



**CAM**

**CAM RESOURCES BERHAD**

(200001032704 [535311-D])

**2025** ANNUAL  
REPORT

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## BOARD OF DIRECTORS

**Lee Chin Yen**  
*Executive Chairman*

**Tan Hong Cheng**  
*Managing Director*

**Hia Wan Kiga**  
*Executive Director*

**Lee Poh Choo**  
*Executive Director*

**Tan Kim Hong**  
*Executive Director*

**Teh Sin Chay**  
*Independent  
Non-Executive Director*

**Zaharatul Nadzirah  
Binti Azizul**  
*Independent  
Non-Executive Director*

**Chia Song Ming**  
*Independent  
Non-Executive Director*

### AUDIT COMMITTEE

**Teh Sin Chay**  
*Chairman  
Independent Non-Executive Director*

**Zaharatul Nadzirah Binti Azizul**  
*Member  
Independent Non-Executive Director*

**Chia Song Ming**  
*Member  
Independent Non-Executive Director*

### REMUNERATION COMMITTEE

**Zaharatul Nadzirah Binti Azizul**  
*Chairperson  
Independent Non-Executive Director*

**Teh Sin Chay**  
*Member  
Independent Non-Executive Director*

**Chia Song Ming**  
*Member  
Independent Non-Executive Director*

### RISK MANAGEMENT COMMITTEE

**Lee Poh Choo**  
*Chairperson  
Executive Director*

**Teh Sin Chay**  
*Member  
Independent Non-Executive Director*

**Chia Song Ming**  
*Member  
Independent Non-Executive Director*

### NOMINATION COMMITTEE

**Teh Sin Chay**  
*Chairman  
Independent Non-Executive Director*

**Zaharatul Nadzirah Binti Azizul**  
*Member  
Independent Non-Executive Director*

**Chia Song Ming**  
*Member  
Independent Non-Executive Director*

### COMPANY SECRETARIES

**Goh Xin Yee** (MAICSA 7077870)  
(SSM Practicing Certificate No.  
202008000375)  
(Appointed w.e.f. 13 February 2026)

**Qwik Tsae Yng** (MAICSA 7053568)  
(SSM Practicing Certificate No.  
202308000539)  
(Appointed w.e.f. 13 February 2026)

**Teo Mee Hui** (MAICSA 7050642)  
(SSM Practicing Certificate  
No. 202008001081)  
(Resigned w.e.f. 13 February 2026)

**Ng Sally** (MAICSA 7060343)  
(SSM Practicing Certificate  
No. 202008002702)  
(Resigned w.e.f. 13 February 2026)

### REGISTERED OFFICE

Level 13, Menara 1 Sentrum  
201, Jalan Tun Sambanthan  
Brickfields  
50470 Kuala Lumpur, Malaysia  
Tel : +603-2382 4288  
Fax : +603-2382 4170  
Email : [TMFKL-CoSec@tmf-group.com](mailto:TMFKL-CoSec@tmf-group.com)

### MANAGEMENT OFFICE

Batu 12, Jalan Hutan Melintang  
36400 Hutan Melintang  
Perak, Malaysia  
Tel : +605-641 1046  
Fax : +605-641 1115

### SHARE REGISTRAR

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

### AUDITORS

**Messrs Baker Tilly Monteiro Heng PLT**  
Chartered Accountants  
Baker Tilly Tower  
Level 10, Tower 1, Avenue 5  
Bangsar South City  
59200 Kuala Lumpur  
Tel : +603-2297 1000  
Fax : +603-2282 9980

### BANKERS

Malayan Banking Berhad  
Hong Leong Islamic Bank Berhad  
HSBC Bank Malaysia Berhad  
RHB Bank Berhad  
AmBank Berhad  
Bank Muamalat Malaysia Berhad

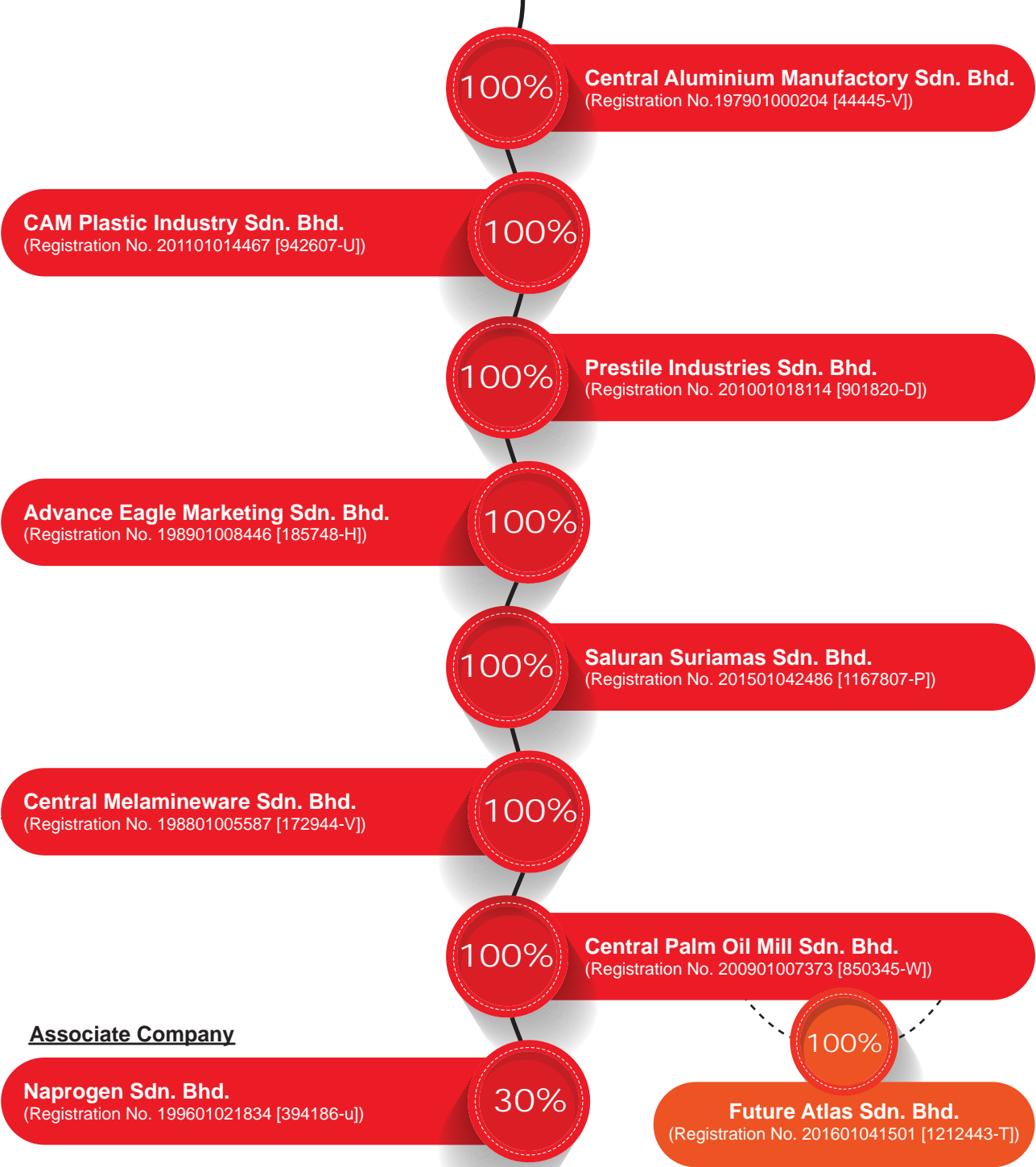
### STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia  
Securities Berhad  
Stock Name : CAMRES  
Stock Code : 7128



# CAM

**CAM RESOURCES BERHAD**  
(Registration No. 200001032704 [535311-D])





# FIVE-YEAR FINANCIAL HIGHLIGHTS

## FINANCIAL PERFORMANCE: AT A GLANCE

### Revenue

2025  
**RM473.59million**  
(2024: RM408.11million)

### Profit Before Tax

2025  
**RM17.59million**  
(2024: RM3.63million)

### Total Assets

2025  
**RM207.70million**  
(2024: RM193.06million)

### Market Capitalisation

2025  
**RM60.27million**  
as at 31 December 2025

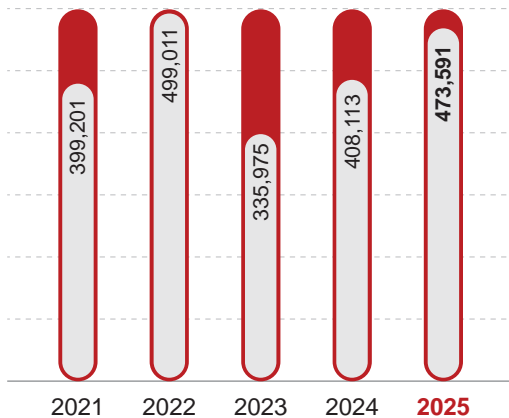
### KEY BUSINESS

- Manufacturing and trading of aluminium, stainless steel, melamine tableware, plastic kitchenware products;
- Manufacturing and trading of crude palm oil ("CPO"), palm kernel ("PK") oil palm fibre and other oil palm related products; and
- Renewable energy generation.

