(372)	_	1,858	(8,983)	9	120,969

	At 30 June 2024				
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000		
Buildings	36,505	(10,274)	26,231		
Freehold land	15,199	_	15,199		
Plant and machinery	64,836	(50,511)	14,325		
Office furniture and equipment	5,265	(4,258)	1,007		
Renovation	11,175	(5,265)	5,910		
Motor vehicles	5,626	(2,286)	3,340		
Construction-in-progress	54,957		54,957		
	193,563	(72,594)	120,969		

30 JUNE 2025 (continued)

5. Property, Plant And Equipment (continued)

Company 2025	Balance as at 1 July 2024 RM'000	Additions RM'000	Disposal RM'000	Depreciation charge for the financial year RM'000	Balance as at 30 June 2025 RM'000
Carrying amount					
Office furniture and equipment	40	7	_	(16)	31
Renovation	55	_	_	(16)	39
Motor vehicles	278	513	(209)	(94)	488
	373	520	(209)	(126)	558

		As at 30 June 2025					
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000				
Office furniture and equipment	899	(868)	31				
Renovation	522	(483)	39				
Motor vehicles	512	(24)	488				
	1,933	(1,375)	558				

Company 2024	Balance as at 1 July 2023 RM'000	Additions RM'000	Written off RM′000	Depreciation charge for the financial year RM'000	Balance as at 30 June 2024 RM'000
Carrying amount					
Office furniture and equipment	51	5	*	(16)	40
Renovation	72	_	_	(17)	55
Motor vehicles	354	_		(76)	278
	477	5	*	(109)	373

^{*}Property, plant and equipment written off with carrying amounts less than RM1,000.

		As at 30 June 2024					
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000				
Office furniture and equipment	892	(852)	40				
Renovation	522	(467)	55				
Motor vehicles	388	(110)	278				
	1,802	(1,429)	373				

30 JUNE 2025 (continued)

5. Property, Plant And Equipment (continued)

(a) All items of property, plant and equipment are initially recorded at cost. After initial recognition, property, plant and equipment except for freehold land and construction-in-progress are stated at cost less any accumulated depreciation and accumulated impairment losses, if any.

Freehold land has unlimited useful life and is not depreciated. Construction-in-progress represents renovation, machinery and office equipment under installation and is stated at cost. Construction-in-progress is not depreciated until such time when the asset is ready for use.

Depreciation on other property, plant and equipment is calculated to write down the cost of the assets to their residual values on a straight line basis over their estimated useful lives. The estimated useful lives represent common life expectancies applied in the various business segments of the Group operates. The principal depreciation annual rates used are as follows:

Buildings	2% - 20%
Plant and machinery	8% - 20%
Office furniture and equipment	8% - 40%
Renovation	10% - 20%
Motor vehicles	20%

(b) The carrying amounts of property, plant and equipment of the Group charged to licensed banks for banking facilities granted to certain subsidiaries at the end of the reporting period as disclosed in Note 16 and Note 17 to the financial statements respectively are as follows:

	Group			
	2025 RM'000	2024 RM'000		
Buildings	13,890	17,615		
Freehold land	10,918	15,199		
	24,808	32,814		

30 JUNE 202 (continued)

6. Right-Of-Use Assets And Lease Liabilities

Right-of-use assets

Group 2025	Note	Land RM'000	Buildings RM'000	Machineries RM'000	Office equipment RM'000	Motor vehicles RM'000	Total RM'000
Carrying amount							
At 1 July 2024		6,343	12,640	63	6	688	19,740
Addition		-	_	_	26	_	26
Remeasurement		_	1,961	_	-		1,961
Disposal of subsidiary	26	(1,947)	(566)	_	_	_	(2,513)
Termination of lease contract		_	_	_	(28)	_	(28)
Depreciation charge for the financial year		(179)	(3,224)	(63)	(6)	(271)	(3,743)
Foreign exchange movement		_	(126)	_	23	(61)	(164)
At 30 June 2025		4,217	10,685	_	21	356	15,279
2024							
At 1 July 2023		6,533	12,793	183	12	2,825	22,346
Additions		_	3,423	_	_	_	3,423
Termination of lease contract		_	(174)	_	_	_	(174)
Reclassification to property, plant and equipment	5	_	_	_	_	(1,858)	(1,858)
Depreciation charge for the financial year		(190)	(3,413)	(120)	(6)	(300)	(4,029)
Foreign exchange movement			11		_	21	32
At 30 June 2025		6,343	12,640	63	6	688	19,740

	Buildings		
Company	2025 RM'000	2024 RM′000	
Carrying amount			
At beginning of financial year	2,512	378	
Addition	_	2,621	
Depreciation charge for the financial year	(437)	(487)	
At end of financial year	2,075	2,512	

30 JUNE 2025 (continued)

6. Right-Of-Use Assets And Lease Liabilities (continued)

Lease liabilities

		Group		Comp	any
	Note	2025 RM′000	2024 RM'000	2025 RM'000	2024 RM'000
Carrying amount					
At beginning of financial year		12,869	12,413	2,532	395
Addition		26	3,423	_	2,621
Remeasurement		1,961	_	-	-
Disposal of subsidiary	26	(579)	_	_	_
Termination of lease contract		(6)	(186)	-	-
Payment of lease liabilities		(3,304)	(3,286)	(531)	(531)
Accretion of interest		482	360	159	47
Foreign exchange movement		(75)	145		
At end of financial year		11,374	12,869	2,160	2,532
Represented by:					
Non-current liabilities		8,325	9,883	1,761	2,160
Current liabilities		3,049	2,986	399	372
Total lease liabilities owing to non-financial institutions		11,374	12,869	2,160	2,532

- (a) The Group and the Company lease a number of land, buildings, machineries, office equipment and motor vehicles in the locations, which it operates with fixed periodic rent over the lease term. The Group has certain leases of forklifts and hostels with lease term of 12 months or less, and low value leases of office equipment of RM20,000 and below. The Group applies the "short-term lease" and "lease of low-value assets" exemptions for these leases.
- (b) The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and accumulated impairment losses, if any, and adjusted for any re-measurement of the lease liabilities.

The right-of-use assets are depreciated on a straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Landup to 99 yearsBuildings2 to 10 yearsMachineries2 yearsOffice equipment5 yearsMotor vehicles5 years

30 JUNE 202 (continued)

6. Right-Of-Use Assets And Lease Liabilities (continued)

(c) During the financial year, the Group made the following cash payments to purchase of right-of-use assets:

	Group		
	2025 RM'000	2024 RM′000	
Purchase of right-of-use assets	26	3,423	
Financed by finance lease	(26)	(3,423)	
Cash payments on purchase of right-of-use assets		_	

- (d) Certain land of the Group with a carrying amount of RMNil (2024: RM1,965,000) have been charged as securities to banks for loans and borrowings granted to the Group as disclosed in Note 16 and Note 17 to the financial statements respectively.
- (e) The following are the amounts recognised in profit or loss of the Group and of the Company:

	Group		Comp	oany
	2025 RM'000	2024 RM'000	2025 RM′000	2024 RM'000
Depreciation charge of right-of-use assets (included in cost of sales and administrative expenses)	3, <i>7</i> 43	4,029	437	487
Interest expense on lease liabilities (included in finance costs)	482	360	159	47
Expense relating to short-term leases (included in administrative expenses)	1,270	1,174	-	_
Expense relating to leases of low-value assets (included in administrative expenses)	65	22		-
Loss/(Gain) arising from termination of lease contracts (included in other income)	22	(12)	_	_
	5,582	5,573	596	534

(f) The following are total cash outflows for leases as a lessee:

	Group		Com	pany
	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 and leases of low-value assets	1,335	1,196	_	_
Included in net cash used in financing activities: Payment of lease liabilities	3,304	3,286	531 531	531

30 JUNE 2025 (continued)

6. Right-Of-Use Assets And Lease Liabilities (continued)

(g) The following table summarises the incremental borrowing rate ("IBR") as at the end of the reporting date and remaining maturity profile of the lease liabilities of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations as follows:

	IBR per annum %	On demand or within one (1) year RM'000	One (1) to five (5) years RM'000	Total RM′000
Group				
30 June 2025	2.70 - 6.85	3,522	8,916	12,438
30 June 2024	2.28 - 6.85	3,125	10,739	13,864
_				
Company				
30 June 2025	6.85	531	1,991	2,522
30 June 2024	6.85	531	2,522	3,053

⁽h) Management exercises judgement in determining the incremental borrowing rates whenever the implicit rates of interest in a lease are not readily determinable as well as the lease terms. The incremental borrowing rates used are based on prevailing market borrowing rates over similar lease terms, of similar value as the right-of-use asset in a similar economic environment. Lease terms are based on management expectations driven by prevailing market conditions and past experience in exercising similar renewal and termination options.

(continued)

7. Intangible Assets

		Group				
At costs	Note	Building RM'000	Trademark RM'000	Total RM'000		
At 1 July 2024		11,242	6,019	17,261		
Disposal of subsidiary	26		(19)	(19)		
At 30 June 2025		11,242	6,000	17,242		
At 1 July 2023 / 30 June 2024		11,242	6,019	17,261		

(a) Goodwill

Goodwill is initially measured at cost. After initial recognition, goodwill is measured at cost less accumulated impairment losses, if any. Goodwill is not amortised but instead tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying amount could be impaired.

The recoverable amount of the goodwill associated with the acquisition of Continental Resources Sdn. Bhd. (the "cash generating unit" or "CGU") under edible oil segment has been determined based on value-in-use calculations using a cash flow forecast and projections from financial budgets approved by management covering a five-year period and a terminal value. Estimating the value-in-use amount requires management to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

The pre-tax discount rate applied to the cash flow forecast and projections, the forecasted growth rates used to extrapolate cash flows for the five-year period, and the calculations of the value-in-use for the CGU are most sensitive to the following assumptions:

Key assumptions	2025 %	2024 %
Revenue growth rate for Year 1 to Year 5	3.00	3.00
Gross profit margin for Year 1 to Year 5	6.00	6.00
Pre-tax discount rate	9.54	11.00
Terminal value	Zero growth	Zero growth

Management is not aware of any reasonably possible changes in the key assumptions that would cause the carrying amount of the CGU to materially exceed its recoverable amount.

(b) Other intangible assets with indefinite useful life

Other intangible assets represent trademark and are recognised only when the identifiability, control and future economic benefits probability are met. Other intangible assets are initially measured at cost. After initial recognition, other intangible assets are measured at cost less accumulated impairment losses, if any. The useful life of the trademark is estimated to be indefinite.

The recoverable amount of the trademark under edible oil segment has been determined based on value-in-use calculations using a cash flow forecast and projections from financial budgets approved by management covering a five-year period. The pre-tax discount rate applied to the cash flow forecast and projections, the forecasted growth rate used to extrapolate cash flows for the five-year period, and the calculations of value in use for the CGU are most sensitive to the following assumptions:

Key assumptions	2025 %	2024 %
Revenue growth rate for Year 1	-57.00	-46.00
Revenue growth rate for Year 2 to Year 5	2.00	2.00
Gross profit margin for Year 1 to Year 5	3.00	3.00
Pre-tax discount rate	9.54	11.00

Management is not aware of any reasonably possible changes in the key assumptions that would cause the carrying amount of trademark to materially exceed its recoverable amount.