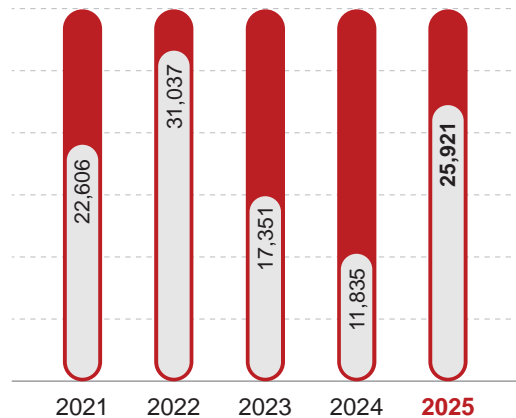
### MARKET PRESENCE

Mainly in Asia and America

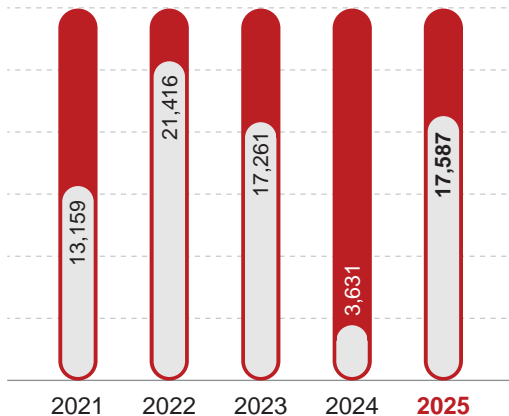
REVENUE  
(RM'000)



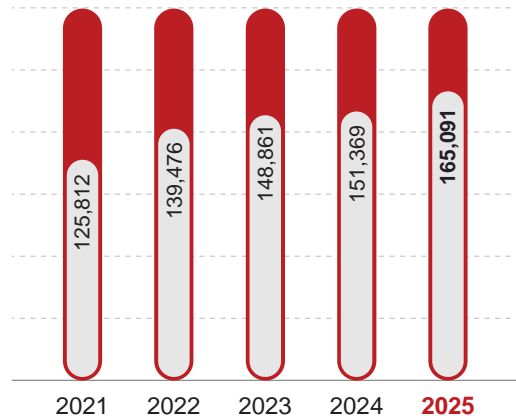
GROSS PROFIT  
(RM'000)



PROFIT BEFORE TAX  
(RM'000)



NET ASSETS  
(RM'000)



**FIVE-YEAR  
FINANCIAL HIGHLIGHTS**  
(Cont'd)



	FINANCIAL YEAR ENDED 31 DECEMBER				
	2021	2022	2023	2024	2025
	RM'000	RM'000	RM'000	RM'000	RM'000
<b>FINANCIAL PERFORMANCE</b>					
Revenue	399,201	496,011	335,975	408,113	473,591
Gross Profit	22,606	31,037	17,351	11,835	25,921
Profit before tax	13,159	21,416	17,261	3,631	17,587
Profit after tax	9,877	16,231	13,769	2,508	13,722
<b>Profit Attributable to Owners of the Company</b>	<b>9,877</b>	<b>16,231</b>	<b>13,769</b>	<b>2,508</b>	<b>13,722</b>
<b>FINANCIAL POSITION</b>					
<b>ASSETS</b>					
Non-Current Assets	116,864	109,689	123,777	125,774	132,718
Current Assets	80,008	86,184	70,239	67,228	74,979
<b>Total Assets</b>	<b>196,872</b>	<b>195,873</b>	<b>194,016</b>	<b>193,062</b>	<b>207,697</b>
<b>LIABILITIES AND EQUITY</b>					
<b>LIABILITIES</b>					
Non-current Liabilities	23,312	11,864	9,264	7,913	5,755
Current Liabilities	47,748	44,533	35,891	33,780	36,851
<b>Total Liabilities</b>	<b>71,060</b>	<b>56,397</b>	<b>45,155</b>	<b>41,693</b>	<b>42,606</b>
<b>EQUITY</b>					
Paid-up share capital	54,378	54,378	54,378	54,378	54,378
Treasury shares	(1,491)	(2,143)	(4,701)	(4,701)	(4,701)
Retained Profits	72,925	87,241	99,184	101,692	115,414
<b>Total Equity</b>	<b>125,812</b>	<b>139,476</b>	<b>148,861</b>	<b>151,369</b>	<b>165,091</b>
<b>Total Liabilities and Equity</b>	<b>196,872</b>	<b>195,873</b>	<b>194,016</b>	<b>193,062</b>	<b>207,697</b>
<b>Net Cash &amp; Cash Equivalents</b>	<b>31,411</b>	<b>32,565</b>	<b>13,321</b>	<b>7,630</b>	<b>23,346</b>
<b>SHARE INFORMATION</b>					
Basic Earnings Per Share (sen)	5.16	8.48	7.41	1.37	7.51
Share price as at 31 December (RM)	0.335	0.345	0.420	0.335	0.330
Gross Margin (%)	5.66%	6.26%	5.16%	2.90%	5.47%
Return on Net Assets (%)	6.91%	11.18%	9.06%	1.64%	8.34%
Return on shareholders' funds (%)	7.85%	11.64%	9.25%	1.66%	8.31%
Current ratio (times)	1.68	1.94	1.96	1.99	2.03
Gearing ratio (times)	0.37	0.22	0.17	0.12	0.10



## CHAIRMAN'S STATEMENT

*On behalf of the Board of Directors, I am pleased to present the Company's Annual Report and Audited Consolidated Financial Statements for the financial year ended 31 December 2025.*

### FINANCIAL PERFORMANCE

The Group's revenue in 2025 increased to RM473.59million, representing a growth of 16% from RM408.11million in 2024. Profit before tax rose significantly to RM17.59million, compared to RM3.63million in the previous year. This improvement was primarily driven by higher production output and sales in the palm oil mill segment, supported by improved mill utilisation.

The Group's manufacturing and trading segment, while experiencing a slight decrease in revenue to RM36.09million, recorded a reduced loss. This was mainly attributable to improved operational efficiency and a one-off gain on the disposal of property, plant, and equipment.

The renewable energy segment continued to contribute to the Group's revenue, recording a slight increase from RM6.70million in 2024 to RM6.81million in 2025. However, the segment reported a loss of RM0.62million, compared to a profit before tax of RM2.29million in the previous year. This decline was primarily attributable to scheduled maintenance activities carried out during the year.

### OUTLOOK AND PROSPECTS

Looking ahead, the Group remains cautiously optimistic. Our core focus continues to be the manufacturing and trading segment, where we will leverage our established brands and decades of experience to strengthen our market position both in Malaysia and internationally.

We will also continue to optimise operations and expand sales in the palm oil mill and renewable energy segments to enhance the Group's overall performance.

While challenges such as rising operating costs, labour constraints, and global economic uncertainties persist, the Group's prudent financial management and disciplined capital allocation provide confidence in sustaining growth. Strategic initiatives in product innovation, market expansion, and operational efficiency will continue to drive long-term, sustainable value for shareholders.

On behalf of the Board of Directors, I would like to express my sincere appreciation to the management team and all employees for their dedication and commitment throughout the year. I also extend my gratitude to our shareholders, customers, banking partners, and business associates for their continued support and confidence in the Group.

Finally, I wish to acknowledge the valuable guidance and contributions of my fellow Board members, whose commitment has been integral to the Group's success and growth.

Thank you.

# MANAGEMENT DISCUSSION AND ANALYSIS



The Management Discussion and Analysis (“MD&A”) provides an analysis of the financial performance for the financial year ended 31 December 2025 (“FY2025”), key business strategies, risks and future prospects of the Group. This MD&A should be read in conjunction with the accompanying financial statements as set out in pages 76 to 122 of this Annual Report.

## OVERVIEW

The Company is an investment holding company with its subsidiaries principally involved in:

- **Manufacturing and Trading**

Manufacturing and trading of household products, which include:-

- i) Aluminium and stainless steel kitchenware, kitchen sinks and kitchen knives;
- ii) Plastic kitchenware; and
- iii) Melamine tableware.

- **Palm Oil Mill**

Manufacturing and trading of CPO, PK, oil palm fibre and other related products.

- **Renewable Energy**

Renewable energy generation.

The manufacturing and trading segment of the Group operates its businesses in Malaysia to serve both the domestic and export markets. Presently, the products are exported to all over Asia as well as the American continent. The Group has branches set up in Johor Bahru, Ipoh and Teluk Intan for the expansion of its marketing network in Malaysia and to penetrate into neighbouring countries such as Indonesia and Singapore.

The aluminium and stainless steel household products are marketed under the brand names of “Eagle” and “CAM”, which have been in the market for more than 40 and 20 years respectively while the melamine tableware products are also marketed under the brand name of “Eagle” for more than 30 years. To further complement the Group’s range of household products, the Company had ventured into the production of plastic kitchenware products by acquiring the plastic production plant and machineries through its wholly owned subsidiary, CAM Plastic Industry Sdn. Bhd.. The acquisition was completed in the year 2013. All the plastic kitchenware products are marketed under the trademarks of ‘Kiwi’, ‘Goldenware’ and ‘Kiwicare’, which have been in the market for more than 20 years.

Through past investments of the Group in the downstream palm oil industries such as processing of palm fiber and the manufacturing and trading of crude palm oil, palm kernel, palm fibre and other related products, the Group had managed to increase revenue streams. Presently, the products are distributed within the domestic market.

In 2020, the Group’s renewable energy segment had commenced operation. The Group had announced the approval of the Feed-In Tariff (“FIT”) application, granted by the Sustainable Energy Development Authority Malaysia (“SEDA”) to its wholly owned subsidiary, Future Atlas Sdn. Bhd. for a 2,000 MW biogas plant. The plant will generate renewable energy to be sold to Tenaga Nasional Berhad under the SEDA FiT System for a period of sixteen (16) years beginning from FIT commencement date of 3 December 2019.

## GROUP STRATEGY AND OBJECTIVE

The Group’s long term objective is to become a leading producers of household and palm oil products. The Group’s vision is to:

- continuously enhance product quality and operational efficiency;
- develop new products to meet evolving customer needs;
- strengthen market position through global expansion; and
- remain adaptable and responsive to evolving market dynamics.

The Group’s strategy focuses on organic growth across its core segments, while enhancing sustainability and profitability. At the same time, the Group continues to explore new and diversified revenue streams.



# MANAGEMENT DISCUSSION AND ANALYSIS

(Cont'd)

## FINANCIAL PERFORMANCE REVIEW

The Group's revenue increased by 16% to RM473.59million in 2025 from RM408.11million in the previous financial year. Correspondingly, profit before tax rose significantly to RM17.59million from RM3.63million in 2024.

The revenue growth was primarily driven by improved mill utilisation, which resulted in higher production output and sales in the palm oil mill segment. The stronger performance in this segment, together with reduced losses in the manufacturing and trading segment, contributed to the overall improvement in profitability. This was partially offset by losses incurred in the renewable energy segment.

### Manufacturing and Trading Segment

Revenue decreased from RM41.94million in 2024 to RM36.09million in 2025. Despite lower sales, the segment recorded a reduced loss of RM2.80million, compared to RM3.70million in the previous year. This improvement was mainly attributable to lower operating costs and a one-off gain of RM0.40million from the disposal of property, plant and equipment.

### Palm Oil Mill Segment

Revenue in the palm oil mill segment increased to RM430.70million in 2025 from RM359.48million in 2024, driven by higher mill utilisation which led to increased production output and sales.

Consequently, the palm oil mill segment's profit before tax rose significantly to RM20.95million, compared to RM8.21million in the previous year.

### Renewable Energy Segment

The renewable energy segment recorded a slight increase in revenue to RM6.81million in 2025 from RM6.70million in 2024. However, the segment reported a loss of RM0.62million, compared to a profit before tax of RM2.29million in the previous year, primarily due to scheduled maintenance activities which led to higher operating expenses.

### Liquidity and Capital Resources

The Group regularly conducts reviews and assessments of its financial stability and flexibility, as well as the effectiveness of its working capital management. This ensures the Group's ability to comfortably meet both short-term and long-term financial obligations and commitments. In alignment with the Group's vision for long-term growth, sufficient funds are allocated for capital expenditures, which include enhancing existing production capacity and improving operational efficiency. The Group continuously reviews its financial position to ensure sufficient liquidity and financial flexibility to meet both short-term and long-term obligations.

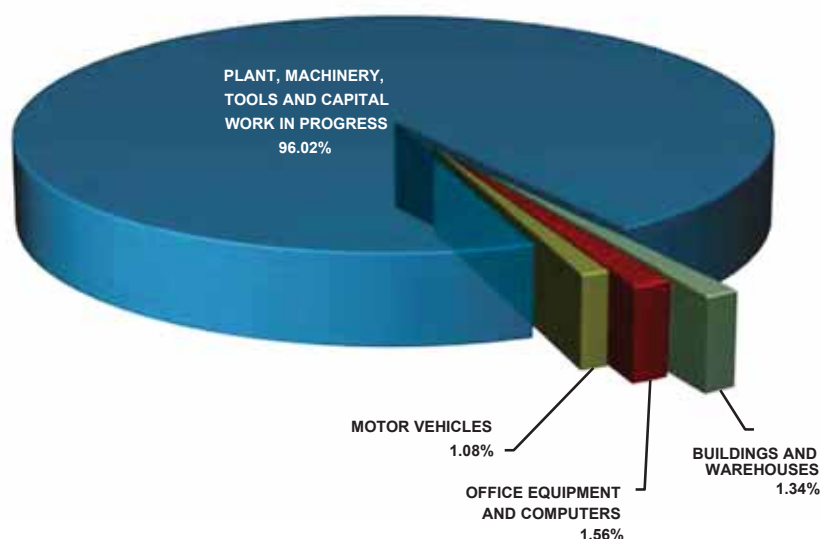
As at 31 December 2025, total equity attributable to shareholders increased from RM151.37million to RM165.09million.

The Group's cash and cash equivalents stood at RM23.35million, supported by a positive net operating cash flow of RM35.16million during the year. Total loans and borrowings decreased by RM0.34million, resulting in an improved gearing ratio of 0.10 times compared to 0.12 times in the previous year.

Total capital expenditure for FY2025 amounted to RM17.56million, primarily for the acquisition of plant, machinery, tools and capital work-in-progress.

# MANAGEMENT DISCUSSION AND ANALYSIS

(Cont'd)



Management remains confident that existing credit facilities, together with available cash reserves and operating cash flows, are sufficient to meet the Group's working capital and capital expenditure requirements in the foreseeable future.

## Potential Risks Overview

### (i) Business risks

The Group is exposed to inherent risks in the manufacturing industry, including labour shortages, rising raw material and labour costs, changes in economic and business conditions, technological developments, foreign exchange fluctuations and regulatory changes.

While the Group mitigates these risks through automation and prudent management practices, no assurance can be given that such factors will not materially impact the Group's performance.

### (ii) Financial risks

The Group is exposed to credit risk, foreign currency risk, interest rate risk and liquidity risk. Details of the Group's financial risk management policies are disclosed in Note 26 of the financial statements in this Annual Report.

### (iii) Dependency on major customers and suppliers

In 2025, two major customers in the palm oil mill segment contributed approximately 57.1% of the Group's total revenue, as disclosed in Note 25 of the financial statements in this Annual Report.

Save as disclosed, there are no other individual customers or suppliers contributing more than 10% to the Group's revenue.

## OUTLOOK OF GROUP FUTURE PROSPECTS

Building on the improved financial performance in 2025, the Group remains cautiously optimistic about its future growth prospects.

The Group will continue to focus on enhancing operational efficiency, optimising production capacity, and strengthening the performance of its manufacturing and trading, and renewable energy segments. Strategic investments in product innovation, marketing, and regional market expansion, particularly in Asia and the Americas, remain the Group's priorities.

While we acknowledge the potential challenges from fluctuations in costs, labour availability, and market conditions, our proactive risk management approach, and disciplined capital allocation provide confidence in sustaining long-term growth.

Looking ahead, the Group will actively explore new revenue streams, strengthen relationships with key customers and partners, and remain adaptable to changing global economic dynamics. Through prudent management, strategic investments, and continuous innovations, we aim to deliver sustainable value to shareholders.



## **MANAGEMENT DISCUSSION AND ANALYSIS**

*(Cont'd)*

### **FORWARD-LOOKING STATEMENTS**

Certain statements in this MD&A are based on historical data which may not be reflective of the future results, and others are forward-looking in nature, which are subject to uncertainties and contingencies.

These statements reflect the expectations of the management regarding the future growth, general industry and economic outlook, financial and operating conditions, business risks and opportunities as well as plans and strategies of the Group. Whenever used, words such as "will," "expect," and other terms of similar meaning are intended to identify such forward-looking statements. Forward-looking statements, including these, are based on the current beliefs and expectations of our management and are subject to future uncertainties that are beyond the Management's control that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by these forward-looking statements.

# SUSTAINABILITY STATEMENT



CAM Resources Berhad and its subsidiary companies, collectively referred to as “CAMRES” or “the Group,” remain committed to integrating sustainability considerations into our business activities as industry expectations, regulatory developments and stakeholder priorities continue to evolve. Responsible environmental, social and governance (“ESG”) practices form an integral part of the Group’s approach to enhancing business resilience, maintaining operational stability and delivering sustainable value.

During FY2025, CAMRES further strengthened its sustainability framework through a refreshed materiality assessment, enhanced governance oversight and improved monitoring of key ESG performance indicators. The Group has also begun to incorporate climate-related considerations into its sustainability and risk management processes, reflecting the increasing relevance of climate-related risks and opportunities to the Group’s businesses.

This Sustainability Statement outlines the Group’s key sustainability priorities, initiatives and performance for the financial year ended 31 December 2025. It highlights how CAMRES manages its Material Sustainability Matters (“MSMs”) across its manufacturing, trading and palm oil milling operations, while continuing to strengthen responsible supply chain management and stakeholder engagement.

## Sustainability Focus Areas:

Pillar	Key Focus
<b>Economic Resilience</b>	Strengthening operational performance and responsible supply chain management
<b>Environmental Stewardship</b>	Enhancing resource efficiency and renewable energy adoption
<b>Social Responsibility</b>	Supporting workforce development and community engagement

Through collaboration with employees, customers, suppliers, regulators and local communities, CAMRES continues to promote responsible resource management and progressive business practices. These efforts support sustainable growth while delivering long-term value for stakeholders. The Group will further enhance its sustainability practices while aligning with evolving regulatory expectations and industry developments.

## SCOPE AND BOUNDARIES

This statement covers all active entities within the Group, excluding dormant and inactive companies (as detailed in Note 12 of the financial statements on pages 98 to 99). While third-party contractors, suppliers and vendors within the Group’s value chain are not directly included within the reporting boundary, CAMRES actively engages with them to promote sustainable practices aligned with the Group’s sustainability objectives.

It presents sustainability initiatives and performance data for the period from 1 January 2025 to 31 December 2025, incorporating historical data where relevant for comparison. Given the timing of this publication, significant developments occurring after FY2025 have been included where appropriate.

## REPORTING FRAMEWORK

This Sustainability Statement is prepared in alignment with relevant national and international sustainability reporting frameworks to ensure that our disclosures are consistent, relevant and meaningful.

The Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”), including the Enhanced Sustainability Reporting Requirements (Paragraph 9.45 and Practice Note 9), together with the Sustainability Reporting Guide 2022 (3rd Edition) issued by Bursa Securities, form the foundation of the Group’s sustainability reporting structure.

This statement also aligns with the principles of the Malaysian Code on Corporate Governance and references the United Nations Sustainable Development Goals (“UNSDGs”), reinforcing CAMRES’s commitment to sustainable and responsible business practices.

Through this multi-framework approach, CAMRES ensures that our sustainability practices and disclosures are not only aligned with regulatory expectations but also strategically positioned to support long-term value creation and stakeholder trust.



## **SUSTAINABILITY STATEMENT** *(Cont'd)*

### **FEEDBACK**

CAMRES values continuous dialogue with stakeholders as part of our commitment to transparency and sustainability. We welcome feedback as a valuable opportunity for continuous improvement. If you have any comments or suggestions regarding this Statement, please direct all queries or correspondence to [enquiry@camres.com.my](mailto:enquiry@camres.com.my).

### **ASSURANCE STATEMENT**

To enhance the accuracy and reliability of the disclosures in the FY2025 Sustainability Statement, CAMRES appointed One Finnacle Governance Sdn. Bhd. (formerly known as Silver Ocean Governance Sdn. Bhd.) to perform an independent limited assurance on selected material sustainability indicators and statements disclosed within the Sustainability Statement.

Based on the procedures performed, nothing has come to the assurance provider's attention that causes them to believe that the selected indicators and statements are not fairly presented, in all material respects, in accordance with the applicable sustainability reporting criteria.

### **SUSTAINABILITY GOVERNANCE STRUCTURE**

Effective governance is fundamental to integrating sustainability considerations into the Group's long-term business strategy. A robust governance structure enables CAMRES to align sustainability priorities with corporate objectives, strengthen accountability and maintain transparent engagement with stakeholders.

In response to the increasing significance of climate-related risks and opportunities, the Group continues to strengthen the integration of sustainability and climate considerations within its governance framework. This includes enhanced oversight of climate-related risks, emissions management and sustainability performance across the Group. This approach provides structured oversight and ensures that sustainability and climate-related matters are embedded into strategic decision-making and operational management.

CAMRES adopts a top-down Sustainability Governance Structure, designed to promote effective oversight and implementation of sustainability initiatives across the organisation. The structure comprises two key levels of governance, ensuring both strategic direction and operational execution.

At the highest level, the Board of Directors ("the Board") provides oversight of the Group's sustainability agenda. The Board sets the overall strategic direction, ensuring that sustainability priorities remain aligned with the Group's long-term value creation and risk management objectives. In fulfilling this role, the Board also considers emerging sustainability and climate-related risks and opportunities as part of its governance and oversight responsibilities.

Supporting the Board is the Sustainability Working Group, which plays a central role in driving the implementation of sustainability initiatives across the Group. The Working Group is led by the General Managers of the respective business segments and comprises key management personnel from various departments across the Group's operating companies.

The Sustainability Working Group is responsible for coordinating sustainability initiatives, monitoring progress against sustainability objectives, identifying emerging environmental and climate-related considerations and facilitating the collection and analysis of relevant sustainability data. Through regular review of sustainability performance indicators, the Working Group supports continuous improvement and ensures that sustainability practices are progressively embedded into the Group's daily operations.

The sustainability governance structure illustrates the reporting and coordination framework through which sustainability and climate-related initiatives are overseen by the Board and implemented across the Group's operating segments.

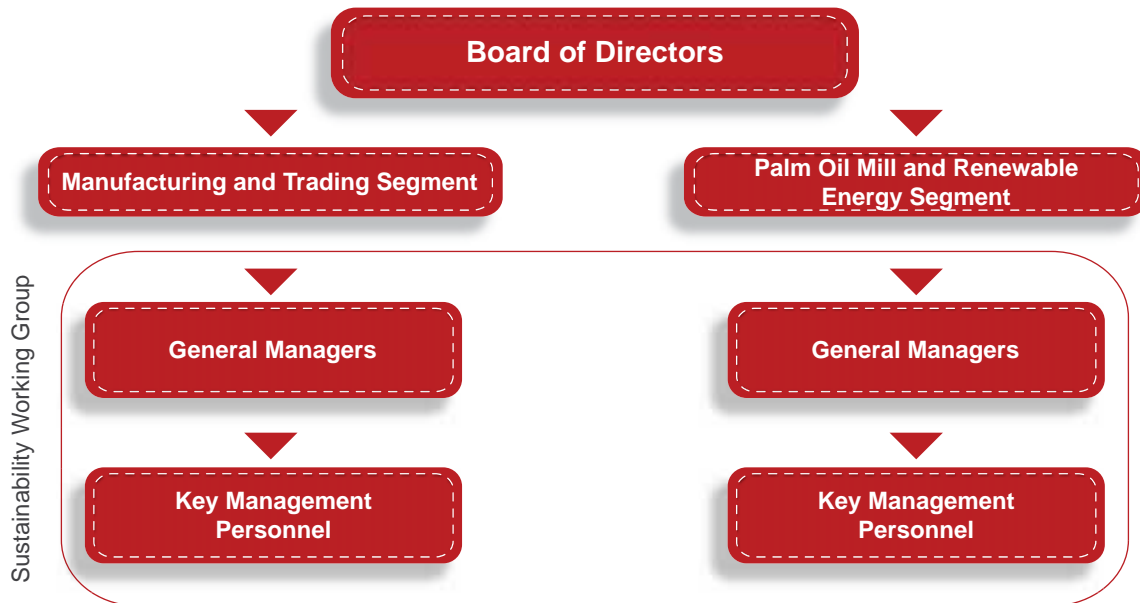


Figure 1: CAMRES Sustainability Governance Structure

## PERFORMANCE SCORECARD

At CAMRES, sustainability performance is monitored through a structured set of Key Performance Indicators (“KPIs”) aligned with our ESG priorities. These KPIs translate our strategic commitments into measurable outcomes and support consistent monitoring of performance across financial years.

Our performance scorecard reflects a multi-year tracking approach, presenting comparisons across FY2023 to FY2025 to enhance transparency and accountability. The KPIs are periodically reviewed to ensure continued relevance in addressing evolving regulatory requirements, stakeholder expectations and climate-related risks and opportunities.

The Board and the Sustainability Working Group review KPI performance trends to identify areas requiring corrective action, continuous improvement or strategic recalibration. This structured approach strengthens governance oversight and reinforces the Group’s commitment to responsible and sustainable value creation.

Overall, the Group maintained stable performance across key governance, compliance and safety indicators during FY2025. Notable improvements were observed in customer satisfaction and local sourcing initiatives, while environmental compliance performance improved following corrective measures implemented in FY2025. Gender diversity remains an area of ongoing focus as the Group continues to enhance workforce inclusivity within operational constraints.

This supports the Group’s longer-term ambition to progressively align sustainability disclosures with emerging global reporting standards.



## SUSTAINABILITY STATEMENT

(Cont'd)

A summary of key targets and performance progress is presented below.

Material Sustainability Matter	KPI / Focus Area	Target	FY2023	FY2024	FY2025
<b>Supply Chain</b>	Local sourcing	≥ 98% materials/services sourced locally	96%	97%	99%
<b>Governance &amp; Anti-Corruption</b>	Regulatory compliance	Zero stakeholder cases due to non-compliance	0	0	0
<b>Environmental Compliance</b>	Environmental regulatory compliance	No sanctions or fines	0	3 fines	0
<b>Product &amp; Service Quality</b>	Product rejection rate	< 5%	<5%	<5%	<5%
<b>Customer Satisfaction</b>	Customer Satisfaction Index	> 90%	96%	94%	97%
<b>Occupational Safety &amp; Health</b>	Workplace safety	Zero work-related fatalities	0	0	0
<b>Talent Retention, Development and Succession Planning</b>	Gender diversity	≥ 25% female employees	23%	22%	23%*
<b>Human Rights</b>	Labour and human rights compliance	No violations	0	0	0

\* The lower representation of female employees reflects the operational nature of palm oil milling and manufacturing activities, which involve physically intensive tasks and remote site locations. The Group remains committed to promoting equal employment opportunities and continues to explore initiatives to enhance workforce diversity across suitable roles.

Looking ahead, the Group will prioritise strengthening environmental compliance management, improving gender diversity representation and enhancing sustainability data systems to support future climate-related disclosure.

### STAKEHOLDER ENGAGEMENT

Stakeholders play an important role in CAMRES' long-term sustainability and business success. The Group maintains open and transparent communication channels to understand stakeholder expectations, address concerns and strengthen mutually beneficial relationships.

Through ongoing engagement, CAMRES gathers valuable feedback that supports informed decision-making, improves operational practices and enhances sustainability performance. Stakeholder input also helps the Group identify emerging risks and opportunities, enabling proactive responses to evolving environmental, social and regulatory developments.

To ensure effective engagement, CAMRES categorises its key stakeholders based on their level of influence and areas of interest. Engagement activities are conducted through various formal and informal channels to facilitate constructive dialogue and meaningful collaboration.