30 JUNE 2025 (continued)

8. Investments In Subsidiaries

	Company	
	2025 RM'000	2024 RM′000
Unquoted shares, at cost	155,230	155,230
Less: Disposal of subsidiary (Note 26)	(4,300)	_
	150,930	155,230
Less: Accumulated impairment losses	(100,730)	(100,730)
	50,200	54,500

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

All components of non-controlling interests shall be measured at their acquisition-date fair values, unless another measurement basis is required by MFRSs. The choice of measurement basis is made on a combination-by-combination basis. Subsequent to initial recognition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

(b) Details of the subsidiaries are as follows:

	Country of	Effective interest in equity		Country of Effective interest in equity		
Name of company	incorporation/ Principal place of business	2025 %	2024 %	Principal activities		
Continental Resources Sdn. Bhd.	Malaysia	100	100	Selling, manufacturing and packing of edible oils		
Doe Industries Sdn. Bhd.#	Malaysia	_	100	Manufacture and selling of water taps, showers and other plumbing fittings		
C.I. Building Industries Sdn. Bhd.	Malaysia	100	100	Investment holding		
C.I. Engineering Sdn. Bhd.	Malaysia	100	100	Inactive		
C.I. Edible Oils Sdn. Bhd.	Malaysia	100	100	Inactive		
C.I. Construction Sdn. Bhd.	Malaysia	100	100	Inactive		
C.I. Marketing Sdn. Bhd.	Malaysia	100	100	Inactive		
C.I. Halla Environmental Technology Sdn. Bhd.	Malaysia	100	100	Inactive		
Subsidiary of CRSB						
Palmtop Sdn. Bhd.	Malaysia	60	60	Selling and packing of edible oils		
Subsidiaries of Palmtop						
PNC Oil Factory (Malaysia) Sdn. Bhd.	Malaysia	60	60	Selling and packing of edible oils		
Continental Palms Pte. Ltd.*	Singapore	60	60	Selling and marketing of edible oils		
Tradekey PT Foods Nigeria Limited*	Nigeria	60	60	Inactive		
Cebon Pte Ltd*	Singapore	60	60	General wholesale trade, including general importers and exporters, and trading on various commodities		
Palmtop FZE*	United Arab Emirates	60	60	Inactive		
Palmtop Uganda Limited*#	Uganda	31	31	General wholesale trade, including general importers and exporters, and trading on various commodities		

^{*}Subsidiary not audited by BDO PLT or member firms of BDO International. #Disposal was completed on 10 January 2025

30 JUNE 202 (continued)

8. Investments In Subsidiaries (continued)

(b) Details of the subsidiaries are as follows (continued):

	Country of	Effective inte	rest in equity	
Name of company	incorporation/ Principal place of business	2025 %	2024 %	Principal activities
Subsidiaries of DISB				
Doe Marketing Sdn. Bhd.#	Malaysia	_	100	Dealership and distribution of household fittings and appliances
Potex Industries Sdn. Bhd.#	Malaysia	_	100	Manufacturing and trading of ceramic sanitary wares and related products
Elegant Flow Sdn. Bhd.#	Malaysia	-	100	Trading of sanitary wares and related products
Subsidiary of C.I. Building Industries	Sdn. Bhd.			
C.I. Quarries Sdn. Bhd.	Malaysia	100	100	Investment holding
Subsidiaries of C.I. Quarries Sdn. Bho	d.			
Capital Aim Sdn. Bhd.	Malaysia	100	100	Investment holding
Subsidiary of Capital Aim Sdn. Bhd.				
C.I. Quarries (Nilai) Sdn. Bhd.	Malaysia	100	100	Inactive

^{*}Subsidiary not audited by BDO PLT or member firms of BDO International.

(c) On 7 January 2025, the Company disposed off its entire equity interest comprising 5,967,750 ordinary shares in DISB for a cash consideration of RM20,000,000. DISB was not classified as held for sale as at 30 June 2024 and the comparative statements of profit or loss and other comprehensive income have been re-presented to show the discontinued operations separately from continuing operations.

Further details on the effects of the disposal is disclosed in Note 26 to the financial statements.

(d) In the previous financial year, Palmtop subscribed 5,100 ordinary shares, representing 51% equity interest in Palmtop Uganda Limited, a company newly incorporated on 8 August 2023 in Uganda for a cash consideration of UGX18,599,700 or equivalent to RM23,371.

[#]Disposal was completed on 10 January 2025

30 JUNE 2025 (continued)

8. Investments In Subsidiaries (continued)

(e) Subsidiaries of the Group that have material non-controlling interests ("NCI") are as follows:

	Palmtop and its subsidiaries		
	2025 RM′000	2024 RM′000	
NCI percentage of ownership interest and voting interest (%)	40%	40%	
Carrying amount of NCI	111,648	107,103	
Profit allocated to NCI	42,741	48,509	
Total comprehensive income allocated to NCI	41,652	48,592	

(f) Summarised financial information before intra-group elimination of a subsidiary that has material NCI as at the end of each reporting period are as follows:

	Palmtop and its subsidiaries		
	2025 RM′000	2024 RM′000	
Assets and liabilities			
Non-current assets	97,756	66,348	
Current assets	883,776	609,268	
Non-current liabilities	(2,033)	(718)	
Current liabilities	(700,307)	(406,051)	
Net assets	279,192	268,847	
Results			
Revenue	4,551,382	3,771,718	
Profit for the financial year	105,853	121,272	
Total comprehensive income	103,139	121,479	
Cash flows from operating activities	(87,634)	313,513	
Cash flows used in investing activities	(44,909)	(4,771)	
Cash flows used in financing activities	49,552	(234,780)	
Net (decrease)/increase in cash and cash equivalents	(82,991)	73,962	
Dividends paid to NCI	(37,125)	(51,150)	

30 JUNE 202: (continued)

9. Other Investment

	Group ar	Group and Company		
	2025 RM′000	2024 RM′000		
Non-current				
Club membership	10	10		

- (a) The club membership were classified as financial assets at fair value through profit or loss pursuant to MFRS 9 Financial Instruments.
- (b) The fair value of club membership is determined by reference to comparable market value of similar investments. The fair value of club membership of the Group and of the Company is categorised as Level 3 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.
- (c) The club membership is held by the Company under a staff's name.

10. Trade And Other Receivables

		Group		Com	pany
	Note	2025 RM'000	2024 RM′000	2025 RM′000	2024 RM'000
Current					
Trade receivables					
Trade receivables		<i>7</i> 41,631	410,898	_	_
Less: Impairment losses		(13,363)	(27,282)	_	_
		728,268	383,616	_	_
Other receivables					
Other receivables and deposits		16,964	24,891	1,537	258
Amounts due from subsidiaries	(c)	_	_	4,039	3,998
		16,964	24,891	5,576	4,256
Less: Impairment losses		(34)	(24)	(4,039)	(3,998)
		16,930	24,867	1,537	258
		745,198	408,483	1,537	258
Prepayments	(h)	77,217	29,051	112	85
		822,415	437,534	1,649	343

- (a) Trade and other receivables, excluding prepayments, are classified as financial assets measured at amortised cost.
- (b) The normal trade credit terms granted by the Group in respect of trade receivables ranged from 14 to 90 days (2024: 14 to 90 days) from the date of invoice. They are recognised at their original invoice amounts which represent their fair values on initial recognition.
- (c) Amounts due from subsidiaries represent advances and payments made on behalf, which are unsecured, interest-free and payable in cash and cash equivalents.
- (d) Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses.
 - Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group is exposed to credit risk.

30 JUNE 2025 (continued)

10. Trade And Other Receivables (continued)

(d) (continued)

The Group uses a provision matrix to measure the expected credit loss of trade receivables based on grouping of customers sharing the same credit risk characteristics and past due days. Expected loss rates are calculated using the roll rate method and probability of default method separately for exposure in different segments based on type of products.

The Group has established a provision matrix that is based on its historical credit loss experience, adjusted to reflect current and forward looking information on macroeconomic factors, which the Group has identified the inflation rate and gross domestic product ("GDP") of the countries which the Group sells its goods as the most relevant factors for the edible oil segment and tap-ware and sanitary ware segment respectively, affecting the ability of the consumers to settle the receivables.

During this process, the probability of non-payment by the trade receivables is adjusted by forward looking information and multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised in the statements of profit or loss and other comprehensive income. On confirmation that the trade receivable would not be collectible, the gross carrying value of the asset would be written off against the associated impairment.

The Group considers a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancement held by the Group.

Individual assessment of impairment of trade receivable are separately assessed when it is probable that cash due will not be received in full.

It requires management to exercise significant judgement in determining the probability of default by trade receivables and appropriate forward looking information.

(e) The loss allowance for trade receivables of the Group is determined as follows:

Group	Current RM'000	1 - 90 days past due RM'000	More than 90 days past due RM'000	Total RM'000
30 June 2025				
Expected loss rate	0.61%	0.57%	86.34%	
Gross carrying amount of trade receivables	547,049	184,201	10,381	<i>7</i> 41,631
Loss allowance	(3,344)	(1,056)	(8,963)	(13,363)
	543,705	183,145	1,418	728,268
30 June 2024				
Expected loss rate	4.39%	4.09%	74.95%	
Gross carrying amount of trade receivables	302,974	94,400	13,524	410,898
Loss allowance	(13,286)	(3,860)	(10,136)	(27,282)
	289,688	90,540	3,388	383,616

30 JUNE 2025 (continued)

10. Trade And Other Receivables (continued)

(f) The movements of the impairment loss for trade and other receivables at the end of each reporting period are as follows:

Group	Lifetime ECL allowance RM'000	Credit impaired RM'000	Total RM′000
Trade receivables			
As at 1 July 2024	17,290	9,992	27,282
Charge for the financial year	702	_	702
Reversal of impairment loss	(13,218)	(1,060)	(14,278)
Disposal of subsidiary	(281)	(35)	(316)
Exchange difference	(27)		(27)
As at 30 June 2025	4,466	8,897	13,363
As at 1 July 2023	22,344	14,123	36,467
Charge for the financial year	580	835	1,415
Reversal of impairment loss	(5,826)	(4,897)	(10,723)
Written off	_	(69)	(69)
Exchange difference	192		192
As at 30 June 2024	17,290	9,992	27,282

Group	12-month ECL RM'000	Lifetime ECL - Credit impaired RM'000	Total RM′000
Other receivables and deposits			
As at 1 July 2024	24	-	24
Charge for the financial year	36	_	36
Disposal of subsidiary	(24)	_	(24)
Exchange differences	(2)		(2)
As at 30 June 2025	34		34
As at 1 July 2023	_	_	_
Charge for the financial year	24		24
As at 30 June 2024	24	-	24

Company	12-month ECL RM'000	Lifetime ECL - Credit impaired RM'000	Total RM′000
Other receivables and deposits			
As at 1 July 2024	*	-	*
Charge for the financial year As at 30 June 2025	*		*
As at 1 July 2023	*		*
Charge for the financial year	*		*
As at 30 June 2024	*	_	*

^{*} The effects of expected credit loss is insignificant.

30 JUNE 2025 (continued)

10. Trade And Other Receivables (continued)

(f) The movements of the impairment loss for trade and other receivables at the end of each reporting period are as follows (continued):

Company	12-month ECL RM'000	Lifetime ECL - Credit impaired RM'000	Total RM'000
Amounts due from subsidiaries			
As at 1 July 2024	_	3,998	3,998
Charge for the financial year		41	41
As at 30 June 2025		4,039	4,039
As at 1 July 2023	_	3,959	3,959
Charge for the financial year		39	39
As at 30 June 2024	_	3,998	3,998

^{*} The effects of expected credit loss is insignificant.

Credit impaired refers to receivables who have defaulted on payments and are in significant financial difficulties as at the end of the reporting period.

(g) Impairment for other receivables and amounts due from subsidiaries are recognised based on the general approach within MFRS 9 using the forward looking expected credit loss model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve-month expected credit losses along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. As at the end of the reporting period, the Group and the Company assess whether there has been a significant increase in credit risk for financial assets by comparing the risk for default occurring over the expected life with the risk of default since initial recognition. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while twelve-month expected credit losses are the portion of expected credit losses that result from default events that are possible within the twelve months after the end of the reporting period. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group and the Company is exposed to credit risk.

The Group defined significant increase in credit risk based on operating performance of the receivables, changes to contractual terms, payment delays and past due information.

The Group considers a receivable as credit impaired when one or more events that have a detrimental impact on the estimated cash flow have occurred, which includes debtors who are in significant financial difficulties or have defaulted on payments.