Stakeholder Group	Key Areas of Interest	Engagement Channels	Frequency
<b>Customers</b>	Product quality, pricing, reliable supply	Customer meetings, service support interactions, website updates, customer surveys	Ongoing
<b>Employees</b>	Employee welfare, skills development, workplace safety	Training programmes, engagement sessions, internal communications, meetings	Regular
<b>Shareholders / Investors / Analysts</b>	Financial performance, business strategy, dividends, corporate governance	Annual General Meeting, Annual Report, financial disclosures, investor briefings, IR webpage	Quarterly / Annual
<b>Authorities / Regulators</b>	Regulatory compliance, licensing and permits	Regulatory reporting, compliance meetings, site visits, consultations	As required
<b>Suppliers / Service Providers</b>	Pricing, payment terms, service quality	Meetings, contract discussions, supplier performance evaluations	Regular
<b>Smallholders / Planters / Local Communities</b>	Community development, sustainability practices	Community engagement programmes, dialogue sessions, outreach initiatives	Ongoing

### STAKEHOLDER ENGAGEMENT OUTCOMES

Feedback gathered through these engagement channels enables the Group to strengthen operational practices, improve product and service quality and support compliance with regulatory requirements. CAMRES remains committed to maintaining constructive relationships with stakeholders and integrating their perspectives into our sustainability and business strategies.

### IDENTIFYING AND ASSESSING MATERIAL SUSTAINABILITY MATTERS

Materiality assessment is a key component of CAMRES' sustainability management framework, enabling the Group to identify and prioritise ESG matters that are most significant to its business operations and stakeholders.

CAMRES conducted a materiality assessment since 2023 through stakeholder surveys and internal evaluations to identify sustainability topics relevant to its operations. In FY2025, the Group refreshed its materiality assessment to ensure that sustainability priorities remain aligned with evolving regulatory developments, industry trends and stakeholder expectations. This reassessment involved stakeholder engagement and internal reviews to evaluate the relevance and importance of various ESG topics.

The FY2025 assessment reaffirmed twelve (12) MSMs as key sustainability priorities for the Group. These MSMs form the basis of CAMRES' sustainability strategy, performance monitoring and disclosures in this Statement. The matters are presented in the Sustainability Materiality Matrix, which illustrates their relative importance based on two dimensions: importance to stakeholders and importance to the Group's business operations.

The updated matrix indicates that environmental compliance, product and service quality, data privacy and security, and occupational safety and health remain among the most critical sustainability matters due to their direct impact on operational performance, regulatory obligations and stakeholder trust.

The Materiality Matrix serves as a strategic reference to guide the Group's sustainability initiatives and performance management. By focusing on these material matters, CAMRES aims to ensure that its sustainability efforts support long-term value creation while addressing the expectations of key stakeholders.



# SUSTAINABILITY STATEMENT

(Cont'd)

## MATERIALITY ASSESSMENT PROCESS

The Group's materiality assessment process involves several key steps:

1. Identification of relevant ESG topics based on industry standards, regulatory requirements and internal risk assessments
2. Engagement with key stakeholder groups through surveys and consultations
3. Evaluation and prioritisation of topics based on their significance to stakeholders and impact on business operations
4. Validation by Management prior to disclosure in the Sustainability Statement

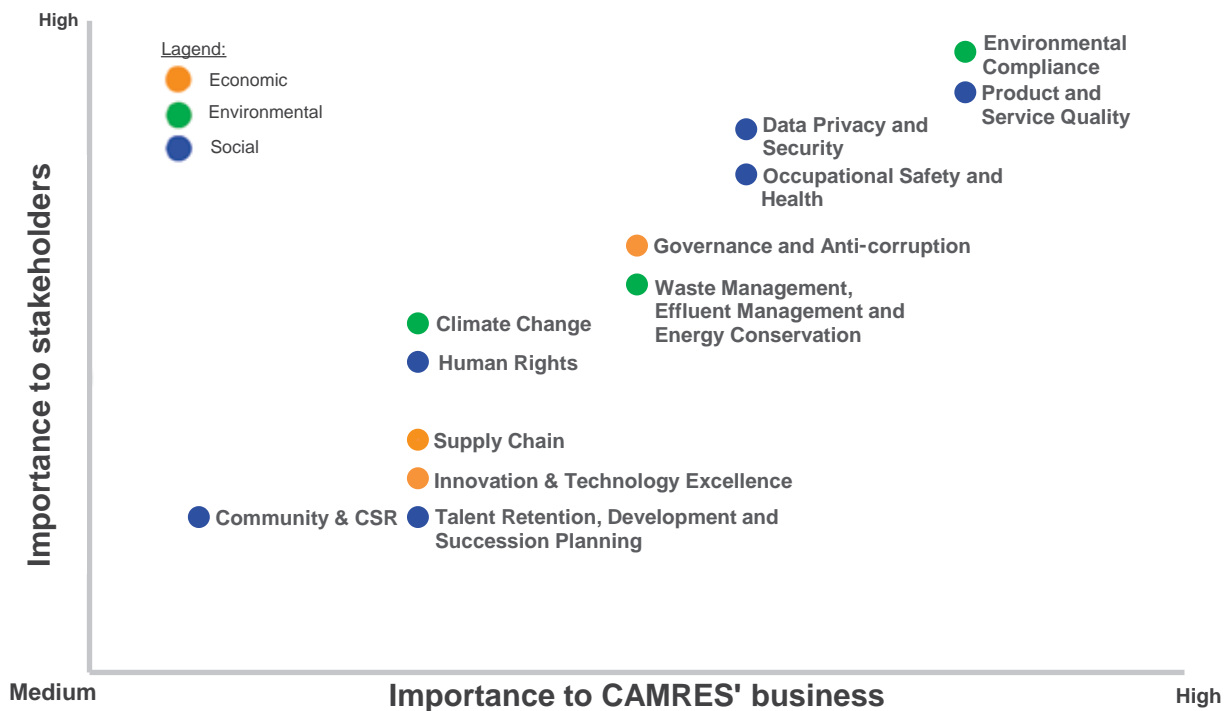


Figure 2: CAMRES Sustainability Materiality Matrix (FY2025)

## KEY CHANGES FROM THE PREVIOUS MATERIALITY ASSESSMENT

Based on the refreshed FY2025 materiality assessment, several sustainability matters have shown shifts in relative importance compared with the previous assessment conducted since FY2023, reflecting changes in stakeholder expectations and the evolving regulatory landscape.

Core operational priorities such as Environmental Compliance, Product and Service Quality and Occupational Safety and Health remain highly material due to their direct influence on operational integrity, regulatory adherence and stakeholder trust.

In addition, Climate Change considerations and Waste Management practices have gained greater prominence as stakeholders place increasing emphasis on environmental responsibility and regulatory expectations continue to evolve.

Innovation and Technology Excellence has also become increasingly relevant as the Group continues to enhance operational efficiency and strengthen its technological capabilities.

These insights provide an updated perspective on CAMRES' sustainability priorities and help guide the Group's sustainability strategies, initiatives and disclosures moving forward.



**CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS**

The UNSDGs provide a global framework for addressing critical environmental, social and economic challenges while promoting sustainable and inclusive development.

Recognising the importance of contributing to these global priorities, CAMRES aligns its sustainability initiatives with the UNSDGs that are most relevant to the Group’s operations and MSMs. By mapping these MSMs to the relevant UNSDGs, CAMRES ensures that its sustainability strategy supports broader global objectives while strengthening responsible business practices throughout the Group.

This alignment enables the Group to integrate sustainability considerations into business decision-making, enhance operational resilience and contribute positively to the communities and environments in which it operates.

**KEY UNSDGs ALIGNED WITH CAMRES’ OPERATIONS**

CAMRES contributes to several UNSDGs that are closely aligned with the Group’s operations and MSMs. These include SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), SDG 15 (Life on Land), SDG 16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships for the Goals).

These goals reflect the Group’s focus on workplace safety, responsible manufacturing practices, operational innovation, environmental management and strong corporate governance.

The table below summarises the Group’s key MSMs and their alignment with the relevant UNSDGs.

No	Material Sustainability Matters	Description	Relevant UNSDGs
<b>Economic</b>			
1	<b>Supply Chain</b>	Ensuring responsible sourcing of raw materials, including sustainable palm oil and maintaining ethical procurement practices across manufacturing operations.	
2	<b>Governance and Anti-Corruption</b>	Upholding integrity, transparency and regulatory compliance across business operations, while promoting ethical business conduct.	
3	<b>Innovation &amp; Technology Excellence</b>	Leveraging automation, digital solutions and advanced manufacturing technologies to enhance productivity, operational efficiency and product quality.	



# SUSTAINABILITY STATEMENT

(Cont'd)










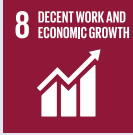





No	Material Sustainability Matters	Description	Relevant UNSDGs
<b>Environment</b>			
4	<b>Environmental Compliance</b>	Adhering to environmental regulations related to emissions, waste management and resource utilisation across manufacturing plants and palm oil mills.	 
5	<b>Waste Management, Effluent Management and Energy Conservation</b>	Reducing operational waste, managing effluents responsibly and optimising energy use to minimise environmental impact.	 
6	<b>Climate Change</b>	Monitoring and managing greenhouse gas emissions while supporting renewable energy adoption and strengthening climate-related risk management.	
<b>Social</b>			
7	<b>Product and Service Quality</b>	Ensuring consistent product quality and maintaining certification standards for sustainable palm oil production.	 
8	<b>Occupational Safety and Health</b>	Implementing workplace safety practices to protect employees and reduce occupational risks in manufacturing and milling operations.	
9	<b>Talent Retention, Development and Succession Planning</b>	Supporting workforce development through training, career progression and succession planning initiatives.	 
10	<b>Human Rights</b>	Promoting ethical labour practices, fair wages and safe working conditions across operations.	 
11	<b>Data Privacy and Security</b>	Protecting business, customer, supplier and employee data through robust cybersecurity and data protection practices.	
12	<b>Community and Corporate Social Responsibility ("CSR")</b>	Supporting community development and social initiatives in areas where CAMRES operates.	 