The probabilities of non-payment by other receivables and amounts due from subsidiaries are adjusted by forward looking information on macroeconomic factors, which the Group has identified the inflation rate of the countries which the Group sells its goods as the most relevant factor for edible oil segment, whereas GDP of the countries which the Group sells its goods as the most relevant factor for tap-ware and sanitary ware segment and investment holding segment, and multiplied by the amount of the expected loss arising from default to determine the twelve (12) months or lifetime expected credit loss for other receivables and amounts due from subsidiaries.

It requires management to exercise judgement in determining the probabilities of default by other receivables and amounts due from subsidiaries, appropriate forward looking information and significant increase in credit risk.

(h) Included in prepayments of the Group are advance payments to suppliers amounting to RM51,526,000 (2024: RM24,673,000).

30 JUNE 202 (continued)

10. Trade And Other Receivables (continued)

- (i) At the end of each reporting period, the Group has no significant concentration of credit risk except for trade receivable from one (1) customer constituting 16% (2024: 21%) of total receivables of the Group. The Group does not anticipate the carrying amounts recorded at the end of each reporting period to be significantly different from the values that would eventually be received.
- (j) The currency exposure profile of receivables excluding prepayments of the Group and of the Company is as follows:

	Gro	oup	Com	pany
	2025 RM'000	2024 RM'000	2025 RM′000	2024 RM′000
United States Dollar ("USD")	517,176	257,825	_	_
Euro ("EUR")	211,970	134,933	_	_
Arab Emirates Dirham ("AED")	31	319	_	_
Singapore Dollar ("SGD")	267	539	_	_
Chinese Renminbi ("RMB")	_	277	_	_
Ringgit Malaysia ("RM")	15,754	14,590	1,537	258
	745,198	408,483	1,537	258

Sensitivity analysis of RM against foreign currencies at the end of the reporting period of the Group and of the Company, assuming that all other variables remain constant, are as follows:

	Group		
	2025 RM′000	2024 RM′000	
Effects of 15% (2024: 10%) changes to RM against foreign currencies			
Profit after tax and equity			
– USD/RM – strengthen	58,958	19,595	
- USD/RM - weaken	(58,958)	(19,595)	
– EUR/RM – strengthen	24,165	10,255	
- EUR/RM - weaken	(24,165)	(10,255)	

The exposure of the Group and of the Company to the other currencies are not significant, hence the effects of the changes in the exchange rates are not presented.

11. Inventories

	Group		
	2025 RM′000	2024 RM′000	
At cost			
Raw materials	26,366	21,389	
Finished goods	33,547	52,185	
	59,913	73,574	
At net realisable value			
Raw materials	_	6	
Finished goods	_	976	
		982	
	59,913	74,556	

30 JUNE 2025 (continued)

11. Inventories (continued)

- (a) Inventories are stated at the lower of cost and net realisable value and cost is determined using the weighted average formula.
- (b) Inventories of the Group recognised as cost of sales amounted to RM4,066,497,000 (2024: RM3,361,939,000).
- (c) The amounts of inventories written down recognised in the statements of profit or loss are as follows:

	Group		
	2025 RM′000	2024 RM′000	
Recognised in other operating expenses			
Inventories written down	_	21	
Recognised in other operating income			
Inventories written back		(455)	
		(434)	

The Group reversed RMNil (2024: RM455,000) in respect of inventories written down in the previous financial years that were subsequently not required as the Group was able to sell those inventories above their carrying amounts.

12. Derivative Financial Instruments

	Group					
		2025			2024	
	Contract/ Notional amount Net long RM'000	Assets RM'000	Liabilities RM'000	Contract/ Notional amount Net long RM'000	Assets RM'000	Liabilities RM'000
Forward foreign exchange contracts	1,128,866	16,855	(31,557)	618,876	3,724	(9)
Commodity forward contracts	11,204	5,735	(3,256)	1,926	2,055	(177)
		22,590	(34,813)		5,779	(186)

(a) Derivative financial instruments are classified as financial assets and financial liabilities measured at fair value through profit or loss.

The fair value of a forward foreign exchange contract is the amount that would be payable or receivable upon termination of the outstanding position arising and is determined by reference to the difference between the contracted rate and the forward exchange rate as at the end of each reporting period applied to a contract of similar amount and maturity profile.

The fair values of the above instruments have been estimated using the published market prices or quotes from reputable financial institutions or valuation techniques supported by observable market data.

Derivative financial instruments are categorised at Level 2 of the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.

- (b) The forward foreign exchange contracts were entered into with the objective of managing the exposure of the Group to currency risk for receivables, which are denominated in a currency other than the functional currency of the Group.
- (c) The commodity forward contracts and commodity future contracts were entered into with the objective of managing the exposure of the edible oil segment of the Group to adverse price movements in vegetable oil commodity.
- (d) The above derivatives are initially recognised at fair value on the date the derivative contract is entered into and are subsequently re-measured at fair value through profit and loss. The resulting loss from the re-measurement of RM17,816,000 (2024: gain of RM31,298,000) is recognised in profit or loss.

30 JUNE 202 (continued)

12. Derivative Financial Instruments (continued)

(e) The unexpired foreign currency forward contracts, which have been entered into by the Group for its trade receivables and trade payables as at end of each reporting period are as follows:

Group	Contractual amount in Foreign Currency ("FC'000")	Equivalent amount in Ringgit Malaysia ("RM'000")	Average contractual rate RM/FC	Expiry dates
2025				
USD	139,950	606,095	4.33	1.7.2025 to 29.10.2025
EUR	3, <i>7</i> 95	1,186	0.31	2.7.2025 to 2.7.2025
EUR	111,200	521,585	4.69	15.7.2025 to 2.1.2026
2024				
USD	81,670	384,396	4.71	1.7.2024 to 29.8.2024
EUR	45,400	234,480	5.16	15.7.2024 to 6.12.2024

(f) The financial instruments of the Group, which are subject to price risk along with their contract values and mark-to-market fair value on closing, plus fair value recognised over the financial year are as follows:

	2025		20	24
Group	Contract and notional value <1 year RM'000	Fair value attributed to price changes at period closing <1 year RM'000	Contract and notional value <1 year RM'000	Fair value attributed to price changes at period closing <1 year RM'000
Commodity based				
Forward sales contracts	345,744	(3,256)	115,776	(177)
Forward purchase contracts	(334,540)	5,735	(113,850)	2,055
		2,479		1,878

(g) Maturity profile of derivative financial liabilities of the Group at the end of the reporting period based on contractual undiscounted repayment obligations is repayable within one (1) year.

13. Cash And Bank Balances

	Group		Company	
	2025 RM′000	2024 RM′000	2025 RM′000	2024 RM′000
Cash and bank balances	292,436	348,678	1 <i>7</i> 9,125	182,941
Deposits with licensed banks	69,469	19,805	68,500	18,500
	361,905	368,483	247,625	201,441

30 JUNE 2025 (continued)

13. Cash And Bank Balances (continued)

- (a) Cash and bank balances are classified as financial assets measured at amortised cost.
- (b) Deposits with licensed banks of the Group and of the Company are subject to interest at rates ranging from 2.10% to 4.05% per annum and 2.10% to 4.05% per annum (2024: 1.45% to 3.55% per annum and 2.30% to 2.80% per annum) respectively.
- (c) Deposits with the licensed banks of the Group and of the Company as at the end of the reporting period have maturity periods ranging from 29 days to 272 days and 29 days to 272 days (2024: 7 days to 151 days and 29 days to 151 days) respectively.
- (d) Deposits with licensed banks of the Group and of the Company are fixed rate instruments. Sensitivity analysis at the end of the reporting period is not presented as fixed rate instrument is not affected by change in interest rates.
- (e) The currency exposure profile of cash and bank balances is as follows:

	Group		Comp	oany
	2025 RM'000	2024 RM′000	2025 RM′000	2024 RM′000
RM	298,516	292,149	247,625	201,441
AED	5,786	29,866	_	_
USD	38,153	26,915	_	_
EUR	11,685	14,077	_	_
SGD	7,723	5,438	_	_
Others	42	38		
	361,905	368,483	247,625	201,441

Sensitivity analysis of RM against AED, USD and EUR at the end of each reporting period, assuming that all other variables remain constant, are as follows:

	Group	
	2025 RM'000	2024 RM′000
Effects of 15% (2024: 10%) changes to RM against foreign currencies		
Profit after tax and equity		
- AED/RM - strengthen	660	2,270
- AED/RM - weaken	(660)	(2,270)
– USD/RM – strengthen	4,349	2,046
- USD/RM - weaken	(4,349)	(2,046)
– EUR/RM – strengthen	1,332	1,070
- EUR/RM - weaken	(1,332)	(1,070)

The exposure of the Group to the other currencies are not significant, hence the effects of the changes in the exchange rates are not presented.

30 JUNE 202 (continued)

13. Cash And Bank Balances (continued)

(f) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the end of each reporting period:

	Group		Comp	oany
	2025 RM′000	2024 RM'000	2025 RM'000	2024 RM'000
Cash and bank balances	292,436	348,678	179,125	182,941
Deposits with licensed banks	69,469	19,805	68,500	18,500
As reported in statements of financial position	361,905	368,483	247,625	201,441
Less: Deposits with maturity more than three (3) months	(64,500)	(14,500)	(64,500)	(14,500)
As reported in statements of cash flows	297,405	353,983	183,125	186,941

- (g) Included in the bank balances of the Group are cash placed in Islamic accounts, which amounted to RM28,003,000 (2024: RM33,731,000).
- (h) No expected credit losses were recognised arising from the deposits with licensed banks because the probability of default by these licensed banks were negligible.

14. Share Capital

	Group and Company				
	2025 2024			24	
	Number of shares '000	RM′000	Number of shares '000	RM′000	
Issued and fully paid with no par value					
As at beginning/end of the financial year	162,000	95,147	162,000	95,147	

The owners of the parent are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.

15. Reserves

		Group		Comp	oany
	Note	2025 RM'000	2024 RM'000	2025 RM′000	2024 RM′000
Non-distributable					
Exchange translation reserve	(a)	(507)	1,117	_	_
Distributable					
Retained earnings		393,888	358,541	203,388	160,551
		393,381	359,658	203,388	160,551

(a) Exchange translation reserve

The exchange translation reserve is used to record foreign currency exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the presentation currency of the Group. It is also used to record the exchange differences arising from monetary items which form part of the net investment of the Group in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

30 JUNE 2025 (continued)

16. Borrowings

		Gro	оир
	Note	2025 RM′000	2024 RM′000
Non-current liabilities			
Secured:			
Islamic financing facilities		3,648	539
Current liabilities			
Secured:			
Bankers' acceptances		23,156	19,985
Islamic financing facilities		528,113	297,955
		551,269	317,940
Total borrowings			
Bankers' acceptances		23,156	19,985
Islamic financing facilities	17	531,761	298,494
		554,917	318,479

- (a) Borrowings are classified as financial liabilities measured at amortised cost.
- (b) The carrying amounts of borrowings are reasonable approximation of their fair values, either due to their short-term nature or that they are floating rate instruments, which are re-priced to market interest rates on or near the end of the reporting period. Fair value of the borrowings of the Group for disclosure purpose are categorised as Level 3 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.
- (c) Bankers' acceptances are secured by first legal charges over land and buildings of certain subsidiaries as disclosed in Note 5 and Note 6 to the financial statements respectively. In addition, bankers' acceptances are guaranteed by corporate guarantee and indemnity by the Company and a negative pledge on the assets of certain subsidiaries.
- (d) The following table sets out the carrying amounts, the weighted average effective interest rates as at the end of each reporting period and the remaining maturities of the borrowings of the Group and of the Company that are exposed to interest rate risk:

Group	WAEIR per annum %	On demand or within one (1) year RM'000	One (1) to five (5) years RM'000	Total RM′000
30 June 2025				
Floating rates				
Bankers' acceptances	4.25	23,156	_	23,156
Islamic financing facilities	3.84	528,113	3,648	531,761
		551,269	3,648	554,917
30 June 2024				
Floating rates				
Bankers' acceptances	4.00	19,985	_	19,985
Islamic financing facilities	3.83	297,955	539	298,494
		317,940	539	318,479

30 JUNE 202 (continued)

16. Borrowings (continued)

(e) The maturity profile of borrowings of the Group and of the Company at the end of each reporting period based on contractual undiscounted repayment obligations is summarised in the table below:

Group	On demand or within one (1) year RM'000	One (1) to five (5) years RM'000	Total RM′000
2025			
Bankers' acceptances	23,254	_	23,254
Islamic financing facilities	531,663	4,511	536,174
Total undiscounted financial liabilities	554,917	4,511	559,428
2024			
Bankers' acceptances	19,985	_	19,985
Islamic financing facilities	297,982	589	298,571
Total undiscounted financial liabilities	317,967	589	318,556

(f) Sensitivity analysis of interest rate at the end of the reporting period, assuming that all other variables remain constant, are as follows:

	Group		
	2025 RM'000	2024 RM′000	
Profit after tax and equity			
- Increased by 1.0% (2024: 1.0%)	(4,217)	(2,420)	
- Decreased by 1.0% (2024: 1.0%)	4,217	2,420	

(g) The currency exposure profile of borrowings of the Group is as follows:

	Gro	оир
	2025 RM′000	2024 RM'000
USD	_	1,124
RM	554,917	317,355
	554,917	318,479

30 JUNE 2025 (continued)

16. Borrowings (continued)

(g) The currency exposure profile of borrowings of the Group is as follows (continued):

Sensitivity analysis of RM against foreign currency, USD as at the end of the reporting period, assuming that all other variables remain constant, are as follows:

	Group		
	2025 RM′000	2024 RM'000	
Effects of 15% (2024: 10%) changes to RM against foreign currencies			
Profit after tax and equity			
– USD/RM - strengthen	_	(85)	
- USD/RM - weaken		85	

(h) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's and in the Company's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the statements of cash flows of the Group and of the Company as cash flows from financing activities.

Group	Note	Bankers' acceptances RM'000	Islamic financing facilities RM'000	Lease liabilities (Note 6) RM'000
2025				
As at 1 July 2024		19,985	298,494	12,869
Cash flows				
- Drawdowns		17,358	521,181	_
- Repayments		(12,412)	(287,914)	(2,822)
- Payments of interest/profit rate		(5,065)	(10,900)	(482)
Non-cash flows:				
- Additions		_	_	26
- Remeasurement		_	_	1,961
- Disposal of subsidiary	26	(1,775)	_	(579)
- Accretion of interest		5,065	10,900	482
- Termination of lease contracts		_	_	(6)
- Foreign exchange movement				(75)
As at 30 June 2025		23,156	531,761	11,374

es))
13
_
26)
60)
23
60
86)
45_
69

30 JUNE 202! (continued)

16. Borrowings (continued)

(h) Reconciliation of liabilities arising from financing activities (continued)

	Company Lease liabilities (Note 6)	
	2025 RM′000	2024 RM'000
At beginning of financial year	2,532	395
Cash flows	(531)	(531)
Non-cash flows:		
- Addition	_	2,621
- Accretion of interest	159	47
At end of financial year	2,160	2,532

17. Islamic Financing Facilities

	Group		
	2025 RM′000	2024 RM′000	
Secured			
Islamic trade facilities			
- non-current	3,648	539	
- current	528,113	297,955	
	531,761	298,494	

Islamic trade facilities of the Group are secured by first legal charge over the land and building of subsidiaries as disclosed in Note 5 and Note 6 to the financial statements respectively and guaranteed by way of a corporate guarantee by the Company and a negative pledge on the assets of certain subsidiaries.

30 JUNE 2025 (continued)

18. Deferred Tax Liabilities

(a) The deferred tax liabilities are made up of the following:

	Group		
	2025 RM'000	2024 RM'000	
As at beginning of the financial year	2,059	1,777	
Recognised in profit or loss (Note 25)	_	282	
As at end of the financial year	2,059	2,059	

(b) The components and movements of deferred tax liabilities during the financial year prior to offsetting are as follows:

	Property, plant and equipment and right-of-use assets RM'000	Others RM′000	Total RM′000
As at 1 July 2023	932	845	1,777
Recognised in profit or loss	282		282
As at 30 June 2024/1 July 2024 Recognised in profit or loss	1,214	845	2,059
As at 30 June 2025	1,214	845	2,059

(c) Amounts of temporary differences for which no deferred tax assets have been recognised in the statements of financial position are as follows:

	Group		Company	
	2025 RM'000	2024 RM′000	2025 RM′000	2024 RM'000
Unabsorbed capital allowances	426	420	426	420
Unused tax losses				
- Expires by 30 June 2028	736	736	736	<i>7</i> 36
Other temporary differences	29,687	28,173	(44)	(34)
	30,849	29,329	1,118	1,122

Deferred tax assets of the Company have not been recognised in respect of these items as these items were derived from different business sources and it is not probable that taxable profits of the Company from the same business source would be available against which the deductible temporary differences could be utilised.

Deferred tax assets of certain subsidiaries have not been recognised in respect of these items as it is not probable that taxable profits of the subsidiaries would be available against which the deductible temporary differences could be utilised.

The amount and availability of these items to be carried forward up to the periods as disclosed above are subject to the agreement of the respective local tax authorities.

30 JUNE 202 (continued)

19. Retirement Benefit Obligations

(a) The Group operates an unfunded defined benefit plan for non-executive staff who are entitled to a payment calculated by reference to their length of service and earnings. Provision for retirement benefit obligations is calculated based on the predetermined rate of basic salaries and length of service of the employees.

The amounts recognised in the statements of financial position are determined as follows:

	Group	
	2025 RM'000	2024 RM'000
Present value of unfunded retirement benefit obligations	_	124
Analysed as follows:		
Non-current liabilities		
- later than five (5) years	_	124

(b) The total expenses recognised in profit or loss are as follows:

	Group	
	2025 RM′000	2024 RM′000
Current service cost	_	4
Past service cost	_	3
Interest cost		5
Expenses recognised in the statements of profit or loss and other comprehensive income included under administrative expenses		12

(c) The movements during the financial year in the amounts recognised in the statements of financial position in respect of the retirement benefit obligations are as follows:

		Group		
	Note	2025 RM′000	2024 RM′000	
As at beginning of the financial year		124	194	
Recognised in profit or loss		_	12	
Disposal of subsidiary	26	(121)	_	
Contributions paid		(3)	(82)	
As at end of the financial year		_	124	

30 JUNE 2025 (continued)

19. Retirement Benefit Obligations (continued)

(d) The principal actuarial assumptions used are as follows:

	Group		
	2025 %	2024 %	
Discount rates	_	4.2	
Expected rates of salary increases	_	5.0	
Price inflation	_	2.5	

20. Trade And Other Payables

		Gro	оир	Com	pany
	Note	2025 RM'000	2024 RM′000	2025 RM′000	2024 RM'000
Trade payables Other payables		129,150	63,456	-	-
Third parties	(c)	77,414	41,970	45	5
Accrued liabilities		41,613	42,585	987	1,058
		119,027	84,555	1,032	1,063
		248,1 <i>77</i>	148,011	1,032	1,063

- (a) Trade and other payables of the Group and of the Company are classified as financial liabilities measured at amortised cost.
- (b) Trade payables are non-interest bearing and the normal credit terms granted to the Group in respect of trade payables ranged from 4 to 120 days (2024: 4 to 120 days) from the date of invoice.
- (c) Included in other payables of the Group are advance payments from customers amounting to RM56,323,000 (2024: RM28,247,000).
- (d) Maturity profile of trade and other payables of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations is repayable on demand or within one (1) year.

(continued)

20. Trade And Other Payables (continued)

(e) The currency exposure profile of trade and other payables of the Group and of the Company are as follows:

	Group		Com	oany
	2025 RM'000	2024 RM′000	2025 RM′000	2024 RM′000
USD	138,724	64,191	_	_
EUR	10,464	11,483	_	_
SGD	8,771	10,389	_	_
RM	87,760	60,490	1,032	1,063
RMB	_	945	_	_
AED	2,458	454	_	_
IDR		59		
	248,1 <i>77</i>	148,011	1,032	1,063

Sensitivity analysis of RM against USD and EUR at the end of the reporting period of the Group, assuming that all other variables remain constant, are as follows:

	Group		
	2025 RM'000	2024 RM′000	
Effects of 15% (2024: 10%) changes to RM against foreign currency			
Profit after tax and equity			
– USD/RM – strengthen	(15,815)	(4,879)	
- USD/RM - weaken	15,815	4,879	
– EUR/RM – strengthen	(1,193)	(873)	
- EUR/RM - weaken	1,193	873	

The exposure to the other currencies are not significant, hence the effects of the changes in the exchange rates are not presented.

21. Commitments

Capital commitments

	Group	
	2025 RM′000	2024 RM′000
Capital expenditure in respect of purchase of property, plant and equipment:		
- Approved and contracted for	12,488	30,562

30 JUNE 2025 (continued)

22. Revenue

	Gro	υр	Company		
	2025 RM'000	2024 RM'000	2025 RM′000	2024 RM'000	
Continuing operations					
Revenue from contracts with customers					
- Sale of goods	4,782,987	3,869,110	_	_	
- Management fees from subsidiaries			3,600	3,600	
	4,782,987	3,869,110	3,600	3,600	
Revenue from other sources					
– Dividend income from a subsidiary	-	_	55,688	70,275	
	4,782,987	3,869,110	59,288	73,875	
Timing of revenue recognition					
Transferred at a point in time	4,782,987	3,869,110	_	_	
Transferred over time			3,600	3,600	
Revenue from contracts with customers	4,782,987	3,869,110	3,600	3,600	

Disaggregation of revenue from contracts with customers

Revenue from contracts with customers is disaggregated by primary geographical market, major products and service lines and timing of revenue recognition as disclosed in Note 4 to the financial statements.

(a) Sale of goods

Revenue from sale of goods are recognised at a point in time when the goods have been transferred to the customer and coincides with the delivery of goods and acceptance by customers.

There is no material right of return and warranty provided to the customers on the sale of goods.

There is no significant financing component in the revenue arising from sale of goods as the sales are made on the normal credit terms not exceeding twelve (12) months.

(b) Management fees

Management fees is recognised over the period in which the services are rendered.

(c) Dividend income

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

23. Cost Of Sales

Cost of sales of the Group represents cost of inventories sold and other related expenses.