Figure 3: Alignment of CAMRES MSMs with UNSDGs

CAMRES remains committed to supporting the UNSDGs through responsible business practices, continuous improvement and collaboration with stakeholders. By aligning its MSMs with these global goals, the Group aims to contribute to sustainable economic growth, environmental stewardship and social well-being while creating long-term value for our stakeholders.



## SUSTAINABILITY STRATEGY

Building on the material sustainability matters identified through the Group's materiality assessment, CAMRES' sustainability strategy is anchored on three (3) key pillars: Economic, Environment and Social. These pillars provide a structured framework that guides the Group's efforts to create long-term value for stakeholders.

By integrating sustainability considerations into our business strategy and operational practices, we aim to strengthen resilience, enhance operational performance and contribute positively to the communities and environments in which we operate.



## ECONOMIC

CAMRES is committed to driving sustainable business performance by strengthening governance, fostering innovation and maintaining a resilient and responsible supply chain. Through these efforts, the Group aims to create long-term economic value while supporting responsible and sustainable business growth.

### 1. SUPPLY CHAIN

CAMRES relies on a diverse network of suppliers whose capabilities complement the Group's operations. Many of these partners have long-standing relationships with the Group, enabling customer requirements to be met while maintaining efficiency and reliability across the supply chain.

CAMRES prioritises local sourcing to support small and medium enterprises, strengthen the local economy and reduce transportation-related emissions. In FY2025, 99% of total procurement was sourced locally, compared with 96% in FY2023 and 97% in FY2024, reflecting the Group's continued commitment to responsible and sustainable sourcing practices.

Despite these efforts, certain materials, particularly within the household products segment, remain difficult to source locally. To address this challenge, CAMRES continues to explore alternative suppliers and strengthen partnerships to improve the availability of sustainable and locally sourced materials.

#### Manufacturing and Trading Segment

To ensure consistent quality, reliability and regulatory compliance, CAMRES maintains strict supplier qualification procedures. Vendors are required to undergo a comprehensive evaluation process before being included in the Group's Approved Supplier List.

Active suppliers are subject to periodic performance evaluations to ensure continued compliance with sourcing policies and quality standards. Vendors that fail to meet these requirements must implement corrective actions. Persistent non-compliance may result in temporary suspension from the Approved Supplier List until improvements are demonstrated.

This structured approach helps ensure that the Group's manufacturing and trading operations maintain a reliable and responsible supply chain.

#### Palm Oil Mill Segment

Our Fresh Fruit Bunch ("FFB") supply chain is supported primarily by smallholders, dealers and estate owners. Recognising the importance of maintaining a stable and sustainable supply base, CAMRES actively collaborates with suppliers to uphold ESG standards.

Through engagement programmes, audits, on-site verifications and follow-up assessments, the Group supports suppliers in meeting the requirements of the Malaysian Sustainable Palm Oil ("MSPO") certification while strengthening sustainability practices within the supply chain.

Central Palm Oil Mill Sdn. Bhd. ("CPOM") adopts a controlled supplier acceptance and monitoring approach to ensure the quality and traceability of incoming FFB. Suppliers are required to hold a valid Malaysian Palm Oil Board ("MPOB") licence in accordance with statutory requirements, while preference is given to those with MSPO certification.



## **SUSTAINABILITY STATEMENT**

(Cont'd)

All incoming FFB are subject to strict grading and inspection upon receipt. FFB that do not meet the mill's quality requirements are rejected immediately to ensure only acceptable quality inputs are processed.

Through these operational controls, CPOM promotes responsible sourcing practices and maintains alignment with MSPO requirements, reinforcing the Group's commitment to sustainable and traceable palm oil supply chains.

### **Malaysian Sustainable Palm Oil**

Our palm oil mill segment has been certified under the MSPO Standard Certification (MS2530-4:2013) and the MSPO Supply Chain Certification Standard (MSPO-SCCS-01) since February 2019 and November 2019 respectively.

In August 2025, the Group successfully obtained certification under MS2530-4-1:2022, representing the second version of the MSPO standard. This updated standard integrates the requirements of the MSPO Supply Chain Certification Standard (MSPO-SCCS-01) and strengthens traceability and sustainability requirements across the palm oil supply chain.

Adherence to MSPO-certified practices enhances market confidence and demonstrates CAMRES' commitment to responsible and sustainable palm oil production. The successful transition to the updated MSPO standard reaffirms the Group's continued dedication to maintaining compliance with national sustainability requirements and supporting sustainable palm oil practices.

### **Traceability**

In line with our commitment to MSPO compliance, CAMRES maintains full traceability of palm oil-related products, from incoming raw materials to work-in-progress and finished products. This ensures transparency and accountability throughout the supply chain.

In FY2025, the Group achieved 100% traceability of incoming FFB, supported by mandatory supplier registration with CPOM and valid licensing from the MPOB. This traceability framework reinforces the Group's commitment to responsible sourcing and regulatory compliance.

<b>YEAR</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
<b>INCOMING FFB TRACEABILITY PERCENTAGE</b>	100%	100%	100%

## **2. GOVERNANCE AND ANTI-CORRUPTION**

Strong governance is fundamental to sustainable business growth. At CAMRES, ethical conduct and transparency form the foundation of our corporate culture, supporting stakeholder trust and long-term value creation.

Our commitment to integrity is guided by the Group Code of Ethics and Conduct, alongside a strict zero-tolerance approach towards bribery and corruption.

To reinforce ethical business practices and regulatory compliance, the Group maintains a robust Anti-Bribery and Corruption ("ABC") Policy, supported by detailed guidelines and regular training programmes that strengthen employee awareness of ethical standards and regulatory compliance. In FY2025, approximately 37% of employees completed ABC training (FY2024: 46%). The variation reflects the training cycle schedule, with additional training sessions planned for FY2026 as part of the Group's ongoing governance training programme.

The Group also conducts periodic bribery and corruption risk assessments across its operations to identify potential risks and evaluate the effectiveness of existing internal controls. To date, no material bribery and corruption risks have been identified.

In both FY2024 and FY2025, CAMRES recorded zero incidents of non-compliance with the Code of Ethics and Conduct, the ABC Policy or applicable regulations. No disciplinary actions, dismissals, contract terminations or legal cases related to bribery or corruption were reported during the reporting period.

To further strengthen transparency and accountability, the Group has implemented a Whistleblowing Policy, which provides a confidential reporting channel for employees and stakeholders to raise concerns without fear of retaliation.

The Code of Ethics and Conduct, ABC Policy and Whistleblowing Policy are publicly available on the Group's website and are supported by the Corporate Governance Overview Statement in this Annual Report.



### 3. INNOVATION & TECHNOLOGY EXCELLENCE

Innovation and technology play an important role in enhancing CAMRES' operational efficiency, competitiveness and sustainability performance across its business segments.

Across our business units, workflow improvements, automation and digitalisation initiatives have been implemented to enhance productivity, improve material handling and reduce operational inefficiencies. These initiatives include redesigning production layouts, implementing automated systems and integrating precision technologies to minimise waste.

The Group also continues to reduce reliance on fossil fuel-based equipment by exploring energy-efficient alternatives, including electric-powered forklifts and other low-emission technologies where operationally feasible.

In addition, a solar photovoltaic (PV) system was commissioned at CPOM in the fourth quarter of 2025, marking an important step towards increasing renewable energy adoption within the Group's operations. The system's performance and energy savings will continue to be monitored as part of the Group's ongoing energy management efforts.

Energy management remains a key operational focus. Several production systems have been upgraded to improve energy efficiency, extending equipment lifespan while reducing energy consumption and operational costs.

Looking ahead, CAMRES will continue to harness technological innovation to strengthen operational resilience, enhance environmental performance and future-proof its operations in an evolving business landscape.



## ENVIRONMENT

Environmental stewardship remains a key priority for CAMRES as the Group continues to improve regulatory compliance, resource efficiency and climate management throughout the Group. Recognising the environmental impacts associated with palm oil milling and manufacturing activities, the Group integrates resource-efficient processes, pollution prevention measures and energy-efficient technologies into its operational practices.

CAMRES seeks to enhance environmental performance through responsible resource management, regulatory compliance and continuous improvement initiatives. These efforts support operational resilience while minimising environmental impact.

### ENVIRONMENTAL STRATEGY

CAMRES' environmental management approach is centered on minimising environmental impacts while improving operational efficiency and regulatory compliance within its manufacturing and palm oil milling activities.

The Group's environmental strategy is guided by three (3) key priorities:

- **Regulatory Compliance** – Ensuring compliance with applicable environmental laws and standards, including Department of Environment (“DOE”) regulations and MSPO certification requirements.
- **Resource Efficiency** – Optimising the use of energy, water and raw materials while promoting recycling, waste recovery and circular resource utilisation.
- **Climate Responsibility** – Reducing greenhouse gas emissions through renewable energy generation, energy efficiency initiatives and improved environmental monitoring.

Through these initiatives, CAMRES aims to strengthen environmental performance while supporting sustainable long-term business growth.



# SUSTAINABILITY STATEMENT

(Cont'd)

## Environmental Performance Highlights (FY2025)

- 289,655 m<sup>3</sup> of wastewater treated through the Palm Oil Mill Effluent ("POME") treatment system in FY2025.
- 100% traceability of incoming FFB maintained through supplier registration and licensing verification.
- Approximately 5.8 million kWh of renewable electricity was generated and utilised internally, representing about 54% of total energy consumption across the Group.
- Solar photovoltaic system commissioned in Q4 2025 at CPOM to support renewable energy adoption.
- Zero environmental shutdowns or regulatory warnings recorded during FY2025.
- Baseline greenhouse gas ("GHG") emissions for FY2024 were established in FY2025, forming the foundation for the Group's carbon emissions monitoring and future reduction initiatives.