(continued)

24. Profit Before Tax

Other than those disclosed elsewhere in the financial statements, profit before tax is arrived at:

	Gro	оир	Comp	oany
	2025 RM′000	2024 RM'000	2025 RM′000	2024 RM'000
Continuing operations				
After charging:				
Auditors' remuneration to BDO PLT:				
- statutory audit	290	277	86	80
- non-statutory audit	13	18	13	13
Other auditors' remuneration:				
- statutory audit	123	114	_	_
Bad debts written off	_	13,926	_	_
Interest expense on:				
- term loans	_	42	_	_
- bankers' acceptances	5,065	3,776	_	_
– islamic financing facilities	10,900	11,471	_	_
- lease liabilities	469	330	159	47
- others	_	_	1	_
Loss on disposal of property, plant and equipment	248	_	28	_
Unrealised loss on foreign exchange, net	7,097	14,109	_	_
Fair value loss on derivative financial instruments:				
- unrealised	1 <i>7</i> ,816	_	_	_
- realised	_	26,577	_	_
Rental of forklifts	922	869	_	_
Rental of hostels	348	292	_	_
Rental of office equipment	65	22	_	-
And crediting:				
Interest income received from:				
– deposits with licensed banks	2,405	1,537	1,752	513
- short term investments	5,873	5,211	5,873	5,211
- others	305	67	_	_
Fair value gain on derivative financial instruments:				
- unrealised	_	31,298	_	_
- realised	15,434	_	_	_
Gain on disposal of property, plant and equipment	_	670	_	_
Gain on foreign exchange:		3, 0		
- realised	_	1,824	_	_
redised		1,024		

30 JUNE 2025 (continued)

25. Tax Expense

		Group		Comp	oany
	Note	2025 RM′000	2024 RM'000	2025 RM′000	2024 RM′000
Continuing operations					
Malaysian income tax:					
Current tax expense		5,043	4,637	430	123
Under/(Over)-provision in prior years		102	121	33	(18)
		5,145	4,758	463	105
Foreign income tax:					
Current tax expense		2,502	1,213	_	_
Over-provision in prior years		(259)	(39)	_	_
		7,388	5,932	463	105
Deferred tax:					
Relating to origination and reversal of temporary differences		_	_	_	_
Under-provision in prior years	18	-	282	-	-
			282		
		7,388	6,214	463	105

- (a) Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated taxable profits for the fiscal year. Tax expense for other taxation authorities are calculated at the rates prevailing in those respective jurisdictions.
- (b) A subsidiary of the Group has been granted Principal Hub status, which provides tax incentive to the subsidiary for a period of ten (10) years. The Principal Hub status commenced in the Year of Assessment 2017 under the Income Tax Act 1967.
- (c) The numerical reconciliations between the tax expense and the product of accounting profit multiplied by the applicable tax rate of the Group and of the Company are as follows:

	Grou	лÞ	Comp	pany	
	2025 RM'000	2024 RM′000	2025 RM'000	2024 RM'000	
Continuing operations					
Profit before tax	118,983	122,377	75,700	73,677	
Tax at Malaysian statutory income tax rate of 24% (2024: 24%)	28,556	29,370	18,168	17,682	
Tax effects in respect of:					
 non-allowable expenses 	8,628	18,480	709	559	
- non-taxable income	(6, 154)	(16,438)	(18,446)	(18,11 <i>7</i>)	
- different tax rates in foreign jurisdiction	(811)	(104)	_	_	
- deferred tax assets no recognised	365	_	_	_	
 utilisation of deferred tax assets previously unrecognised 	-	(8,012)	(1)	(1)	
- tax incentives	(23,039)	(17,446)			
	7,545	5,850	430	123	
(Over)/Under-provision of income tax in prior years	(157)	82	33	(18)	
Under-provision of deferred tax in prior years		282			
	7,388	6,214	463	105	

(continued)

25. Tax Expense (continued)

(d) Tax on each component of other comprehensive income is as follows:

Group	Before tax RM'000	Tax effect RM′000	After tax RM′000
2025			
Foreign currency translations	(2,713)		(2,713)
2024			
Foreign currency translations	207	_	207

26. Disposal Of Subsidiary

On 7 January 2025, the Company had entered into a Share Sale Agreement with Central Cables Berhad for the disposal of 100% equity interest in Doe Industries Sdn. Bhd. ("DISB") for a cash consideration of RM20,000,000. The disposal was completed on 10 January 2025.

Following the disposal of DISB and its subsidiaries (collectively referred to as "DISB Group"), the result of DISB Group shall be deconsolidated from the Group on the same date. However, the Group has elected to deconsolidate DISB Group's results based on its financials as at 31 December 2024, as the financial results from 1 January 2025 to 7 January 2025 were deemed insignificant to the Group.

(a) The financial performance and cash flow information presented below are for the six months ended 31 December 2024 and the year ended 30 June 2024.

		DISB Group		
	Note	From 1.7.2024 to 31.12.2024 RM'000	From 1.7.2023 to 30.6.2024 RM′000	
Statement of Profit or Loss and Other Comprehensive Income				
Revenue		17,567	26,458	
Cost of sales		(14,117)	(20,778)	
Gross profit		3,450	5,680	
Other operating income		127	572	
Selling and distribution costs		(299)	(604)	
Administrative expenses		(2,345)	(4,336)	
Impairment loss on financial assets		_	(181)	
Other expenses		-	(21)	
Finance costs		(60)	(94)	
Profit before tax		873	1,016	
Tax expense		(26)	(9)	
Profit after tax of discontinued operations		847	1,007	
Less: Loss on disposal of the subsidiary	26(d)	(1,954)		
(Loss)/Profit from discontinued operations		(1,107)	1,007	

30 JUNE 2025 (continued)

26. Disposal Of Subsidiary (continued)

(a) The financial performance and cash flow information presented below are for the six months ended 31 December 2024 and the year ended 30 June 2024. (continued)

		DISB Group		
	Note	From 1.7.2024 to 31.12.2024 RM'000	From 1.7.2023 to 30.6.2024 RM′000	
Statement of Cash Flows				
Net cash (used in)/from operating activities		(612)	1,396	
Net cash from investing activities		57	12	
Net cash from financing activities		(254)	(667)	
Net (decrease)/increase in cash and cash equivalents		(809)	741	
Cash and cash equivalents at beginning of the financial period/year		4,065	3,324	
Cash and cash equivalents at the end of the financial period/year		3,256	4,065	

(b) Analysis of the income tax of the discontinued operations was as follows:

	DISB Group		
	From 1.7.2024 to 31.12.2024 RM'000	From 1.7.2023 to 30.6.2024 RM'000	
Malaysian income tax:			
- Current tax expense	26	8	
– Under-provision in prior years		1	
	26	9	
Profit before tax	873	1,016	
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	210	244	
Tax effects in respect of:	1		
- non-taxable income	(213)	(85)	
- non-allowable expenses	29	112	
- utilisation of deferred tax assets previously unrecognised		(263)	
	26	8	
Under-provision of income tax expense in prior years		1	
	26	9	

(continued)

26. Disposal Of Subsidiary (continued)

(c) The carrying amounts of assets and liabilities as at 31 December 2024 were:

	Note	DISB Group 31.12.2024 RM'000
Assets		
Property, plant and equipment	5	3,524
Right-of-use assets	6	2,513
Intangible assets	7	19
Inventories		8,086
Trade and other receivables		10,565
Current tax assets		10
Cash and bank balances		3,256
		27,973
Liabilities		
Trade and other payables		3,925
Borrowings	16	1,775
Lease liabilities	6	579
Current tax liabilities		19
Retirement benefits obligations	19	121
		6,419
Net assets of DISB Group at date of disposal		21,554

(d) Details of the disposal of subsidiary

	Note	2025 RM'000
Group		
Cash consideration		20,000
Less: Net assets of DISB Group at date of disposal		(21,554)
Loss on disposal of discontinued operation		(1,554)
Less: Capital gains tax		(400)
Loss on disposal of discontinued operation, net of tax	26(a)	(1,954)
Company		
Cash consideration		20,000
Less: Cost of investment	8	(4,300)
Less: Capital gains tax		(400)
Gain on disposal of subsidiary		15,300

30 JUNE 2025 (continued)

26. Disposal Of Subsidiary (continued)

(e) Effect of the disposal on the cash flows of the Group:

	Group
	2025 RM'000
Cash consideration	20,000
Less: Cash and bank balances of DISB Group at date of disposal	(3,256)
Net cash inflow from proceeds from disposal of subsidiary	16,744

(f) Analysis of the results of the discontinued operations was as follows:

	DISB Group		
	2025 RM′000	2024 RM′000	
Profit before tax is arrived after charging:			
Auditors' remuneration to BDO PLT:			
- statutory audit	-	65	
Rental of hostel	-	13	
Interest expense on:			
- bankers acceptance	47	64	
- lease liabilities	13	30	
Inventories written down	-	21	
And crediting:			
Gain on termination of lease	_	12	
Realised gain on foreign exchange	89	51	
Interest income from fixed deposits with licensed bank	27	50	
Inventories written back	8	455	

30 JUNE 202: (continued)

27. Earnings Per Share

(a) Basic

Basic earnings/(loss) per ordinary share for the financial year is calculated by dividing the profit/(loss) for the financial year attributable to equity holders of the parent by the weighted average number of ordinary shares outstanding during the financial year.

	Gro	ир
	2025 RM′000	2024 RM′000
Profit/(Loss) attributable to equity holders of the parent		
- Continuing operations	68,854	67,654
- Discontinued operations	(1,107)	1,007
	67,747	68,661
	Unit'000	Unit'000
Weighted average number of ordinary shares in issue	162,000	162,000
	Sen	Sen
Basic earnings per ordinary share		
- Continuing operations	42.50	41.76
- Discontinued operations	(0.68)	0.62
	41.82	42.38

28. Dividends

	Group and Company			
	20	25	20	24
	Dividend per share sen	Amount of dividend RM'000	Dividend per share sen	Amount of dividend RM'000
In respect of the financial year ended 30 June 2024:				
Final single-tier dividend, paid on 14 October 2024	20	32,400	-	_
In respect of the financial year ended 30 June 2023:				
Final single-tier dividend, paid on 10 October 2023			15	24,300

On 27 August 2025, the Board of Directors approved payment of a single tier dividend of 20.0 sen per ordinary share amounting to RM32,400,000. The financial statements for the current financial year do not reflect this dividend.

30 JUNE 2025 (continued)

29. Employee Benefits

	Group		Com	oany
	2025 RM'000	2024 RM′000	2025 RM′000	2024 RM′000
Salaries and wages	53,740	49,475	2,686	2,879
Social security contributions	389	299	17	16
Contributions to defined contribution plan	3,325	3,260	298	313
Other employee benefits	834	588	321	276
	58,288	53,622	3,322	3,484

- (a) Included in employee benefits of the Group and of the Company is Executive Directors' and other key management personnel's remuneration as disclosed in Note 30(c) to the financial statements.
- (b) The number of employees of the Group and of the Company (excluding Directors) at the end of the financial year was 600 and 18 (2024: 594 and 15) respectively.

30. Related Party Disclosures

(a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties could be individuals or other parties.

Related parties of the Group include the following:

- (i) Direct and indirect subsidiaries as disclosed in the Note 8 to the financial statements; and
- (ii) A corporation in which a Director of the Company has substantial financial interests.
- (b) In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Group		Com	pany
	2025 RM'000	2024 RM'000	2025 RM′000	2024 RM′000
Subsidiaries				
Management fee income	_	_	3,600	3,600
Dividend income	_	_	55,688	70,275
Management fee expense	-	_	362	240
Related party				
Management fee expense	480	480	480	480
Disposal of subsidiaries	20,000	_	20,000	

The related party transactions described above were carried out on agreed contractual terms and conditions and in the ordinary course of business between the related parties of the Group and of the Company.

30 JUNE 202: (continued)

30. Related Party Disclosures (continued)

(c) Compensation of key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity, directly and indirectly, including Directors (whether Executive or otherwise) of the Group and of the Company.

The remuneration of key management personnel during the financial year was as follows:

	Group		Comp	any
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Continuing operations				
Directors of the Company				
Executive Directors:				
– Salaries, bonus and allowances	12,851	14,168	690	388
- Defined contribution plan	601	540	54	13
	13,452	14,708	744	401
Non-Executive Directors:				
- Fees	275	275	275	275
- Allowances	113	144	113	144
	388	419	388	419
Total remuneration for Directors of the Company	13,840	15,127	1,132	820
Directors of Subsidiaries				
Executive Directors:				
– Salaries, bonus and allowances	807	1,324	-	_
- Defined contribution plan	56	124		_
Total remuneration for Directors of subsidiaries	863	1,448		_
Other key management personnel of the subsidiaries:				
– Salaries, bonus and allowances	1,845	<i>7</i> 98	_	-
- Defined contribution plan	315	58	_	_
Total other key management personnel remuneration	2,160	856		
Total compensation of key management personnel	16,863	17,431	1,132	820

The estimated monetary value of benefits-in-kind received by the Directors otherwise than in cash from the Group and from the Company amounted to RM61,140 (2024: RM31,150) respectively.

30 JUNE 2025 (continued)

31. Financial Guarantee Contracts

The Company has provided corporate guarantees up to RM1,401,259,000 (2024: RM915,878,000) in respect of financial guarantees given to financial institutions for banking facilities granted to subsidiaries.

Financial guarantee contracts issued by the Company are those contracts that require payments to be made to reimburse the holders for losses they incur because the specified debtors fail to make payments when due in accordance with the terms of the debt instruments.

Financial guarantee contracts are recognised as financial liabilities at the time the guarantees are issued. The liability is initially measured at fair value and subsequently at the higher of the amount determined in accordance with the expected loss model under MFRS 9 and the amount initially recognised less amortisation.

The fair value of financial guarantees is classified as Level 3 in the fair value hierarchy and is determined based on the present value of the difference in cash flows between the contractual payments required under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

Financial guarantees have not been recognised since the fair value was not material on initial recognition. As at the end of the reporting period, there was no indication that any subsidiary would default on repayment.

The maximum credit risk exposure of the financial guarantee issued is limited to the credit amount utilised of RM554,917,000 (2024: RM915,878,000). The financial guarantees have low credit risk at the end of the year as the financial guarantee is unlikely to be called by the financial institutions.

Maturity profile of financial guarantee contracts of the Company as at the end of each reporting period based on contractual undiscounted repayment obligations, is repayable upon any default by the subsidiaries in respect of the guaranteed bank facilities.

32. Capital And Financial Risk Management

(a) Capital management

The primary objective of the capital management of the Group is to ensure that entities of the Group would be able to continue as a going concern whilst maximising return to shareholders through the optimisation of the debt and equity ratios.

The Group manages its capital structure and makes adjustments to it in response to changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust the dividend payout to shareholders, issue new ordinary shares and redeem debts, where necessary. No changes were made in the objectives, policies or processes during the financial years ended 30 June 2024 and 30 June 2025.

The Group monitors capital using a gearing ratio, which is net debt divided by equity. The Group includes within net debt, borrowings, lease liabilities, trade and other payables, other liabilities, less cash and bank balances. Equity represents equity attributable to the owners of the parent. The net debt-to-equity ratios as at 30 June 2024 and 30 June 2025 are as follows:

	Group		
	2025 RM'000	2024 RM'000	
Borrowings	554,917	318,479	
Lease liabilities	11,374	12,869	
Trade and other payables	248,177	148,011	
Other liabilities	40,289	4,367	
Total liabilities	854,757	483,726	
Less: Cash and bank balances	(361,905)	(368,483)	
Net debt	492,852	115,243	
Equity	488,528	454,805	
Net debt to equity ratio	1.01	0.25	

30 JUNE 202 (continued)

32. Capital And Financial Risk Management (continued)

(a) Capital management (continued)

Pursuant to the requirements of Practice Note No. 17/2005 of the Bursa Malaysia Securities, the Group is required to maintain a consolidated shareholders' equity of more than twenty-five percent (25%) of the issued and paid-up capital (excluding treasury shares, if any) and such shareholders' equity is not less than RM40.0 million. The Company has complied with this requirement for the financial year ended 30 June 2025.

(b) Financial risk management objectives and policies

Exposure to credit risk, liquidity and cash flow risk, foreign currency risk, interest rate risk and price fluctuation risk arises in the normal course of the businesses of the Group. The overall financial risk management objective of the Group is to minimise potential adverse effects on the financial performance of the Group.

The overall business strategies of the Group, its tolerance of risk and its general risk management philosophy are determined by management in accordance with prevailing economic and operating conditions. Financial risk management is carried out through risk reviews, internal control systems and adherence to the financial risk management policies of the Group.

The management policies of the Group for managing each of its financial risk are summarised below:

(i) Credit risk

Cash deposits and trade and other receivables could give rise to credit risk which requires the loss to be recognised if a counterparty fails to perform as contracted. Credit risk refers to the risk that a counterparty would default on its contractual obligations resulting in financial loss to the Group. The Group has adopted a policy of only dealing with creditworthy counterparties. The exposure and the creditworthiness of the counterparties of the Group are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties.

The primary exposure of the Group and of the Company to credit risk arises through its trade receivables and other receivables. The carrying amount of financial assets as recorded in the financial statements, grossed up for any impairment losses, represents the maximum exposure to credit risk of the Group.

The credit risk concentration profiles have been disclosed in Note 10 to the financial statements.

(ii) Liquidity and cash flow risk

Liquidity risk is the risk that the Group is unable to service its cash obligations in the future. To mitigate this risk, management measures and forecasts its cash commitments, monitors and maintains a level of cash and cash equivalents deemed adequate to finance the operations and development activities of the Group.

Based on management's assessment, it is not probable that the counterparties to financial guarantee contracts will claim under the contract. The analysis of financial instruments by remaining contractual maturities has been disclosed in Note 6, Note 16 and Note 20 to the financial statements respectively.

(iii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument would fluctuate because of changes in foreign exchange rates.

The Group is subject to foreign exchange fluctuations through the import of raw materials and packaging materials and export of finished goods. The Group monitors the movement in foreign currency exchange rates closely to ensure its foreign currency risk is minimised.

The foreign currency profile and sensitivity analysis have been disclosed in Note 10, Note 12, Note 13, Note 16 and Note 21 to the financial statements respectively.

30 JUNE 2025 (continued)

32. Capital And Financial Risk Management (continued)

(b) Financial risk management objectives and policies (continued)

(iv) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the financial instruments of the Group and of the Company would fluctuate because of changes in market interest rates.

The exposure of the Group to interest rates risk arises primarily from their borrowings. The Group does not use derivative financial instruments to hedge this risk.

The interest rate profile and sensitivity analysis of interest rate risk have been disclosed in Note 6, Note 13 and Note 16 to the financial statements respectively.

(v) Price fluctuation risk

The edible oil segment of the Group is inversely exposed to price fluctuation risk on sales and purchases of palm oil commodities. This segment enters into commodity forward contracts with the objective of managing and hedging their respective exposure to price volatility in the commodity markets.

The objective of the Group on price risk management is to limit the exposure of the Group to fluctuations in market prices and to achieve expected margins on revenue.

The Group manages its price fluctuation risk by having policies and procedures governing forward positions.

The commodity forward contracts and commodity future contracts profile and sensitivity analysis of price fluctuation risk have been disclosed in Note 12 to the financial statements.

(vi) Fair value of financial instruments

The carrying amounts of financial assets and financial liabilities of the Group and the Company which are carried at amortised cost, such as trade and other receivables, cash and bank balances, trade and other payables and borrowings are reasonable approximation of fair value, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.

The carrying amounts of the current portion of loans and borrowings are reasonable approximations of fair values due to the insignificant impact of discounting.

Fair value information of financial assets and financial liabilities of the Group and the Company which are carried at fair value such as other investment and derivative financial assets/liabilities are disclosed in Note 9 and Note 12 to the financial statements.

33. Significant Event During The Financial Year

On 7 January 2025, the Company had entered into a share sale agreement with Central Cables Berhad, a company incorporated in Malaysia and a related party to the Company by virtue of common major shareholder, for the disposal of 100% equity interest in Doe Industries Sdn. Bhd., a wholly-owned subsidiary of the Company, for a cash consideration of RM20,000,000.

The transaction has been completed on 10 January 2025. Doe Industries Sdn. Bhd. has therefore ceased to be a subsidiary of the Company.

Details of the disposal is disclosed in Note 6 and Note 26 to the financial statements.

30 JUNE 2025 (continued)

34. Adoption Of New MFRSs And Amendments To MFRSs

(a) New MFRSs adopted during the financial year

The Group and the Company adopted the following Standards and Amendments of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

Title	Effective Date
Amendments to MFRS 16 Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to MFRS 101 Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to MFRS 101 Non-current Liabilities with Covenants	1 January 2024
Amendments to MFRS 107 and MFRS 7 Supplier Finance Arrangements	1 January 2024

The adoption of the above Standards and Amendments did not have any material effect on the financial performance or position of the Group and of the Company.

(b) New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2025

The following are Standards of the MFRS Framework that have been issued by the MASB but have not been early adopted by the Group and the Company:

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

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments since the effects would only be observable in the future financial years.

LIST OF PROPERTIES

PROPERTIES HELD BY THE GROUP AS AT 30TH JUNE 2025

Tenure	Location	Approximate Land Area (sq ft)	Approximate Age of Buildings (year)	Description	Date of Acquisition	2025 Net Book Value RM'000	2024 Net Book Value RM'000
Negeri Semb	ilan Darul Khusus						
Leasehold 99 years expiring 2077	Land with building at HS(D) 658 PT 1342, Senawang Industrial Estate, Seremban, Negeri Sembilan Darul Khusus.	130,680 (Built-up Area)	45	Factory for Manufacturing Tap wares	10/06/1978	-	585
Freehold (2 individual lots)	Land at HS (D) 14031 PT 3272, HS (D) 14036 PT 3277, Mukim Si Rusa, Daerah Port Dickson, Negeri Sembilan Darul Khusus.	43,594 48,115	-	Bungalow Land for Future Development of Orchard and Building	03/11/1999	-	-
Melaka				1			
Leasehold 99 years expiring 2101	Land with building at Lot No. 6672 – 6674 PM No. 567 – 569 Lot No. 6667 – 6669 PM No. 571 – 573 Mukim Sungei Baru Tengah, Daerah Alor Gajah, Melaka.	93,099 (Built-up Area)	29	Factory for Manufacturing Sanitary wares	03/11/1995	-	4,450
Selangor Dar	rul Ehsan						
Freehold land	Land with building at GM 2514, Lot 2239, 9th Mile Telok, Lot 2239, Jalan Rajawali, Batu 9, Kampung Kebun Baru, 42500 Telok Panglima Garang, Kuala Langat, Selangor Darul Ehsan.	175,602	20	Industrial land	20/09/2005	13,656	14,150
Freehold land	Land with building at GM 4406, Lot 11202, Mukim Teluk Panglima Garang, Lot 11202, Jalan Rajawali, Batu 9, Kampung Kebun Baru, 42500 Telok Panglima Garang, Kuala Langat, Selangor Darul Ehsan.	88,016	12	Industrial land	30/12/2012	11,149	11,310
Freehold land	Land with building at GM6505, Lot 11203, Mukim Teluk Panglima Garang, Lot 11203, Jalan Rajawali, Batu 9, Kampung Kebun Baru, 42500 Telok Panglima Garang, Kuala Langat, Selangor Darul Ehsan.	89,984	7	Industrial land	15/03/2019	4,281	4,281
Leasehold	Building at PM 1529, Lot 14595 Seksyen 2, Mukim Bandar Ulu Kelang, Daerah Gombak. No.2, Lorong AU 4/19B, Taman Sri Keramat Tengah, 54200 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur.	_	_	Property building for business own use	21/03/2023	_	1,690

LIST OF PROPERTIES PROPERTIES HELD BY THE GROUP AS AT 30TH JUNE 2025

(continued)

Tenure	Location	Approximate Land Area (sq ft)	Approximate Age of Buildings (year)	Description	Date of Acquisition	2025 Net Book Value RM'000	2024 Net Book Value RM'000
Johor Darul	Takzim						
Leasehold 60 years expiring 2055	Land with building at PTD 115556, HSD 221665, Mukim of Plentong, District of Johor Bahru, Johor Darul Takzim PLO 470, Jalan Keluli 1, 81700 Pasir Gudang, Johor Darul Takzim.	87,120	17	Industrial land	20/02/2008	2,644	2,746
Leasehold 60 years expiring 2052	Land with building at PTD 110329, HSD 200231, Mukim Plentong, Daerah Johor Bahru, No.18, Jalan Pekeliling, Taman Perindustrian Pasir Gudang, 81700 Pasir Gudang, Johor Darul Takzim.	99,876	6	Industrial land	30/04/2019	8,270	8,563
						40,000	47,775