## 4. ENVIRONMENTAL COMPLIANCE

CAMRES is committed to complying with all applicable environmental laws and regulations. Environmental management practices are guided by the Group's Environmental Policy and supported by internal monitoring mechanisms to ensure consistent compliance.

During FY2025, the Group did not experience any operational shutdowns nor receive any regulatory warnings or non-monetary sanctions related to environmental non-compliance. CAMRES continues to review and enhance its environmental management practices to remain aligned with evolving regulatory requirements while promoting environmental awareness among employees and supporting community environmental initiatives.

## 5. WASTE MANAGEMENT, EFFLUENT MANAGEMENT AND ENERGY CONSERVATION

### Waste and Effluent Management

Effective waste and effluent management are essential components of CAMRES' environmental stewardship efforts. Across both manufacturing and palm oil milling operations, the Group implements waste reduction initiatives, promotes recycling and ensures responsible disposal practices in accordance with DOE requirements and industry standards.

These initiatives support efficient resource utilisation while minimising environmental impact throughout operational processes.

### Manufacturing Segment

The Manufacturing Division prioritises waste reduction, responsible disposal and resource recovery. Waste streams generated from production processes are managed through established procedures emphasising recycling, safe storage and proper disposal through licensed waste handlers.

Types of Waste	Waste Management Practices
Dust	Collected through a dust extraction system before safe discharge.
Wastewater	Treated at the Effluent Treatment Plant to meet DOE discharge standards.
Aluminium Dross	Disposed through DOE-licensed waste handlers.
Used Oil and Chemical Storage Tanks	Stored in designated areas and disposed through authorised waste contractors.
Packaging Materials, Wood Pallets, Containers	Reused where possible to minimise landfill waste.
Rejected Plastics and Aluminium Products	Recycled or sent to external recycling facilities.



### Palm Oil Mill Segment

Palm oil milling operations generate effluent and biomass by-products which are managed responsibly to minimise environmental impact and support resource recovery initiatives.

### Effluent Treatment & POME Management

To mitigate water pollution, the palm oil mill operates a POME treatment system utilising anaerobic and aerobic biological processes. This treatment approach avoids the use of chemicals while effectively reducing Biological Oxygen Demand (BOD) levels to comply with regulatory discharge standards.

To further improve treatment efficiency, the mill implemented an extended aeration activated sludge system. In FY2025, approximately 289,655 m<sup>3</sup> of wastewater was successfully treated, demonstrating the Group's continued commitment to responsible wastewater management.

YEAR	FY2023	FY2024	FY2025
<b>WASTEWATER TREATED QUANTITY</b>	281,072 m <sup>3</sup>	265,470 m <sup>3</sup>	289,655 m <sup>3</sup>

### Other Waste Management Practices

In addition to process-related waste management, CAMRES implements strict procedures to ensure all waste streams are managed in accordance with regulatory requirements and industry best practices.

Scheduled waste such as lubricating oil, hydraulic oil and contaminated materials are handled by licensed contractors, while general waste is disposed of through approved landfill facilities. Biomass residues including fibre, palm kernel shells and decanter cake are recovered and utilised as biomass resources. Solids from POME desludging processes are also repurposed as organic fertilisers for agricultural use.

Waste quantities are currently monitored operationally but are not consolidated at Group level. The Group is progressively strengthening waste data collection systems to support future disclosures.

Types of Waste	Waste Management
Scheduled waste (e.g. used lubricating oil, hydraulic oil, contaminated rags, plastics, papers or filters)	Disposed of via DOE-licensed third-party contractors
General or domestic waste	Disposed into licensed landfills
Fibre, palm kernel shell and decanter cake (biomass)	Sold to customers as biomass
Solids from POME desludging process	Converted into organic fertilisers for agricultural use

### Office Waste Management

In addition to managing operational waste from manufacturing and milling activities, CAMRES also promotes responsible waste management practices within its office environment. Efforts are focused on reducing unnecessary material consumption and encouraging more sustainable workplace practices.

The Group continues to support initiatives such as digital documentation, electronic workflows and responsible recycling practices to minimise paper usage and office-related waste generation. These practices contribute to improving resource efficiency while supporting the Group's broader environmental objectives.

CAMRES also encourages energy-conscious behaviour within office facilities through the use of energy-efficient lighting systems and the optimisation of air-conditioning usage. These measures help reduce energy consumption and support the Group's ongoing efforts to lower the environmental footprint of its administrative operations.



# SUSTAINABILITY STATEMENT

(Cont'd)

## 6. CLIMATE CHANGE

Climate change presents both risks and opportunities to CAMRES' operations and long-term business resilience. As the Group operates in manufacturing and palm oil milling activities, its operations may be exposed to climate-related impacts such as changes in weather patterns, water availability and regulatory developments affecting energy use and emissions management.

In line with Bursa Securities's Enhanced Sustainability Reporting Framework and the International Financial Reporting Standards S2 ("IFRS S2") Climate-related Disclosures, in FY2025, CAMRES began strengthening its climate governance, risk management and emissions monitoring practices as part of the Group's broader sustainability and risk management framework. The Group's climate approach focuses on identifying climate-related risks and opportunities, improving emissions measurement and enhancing operational resilience.

### Climate-related Risks and Opportunities

CAMRES has identified climate-related risks and opportunities across its operations. The assessment considers potential impacts on operations, supply chains and regulatory compliance.

Climate-related risks are broadly categorised into:

- Physical risks arising from climate variability and extreme weather events
- Transition risks associated with evolving climate regulations and market expectations

At the same time, the Group recognises opportunities arising from sustainability initiatives, technological innovation and improvements in environmental performance.

### Climate Transition and Resilience

CAMRES continues to enhance its climate management practices to support long-term operational resilience and a gradual transition towards a lower-carbon economy.

Preventive measures such as improved drainage systems, operational contingency planning and energy conservation initiatives have been implemented to mitigate potential climate-related disruptions. The Group is also progressively enhancing climate-related data management and scenario analysis capabilities to support informed decision-making.

In addition, CAMRES continues to enhance employee awareness on climate action and environmental responsibility through internal training and engagement programmes.

The Group periodically reviews climate-related risks and opportunities as part of its broader risk management and sustainability monitoring processes. While CAMRES is at an early stage of formal climate scenario analysis, the Group is progressively strengthening its internal capabilities to assess potential climate impacts as climate data and analytical methodologies continue to evolve. The key climate-related risks and opportunities currently identified are summarised below, together with their potential impacts and corresponding management actions.

Climate Risk/ Opportunity	Potential Operational Impact	Management Actions
<b>Transitional Risk - Regulatory Pressures</b>	Evolving climate-related regulations may increase compliance requirements, reporting obligations and operational costs.	<b>Strengthen governance and monitoring</b> by establishing an internal climate governance structure and enhancing oversight of climate-related regulatory developments.



Climate Risk/ Opportunity	Potential Operational Impact	Management Actions
<b>Physical Risk - Extreme Weather</b>	Climate variability and extreme weather events may disrupt operations and affect supply chain reliability.	<b>Enhance climate resilience</b> through operational contingency planning and targeted adaptation measures to minimise potential disruptions and safeguard operational assets.
<b>Sustainability Opportunities</b>	Growing demand for sustainable practices and environmentally responsible products may enhance operational efficiency and strengthen the Group's market competitiveness.	<b>Advance sustainability initiatives</b> by exploring sustainable materials, improving energy efficiency and supporting product innovation aligned with market demand.

CAMRES will continue to refine its climate-related risk assessment processes as climate data availability and analytical capabilities improve. Climate-related considerations will be progressively integrated into the Group's broader enterprise risk management and operational planning processes. In response to the climate-related risks and opportunities identified, CAMRES is strengthening its GHG monitoring and emissions management practices to support the Group's transition towards lower-carbon and more climate-resilient operations.

### GHG Management

CAMRES monitors and manages GHG emissions arising from its manufacturing and palm oil milling operations as part of its broader environmental management and climate transition efforts.

During FY2025, the Group further strengthened its internal capabilities in measuring, monitoring and managing carbon emissions and enhanced its internal data collection processes to support more consistent and reliable climate-related reporting. This builds on the initial GHG assessment conducted using FY2024 operational data, which has been established as the Group's baseline year for emissions tracking, marking the commencement of its formal greenhouse gas reporting.

The GHG assessment covers Scope 1, Scope 2 and selected Scope 3 emissions, based on fuel consumption, purchased electricity and employee travel activities. Emissions are calculated using internationally recognised greenhouse gas accounting methodologies and relevant emission factors.

The emission categories are defined as follows:

- Scope 1 – Direct emissions from fuel consumption in company vehicles and operational equipment
- Scope 2 – Indirect emissions from purchased electricity consumed in manufacturing facilities and the palm oil mill.
- Scope 3 – Other indirect emissions from selected categories, including staff petrol claims, business travel and employee commuting.

Based on the FY2024 emissions assessment, CAMRES recorded total GHG emissions of approximately 4,949 tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e).

To provide a meaningful indicator relative to business scale, the Group monitors emissions intensity based on revenue. Based on FY2024 revenue of RM408.1 million, CAMRES recorded an emissions intensity of 0.01213 tCO<sub>2</sub>e per RM1,000 of revenue, equivalent to 12.13 kg CO<sub>2</sub>e per RM1,000 revenue. This intensity metric allows emissions performance to be monitored relative to the Group's business scale over time and serves as the baseline reference for future emissions monitoring and the development of carbon reduction targets.