ANALYSIS OF SHAREHOLDINGS

AS AT 29 AUGUST 2025

Issued and fully paid-up share capital: 162,000,000 ordinary shares

Class of shares : Ordinary shares

Voting rights by show of hand
Voting rights by poll

One vote for every member
One vote for every share held

Analysis By Size Of Shareholdings

Size of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 - 99	164	6.71	1,652	0.00
100 - 1,000	846	34.60	642,594	0.40
1,001 - 10,000	1,105	45.20	4,310,642	2.66
10,001 - 100,000	267	10.92	7,379,602	4.56
100,001 to less than 5% of issued shares	60	2.45	68,435,710	42.24
5% and above of issued shares	3	0.12	81,229,800	50.14
Total	2,445	100.00	162,000,000	100.00

Substantial Shareholders As Per The Register Of Substantial Shareholders

No.	Name	Direct No. of Shares Held	%	Indirect No. of Shares Held	%
1	JAG Capital Holdings Sdn Bhd	53,400,000	32.96	-	-
2	Dato' Sukumaran s/o Ramasamy	16,829,800	10.39	_	_
3	Continental Theme Sdn Bhd	12,922,100	7.98	_	_
4	Datuk Seri Johari Bin Abdul Ghani	-	_	53,400,000	32.961
5	Datin Mariam Prudence Binti Yusof	-	_	34,344,900	21.202

Notes:

1 Deemed interest through JAG Capital Holdings Sdn Bhd.

Directors' Shareholdings As Per The Register Of Directors' Shareholdings

No.	Name	Direct No. of Shares Held	%	Indirect No. of Shares Held	%
1	Megat Joha Bin Megal Abdul Rahman	_	_	_	_
2	Dato' Sukumaran s/o Ramasamy	16,829,800	10.39	_	_
3	Mohammad Bin Alwi	_	_	_	_
4	Amir Nashrin Bin Johari	-	_	_	_
5	Datin Mariam Prudence Binti Yusof	_	_	34,344,900	21.201
6	Sharina Binti Saidon	-	_	_	_
7	Dato' Sivananthan a/l Shanmugam	_	_	_	_
8	Mohammad Farish Nizar Bin Othman	-	-	_	-

Note:

² Deemed interest through Du Ain Sdn Bhd, Duclos Sdn Bhd, Syed Ibrahim Sdn Bhd, Leasing Corporation Sdn Bhd, Sisma Water Technology Sdn Bhd and Continental Theme Sdn Bhd.

¹ Deemed interest through Du Ain Sdn Bhd, Duclos Sdn Bhd, Syed Ibrahim Sdn Bhd, Leasing Corporation Sdn Bhd, Sisma Water Technology Sdn Bhd and Continental Theme Sdn Bhd.

ANALYSIS OF SHAREHOLDINGS

AS AT 29 AUGUST 2025 (continued)

List Of Thirty (30) Largest Shareholders As At 29 August 2025

No.	Name	No. of Shares	%
1	Cimsec Nominees (Tempatan) Sdn Bhd CIMB for JAG Capital Holdings Sdn Bhd (PB)	53,400,000	32.96
2	Dato' Sukumaran s/o Ramasamy	16,829,800	10.39
3	UOB Kay Hian Nominees (Tempatan) Sdn Bhd For Continental Theme Sdn Bhd	11,000,000	6.79
4	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account - Money Penny Sdn Bhd for Casa Biz Sdn Bhd	7,182,500	4.43
5	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Money Penny Sdn Bhd	5,404,810	3.34
6	UOB Kay Hian Nominees (Tempatan) Sdn Bhd For Duclos Sdn Bhd	5,000,000	3.09
7	UOB Kay Hian Nominees (Tempatan) Sdn Bhd For Leasing Corporation Sdn Bhd	4,686,400	2.89
8	UOB Kay Hian Nominees (Tempatan) Sdn Bhd For Syed Ibrahim Sdn Bhd	4,000,000	2.47
9	MBSB Investment Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Syarifah Anita Ibrahim (CTS-SAI0004C)	3,669,500	2.27
10	MBSB Investment Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Syarifah Aminah Ibrahim binti Syed Ibrahim (CTS-SAI0005C)	3,646,400	2.25
11	MBSB Investment Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Azril Akmar bin Attan Akmar (CTS-AAA0006C)	3,333,800	2.06
12	Citigroup Nominees (Tempatan) Sdn Bhd Exempt an for Bank of Singapore Limited (Local)	3,200,000	1.98
13	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Erwin Selvarajah a/l Peter Selvarajah	3,080,000	1.90
14	Tiger Vest Sdn Bhd	3,009,800	1.86
15	UOB Kay Hian Nominees (Tempatan) Sdn Bhd For Du-Ain Sdn Bhd	3,000,000	1.85
16	UOB Kay Hian Nominees (Tempatan) Sdn Bhd For Sisma Water Technology Sdn Bhd	3,000,000	1.85
17	Money Penny Sdn Bhd	2,600,000	1.61
18	Cimsec Nominees (Tempatan) Sdn Bhd CIMB for Continental Theme Sdn Bhd (PB)	1,922,100	1.19
19	HSBC Nominees (Asing) Sdn Bhd Exempt An for Bank Vontobel AG	1,355,600	0.84
20	MBSB Investment Nominees (Tempatan) Sdn Bhd Pledged Securities Account for RDS Network Sdn Bhd (CTS-RDS0001C)	856,800	0.53
21	HSBC Nominees (Asing) Sdn Bhd Exempt An for Bank Julius Baer & Co Ltd (Singapore BCH)	618,700	0.38
22	Cimsec Nominees (Tempatan) Sdn Bhd CIMB for Syed Ibrahim Sdn Bhd (PB)	540,000	0.33

ANALYSIS OF SHAREHOLDINGS

AS AT 29 AUGUST 2025 (continued)

No.	Name	No. of Shares	%
23	Cimsec Nominees (Tempatan) Sdn Bhd CIMB for Sisma Water Technology Sdn Bhd (PB)	507,400	0.31
24	Citigroup Nominees (Asing) Sdn Bhd Exempt An for UBS AG Singapore (Foreign)	417,900	0.26
25	Maybank Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Su Tiing Uh	410,000	0.25
26	Tan Sri Dato' Seri Abdul Ghani Bin Abdul Aziz	360,000	0.22
27	Cimsec Nominees (Tempatan) Sdn Bhd CIMB for Duclos Sdn Bhd (PB)	360,000	0.22
28	Cimsec Nominees (Tempatan) Sdn Bhd CIMB for RDS Network Sdn Bhd (PB)	339,100	0.21
29	Cimsec Nominees (Tempatan) Sdn Bhd CIMB for Du-Ain Sdn Bhd (PB)	329,000	0.20
30	Tan Mee Hua	286,000	0.18
		144,345,610	89.11

ADDITIONAL COMPLIANCE INFORMATION

Utilisation of Proceeds Raised from Corporate Proposals

The Company did not undertake any corporate proposal during the financial year ended 30 June 2025.

Audit and Non-Audit Fees

The total amount of audit and non-audit fees paid or payable to the external auditors and their affiliated firms by the Group and the Company for the financial year ended 30 June 2025 are as follows:

	Audit Fees		Non-Aug	lit Fees
	Group RM	Company RM	Group RM	Company RM
i) BDO PLT	290,000	86,250	13,000	13,000
ii) Non-BDO PLT	123,000	_	_	_
iii) BDO Tax Services Sdn Bhd		_	21,400	6,000
	413,000	86,250	34,400	19,000

Material Contracts

There were no material contracts entered into by the Company and its subsidiaries involving Directors' and major shareholders' interests, either still subsisting at the end of the financial year ended 30 June 2025 or entered into since the end of the previous financial year.

NOTICE OF THE FORTY-SEVENTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Forty-Seventh Annual General Meeting of the Company will be held at Corus Hotel KLCC, Persiaran Hampshire, Jalan Ampang, 50450 Kuala Lumpur on Wednesday, 29 October 2025 at 9:30 a.m. for the purpose of considering the following businesses:

AGENDA

As Ordinary Business

- 1. To receive the Audited Financial Statements for the financial year ended 30 June 2025 together with the Reports of the Directors and the Auditors thereon.
- 2. To approve the payment of Directors' fees of RM275,000 for the financial year ended 30 June 2025.
- 3. To approve the payment of Directors' benefits up to an amount of RM165,000 for the period from 30 October 2025 until the next Annual General Meeting of the Company to be held in 2026.
- 4. To re-elect the following Directors who are retiring by rotation pursuant to Clause 100 of the Constitution of the Company and being eligible offer themselves for re-election:
 - (i) Dato' Sivananthan a/l Shanmugam
 - (ii) Mohammad Farish Nizar Bin Othman
 - (iii) Mohammad Bin Alwi
- 5. To re-appoint BDO PLT as Auditors of the Company and to authorise the Directors to fix their remuneration for the ensuing year.

As Special Business

To consider and, if thought fit, to pass the following resolution:

6. Authority under Sections 75 and 76 of the Companies Act 2016 ("the Act") for the Directors to allot and issue shares

"THAT pursuant to Sections 75 and 76 of the Act, the Directors be and are hereby authorised to allot and issue shares in the Company at any time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being, subject always to the Constitution of the Company and approval of all relevant regulatory bodies being obtained for such allotment and issuance.

THAT pursuant to Section 85 of the Act, read together with Clause 18 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares arising from issuance of new shares pursuant to this Mandate.

AND THAT the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing 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 which may be declared, made or paid before the date of allotment of such new shares."

7. To transact any other business for which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution of the Company.

Please refer to Explanatory Note 1

Ordinary Resolution 1

Ordinary Resolution 2

Ordinary Resolution 3 Ordinary Resolution 4 Ordinary Resolution 5

Ordinary Resolution 6

Ordinary Resolution 7

BY ORDER OF THE BOARD

C.I. HOLDINGS BERHAD

ON POOI FONG (MAICSA 7018189/SSM PC No. 202208000204) **TAI YUEN LING** (LS 0008513/SSM PC No. 202008001075) **LIM LEE TZE** (MAICSA 7065751/SSM PC No. 201908002274) Secretaries

Kuala Lumpur

Date: 30 September 2025

NOTICE OF THE FORTY-SEVENTH ANNUAL GENERAL MEETING (continued)

Notes:

- 1. For the purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company a Record of Depositors as at 22 October 2025. Only a member whose name appears in such Record of Depositors shall be entitled to attend and vote at this meeting or appoint not more than two (2) proxies to attend and vote in his stead. A proxy may but need not be a member of the Company.
- 2. Where a member of the Company appoints two (2) proxies, the appointment shall be invalid unless the member specifies the proportion of his shareholdings to be represented by each proxy.
- 3. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") which is exempted from compliance with the provisions of Section 25A(1) of SICDA.
- 4. The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised.
- 5. The instrument appointing a proxy, with the power of attorney or other authority (if any) under which it is signed or a notarially certified or office copy of such power or authority, shall be deposited at the Company's Registered Office at Suite A-11-1, Level 11, Hampshire Place Office, 157 Hampshire, No. 1, Jalan Mayang Sari, 50450 Kuala Lumpur, Malaysia or via electronic means through the Boardroom Smart Investor Portal at https://investor.boardroomlimited.com not less than 48 hours before the time appointed for holding the meeting or adjourned meeting and in default the instrument of proxy shall not be treated as valid. Any notice of termination of person's authority to act as a proxy must be forwarded to the Company prior to the commencement of the Annual General Meeting or Adjourned Annual General Meeting.
- 6. For any corporate member who has appointed an authorised representative, please deposit the ORIGINAL certificate of appointment of authorised representative, executed in the manner as stated in the proxy form at the Registered Office at Suite A-11-1, Level 11, Hampshire Place Office, 157 Hampshire, No. 1, Jalan Mayang Sari, 50450 Kuala Lumpur.
- 7. The last date and time for lodging the proxy form is Monday, 27 October 2025 at 9:30 a.m.
- 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 any general meeting will be put to vote by way of poll. Independent Scrutineer who is independent of the person undertaking the polling process, will be appointed to verify the results of the poll.

NOTICE OF THE FORTY-SEVENTH ANNUAL GENERAL MEETING (continued)

Explanatory Notes:

(i) Agenda No. 1 - Audited Financial Statements

This Agenda item is meant for discussion only as it does not require shareholders' approval pursuant to the provision of Section 340(1)(a) of the Act. Hence, this item on the Agenda is not put forward for voting.

(ii) Ordinary Resolutions 1 and 2 - Directors' fees and benefits payable to Directors

Payment of Directors' fees and benefits under Section 230(1) of the Act provides amongst others, that the Directors' fees and any benefits payable to the Non-Executive Directors of the Company shall be approved at a general meeting.

The details of the proposed payment of Directors' fees for the financial year ended 30 June 2025, are disclosed in the Corporate Governance Overview Statement of the Annual Report 2025.

In determining the estimated total amount of Directors' benefits payable, the Board has considered the anticipated number of meetings for the Board and Board Committees based on the existing Board composition. The Directors' benefit payable is also inclusive of allocation of expenses to be incurred for continuing education programmes for the Directors. Approval will be sought at the next Annual General Meeting for additional Directors' benefit, should there be any shortfall.

(iii) Ordinary Resolutions 3 to 5 - Re-election of Directors

The profiles of the Directors standing for re-election as per Agenda item 4 are set out in the Profile of Directors of the Annual Report 2025.

The Board had through the Nomination and Remuneration Committee, carried out the necessary assessment of the retiring Directors, namely Dato' Sivananthan a/l Shanmugam, Mohammad Farish Nizar Bin Othman and Mohammad Bin Alwi (collectively referred to as "Retiring Directors") and concluded that the Retiring Directors have:

- (i) met the criteria as prescribed under Paragraph 2.20A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad on character, experience, integrity, competence and time commitment to effectively discharge their roles as Directors;
- (ii) met the fit and proper criteria pursuant to the Directors' Fit and Proper Policy adopted; and
- (iii) the Independent Directors named above remain independent.

The Board, save for the Directors named above, who have abstained from the deliberation and decision on their proposed re-election at the relevant Nomination and Remuneration Committee Meeting and Board of Directors' Meeting, is supportive of the re-election of the Retiring Directors.

(iv) Ordinary Resolution 6 - Re-appointment of Auditors

The Board had, through the Audit, Risk Management and Sustainability ("ARMS") Committee, considered the re-appointment of BDO PLT as the Auditors of the Company. The factors considered by the ARMS Committee are disclosed in the ARMS Committee Report of the Annual Report 2025.

(v) Ordinary Resolution 7 - Authority pursuant to Sections 75 and 76 of the Act for the Directors to Allot and Issue Shares

The Ordinary Resolution 7 proposed under item 6 of the Agenda seeks the shareholders' approval of a general mandate for issuance of shares by the Company under Sections 75 and 76 of the Act. The mandate, if passed, will provide flexibility for the Company and empower the Directors to allot and issue new shares speedily in the Company up to an amount not exceeding in total 10% of the issued share capital of the Company for purpose of funding the working capital or strategic development of the Group. This would eliminate any delay arising from and cost involved in convening a general meeting to obtain approval of the shareholders for such issuance of shares. This authority, unless revoked or varied by the Company at a general meeting, will expire at the next Annual General Meeting.

At this juncture, there is no decision to issue new shares but the Directors consider it desirable to have the flexibility permitted to respond to market developments and to enable allotments to take place to finance business opportunities without making a pre-emptive offer to existing shareholders. If there should be a decision to issue new shares after the general mandate is sought, the Company will make an announcement in respect thereof.

The Company did not allot and issue any shares pursuant to the general mandate granted by the shareholders at the previous Annual General Meeting.

NOTICE OF THE FORTY-SEVENTH ANNUAL GENERAL MEETING (continued)

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member'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 member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member 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 member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.



FORM OF PROXY

Signature(s) of Shareholder/Attorney

(if shareholder is a corporation, this part should be executed under seal)

(197801000889 (37918-A)) (Incorporated in Malaysia) No. of Shares Held						
I/We						
	(Full name in block letters,	, NRIC No. / Passport No. / Company No.)				
of		(Full address)				
Telephone No	Email Add	,				
'	of C.I. HOLDINGS BERHAD , hereb					
Full Name (in block le	etters)	NRIC No. / Passport No.	Pro	portion of Sha	reholo	lings
			N	o. of Shares		%
Telephone No.	Email Address					
Address						
and/or (delete as approp	oriate)					
Full Name (in block le	etters)	NRIC No. / Passport No.	Prop	oortion of Sha	reholo	lings
			N	lo. of Shares		%
Telephone No.	Email Address					
Address						
General Meeting of the (oxy, to attend and vote for *me/us on *m LCC, Persiaran Hampshire, Jalan Ampang				
RESOLUTION NO.	ORDINARY BUSINESS			FOR	AGA	INST
Ordinary Resolution 1	To approve the payment of Directors'	fees for the financial year ended 30 June 20	25			
Ordinary Resolution 2	To approve the payment of Directors' the next Annual General Meeting of the	benefits for the period from 30 October 202 he Company	25 until			
Ordinary Resolution 3	To re-elect Dato' Sivananthan a/l Sho	anmugam as Director				
Ordinary Resolution 4	To re-elect Mohammad Farish Nizar Bin Othman as Director					
Ordinary Resolution 5	To re-elect Mohammad Bin Alwi as [Director				
Ordinary Resolution 6	To re-appoint BDO PLT as Auditors of	f the Company				
	SPECIAL BUSINESS			FOR	AGA	INST
Ordinary Resolution 7	Authority under Sections 75 and 76 allot and issue shares	o of the Companies Act 2016 for the Direc	tors to			
(Please indicate with a ("X" your proxy will vote or abs) in the appropriate box whether you wish tain as he thinks fit.)	h your vote to be cast for or against the resc	olution. In	the absence of s	pecific	direction,

CDS Account No

NOTES:

Signed this _____ day of _

1. For the purpose of determining who shall be entitled to attend this meeting, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company a Record of Depositors as at 22 October 2025. Only a member whose name appears in such Record of Depositors shall be entitled to attend and vote at this meeting or appoint not more than two [2] proxies to attend and vote in his stead. A proxy may but need not be a member of the Company.

,2025

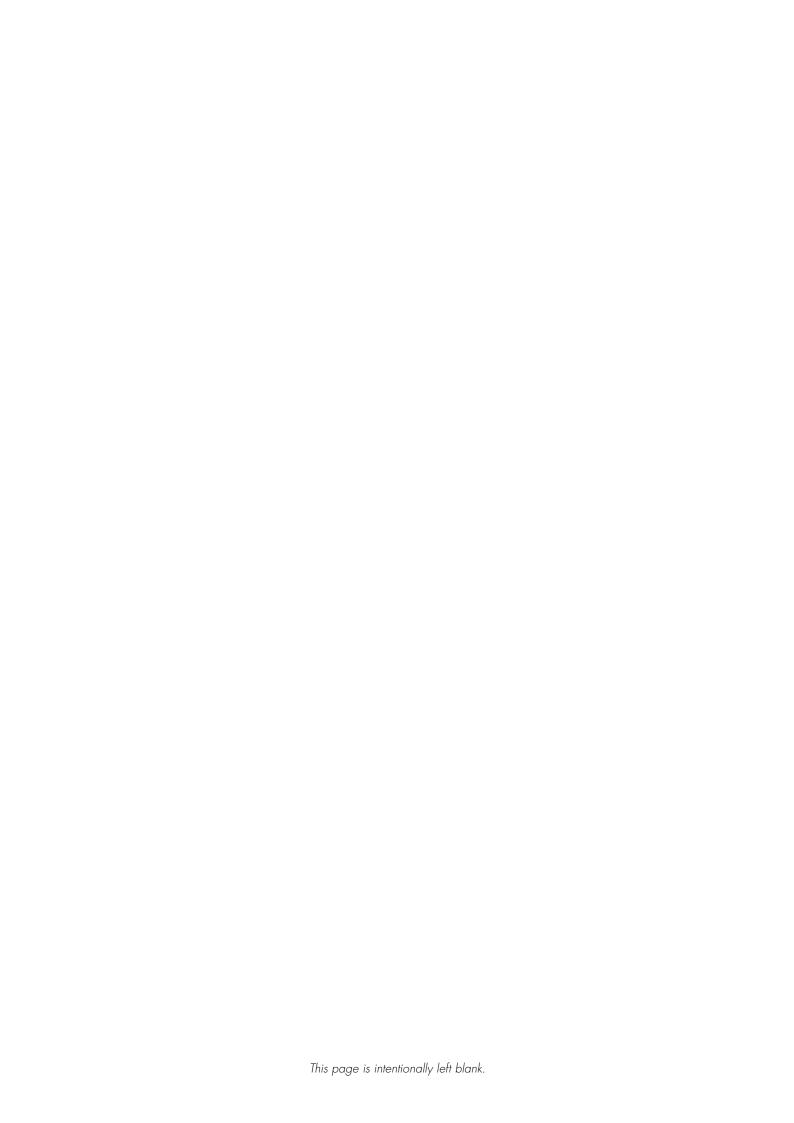
- 2. Where a member of the Company appoints two (2) proxies, the appointment shall be invalid unless the member specifies the proportion of his shareholdings to be represented by each proxy.
- 3. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA") which is exempted from compliance with the provisions of Section 25A(1) of SICDA.
- 4. The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised.
- 5. The instrument appointing a proxy, with the power of attorney or other authority (if any) under which it is signed or a notarially certified or office copy of such power or authority, shall be deposited at the Company's Registered Office at Suite A-11-1, Level 11, Hampshire Place Office, 157 Hampshire, No. 1, Jalan Mayang Sari, 50450 Kuala Lumpur, Malaysia or via electronic means through the Boardroom Smart Investor Portal at https://investor.boardroomlimited.com not less than 48 hours before the time appointed for holding the meeting or adjourned meeting and in default the instrument of proxy shall not be treated as valid. Any notice of termination of person's authority to act as a proxy must be forwarded to the Company prior to the commencement of the Annual General Meeting or Adjourned Annual General Meeting.
- For any corporate member who has appointed an authorised representative, please deposit the ORIGINAL certificate of appointment of authorised representative, executed in the manner as stated in the proxy form at the Registered Office at Suite A-11-1, Level 11, Hampshire Place Office, 157 Hampshire, No. 1, Jalan Mayang Sari, 50450 Kuala Lumpur.
- 7. The last date and time for lodging the proxy form is Monday, 27 October 2025 at 9:30 a.m.
- 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 any general meeting will be put to vote by way of poll. Independent Scrutineer who is independent of the person undertaking the polling process, will be appointed to verify the results of the poll.

PERSONAL DATA PRIVACY:

PRISONAL DAIA PRIVACY:

By submitting an instrument oppointing a proxylies] and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member'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 representative(s), the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxylies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxylies) and/or representative(s) for the Company (or its agents) to the Company (or its agents), the member and in administration of the member and the prior consent of such proxylies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

Fold this flap for sealing		
rold into hap for seating		
.		
Then fold here		
		STAMP
	The Company Secretary	
	C.I. HOLDINGS BERHAD (Company no. 197801000889 (37918-A))	
	Suite A-11-1, Level 11, Hampshire Place Office,	
	157 Hampshire,	
	No. 1, Jalan Mayang Sari,	
	50450 Kuala Lumpur	





C.I. Holdings Berhad

Suite A-11-1, Level 11, Hampshire Place Office, 157 Hampshire, No. 1, Jalan Mayang Sari, 50450 Kuala Lumpur, Malaysia.

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