In FY2025, CAMRES recorded total GHG emissions of 5,183 tCO<sub>2</sub>e, compared with 4,949 tCO<sub>2</sub>e in the baseline year. While total emissions increased in line with operational activities, emissions intensity improved from 0.01213 tCO<sub>2</sub>e to 0.01095 tCO<sub>2</sub>e per RM1,000 revenue, reflecting stronger revenue generation together with ongoing efforts to enhance operational efficiency, energy management and resource utilisation across the Group.

Purchased electricity (Scope 2) remained the largest source of emissions, contributing approximately 71% of total emissions, followed by Scope 1 direct emissions at 22% and selected Scope 3 emissions at 7%. These results reaffirm that electricity optimisation remains as a key priority area in the Group's decarbonisation efforts.

Moving forward, the Group will continue to enhance emissions measurement methodologies, improve data coverage and progressively expand Scope 3 emissions tracking. CAMRES will also evaluate practical carbon reduction opportunities and appropriate targets while strengthening climate-related data management in line with Bursa Securities's Enhanced Sustainability Reporting Framework and IFRS S2 requirements.

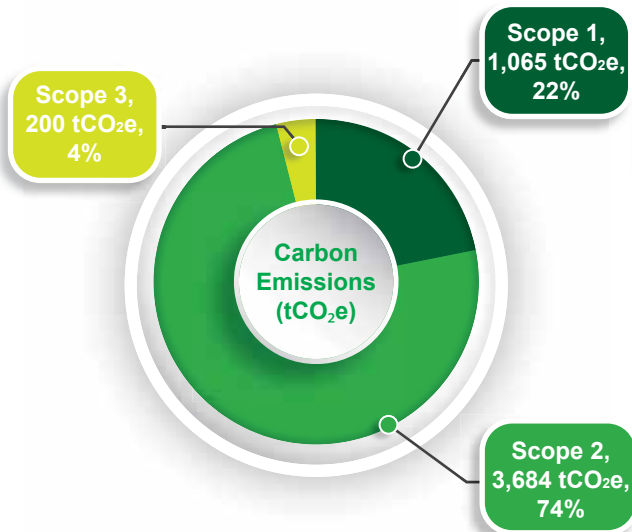


**SUSTAINABILITY  
STATEMENT**  
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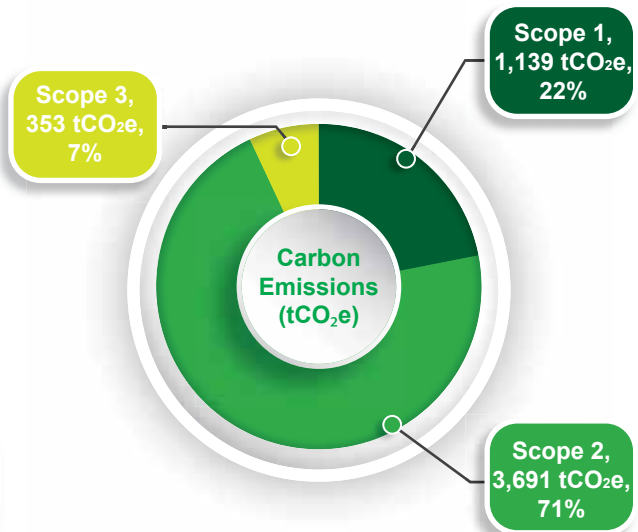
**CAMRES GHG Emissions (FY2024 & FY2025)**

Indicator	Value	Value
Financial Year	FY2024 (Baseline Year)	FY2025
Total Emissions	4,949 tCO <sub>2</sub> e	5,183 tCO <sub>2</sub> e
Revenue	RM408.1 million	RM473.6 million
Emissions Intensity	0.01213 tCO <sub>2</sub> e / RM1,000 revenue (12.13 kg CO <sub>2</sub> e)	0.01095 tCO <sub>2</sub> e / RM1,000 revenue (10.95 kg CO <sub>2</sub> e)
Coverage	Scope 1, Scope 2 & selected Scope 3 categories	Scope 1, Scope 2 & selected Scope 3 categories

**CAMRES GHG Emissions  
Breakdown by Scope (FY2024 Baseline Year)**



**CAMRES GHG Emissions  
Breakdown by Scope (FY2025)**



■ Scope 1   ■ Scope 2   ■ Scope 3

**Climate Target Development**

Building on the established emissions baseline, CAMRES is progressively strengthening its GHG management framework to support future carbon reduction initiatives. The Group is currently evaluating potential emissions reduction pathways, focusing on improving energy efficiency, increasing renewable energy utilisation and optimising operational processes.

As emissions measurement methodologies and data collection continue to improve, CAMRES will assess appropriate medium-term carbon reduction targets that are aligned with operational realities and evolving sustainability expectations. These targets will support the Group's long-term objective of reducing its environmental footprint while maintaining operational efficiency and business resilience.

In the interim, CAMRES will continue to prioritise initiatives such as renewable energy generation from biomass, energy efficiency improvements and responsible resource management as part of its broader climate transition strategy.

CAMRES will further enhance its climate governance and emissions monitoring capabilities in line with the Bursa Securities's Enhanced Sustainability Reporting Framework and IFRS S2.



### Manufacturing Segment

In manufacturing operations, emissions are primarily associated with energy consumption, employee commuting and production activities. To reduce emissions intensity, CAMRES prioritises energy efficiency improvements, resource optimisation and waste reduction initiatives across its facilities.

### Palm Oil Mill Segment

Palm oil milling emissions primarily consist of carbon dioxide (CO<sub>2</sub>) and methane (CH<sub>4</sub>), with smaller quantities of nitrous oxide (N<sub>2</sub>O). These emissions arise mainly from milling operations, fossil fuel consumption and POME treatment processes.

To mitigate emissions and enhance resource utilisation, CAMRES has invested in methane capture and energy generation systems that convert biogas from POME into renewable energy. In FY2025, the palm oil mill generated approximately 14.6 million kWh of renewable energy from POME biomass, which was exported to Tenaga Nasional Berhad (“TNB”) under the renewable energy programme.

Renewable Energy Generated and Exported to TNB from POME	
Year	Renewable Energy Generated and Exported
FY2023	13.6 million kWh
FY2024	14.3 million kWh
FY2025	14.6 million kWh

GHG emissions continue to be closely monitored across CAMRES’ operations, with measurement methodologies progressively refined to improve data accuracy and transparency. The Group is also evaluating potential carbon reduction targets and strengthening energy management initiatives to further minimise its environmental footprint.

### Energy and Water Conservation

Efficient energy and water management remain central to CAMRES’ operational sustainability strategy. Through continuous monitoring and process improvements, the Group seeks to optimise resource consumption while supporting operational efficiency.

Energy consumption across CAMRES’ operations is primarily driven by machinery operations within manufacturing facilities and palm oil milling processes. Energy efficiency initiatives include upgrading machinery, implementing LED lighting, installing inverter-equipped injection moulding machines and improving process efficiencies.

Renewable energy continues to contribute meaningfully to CAMRES’ overall energy mix. In FY2025, approximately 5.8 million kWh of renewable electricity was generated and utilised internally, representing approximately 54% of the Group’s total energy consumption.

The internally consumed renewable energy is primarily generated through biomass-based cogeneration systems, which utilise the palm oil milling residues such as palm fibre, kernel shells and empty fruit bunches as fuel for steam turbines.

In addition, a solar photovoltaic (“PV”) system was commissioned at CPOM in the fourth quarter of 2025, marking an initial step towards diversifying the Group’s renewable energy sources. The performance of the solar installation will be monitored in FY2026 as part of CAMRES’ ongoing energy management and sustainability initiatives.

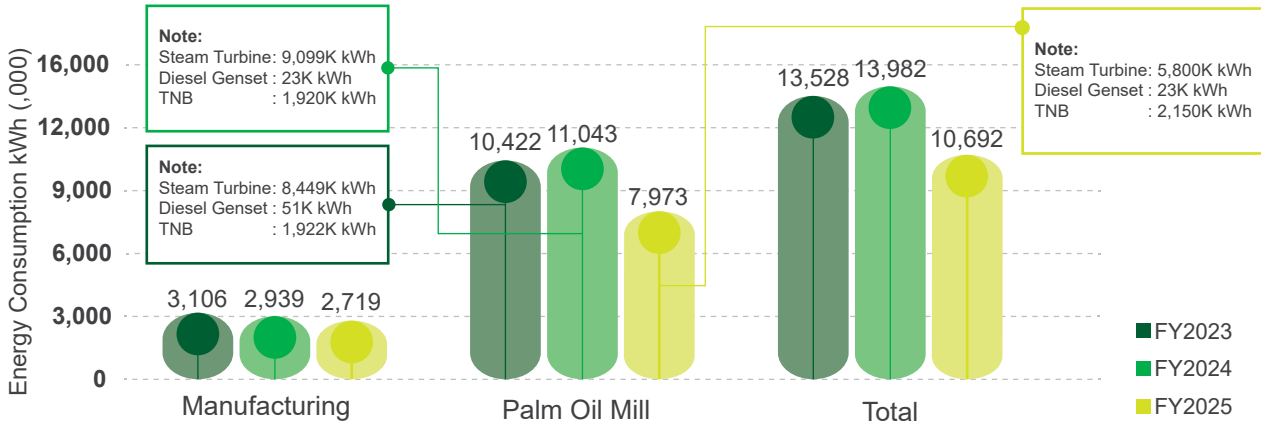
While renewable energy contributes significantly to the Group’s energy needs, conventional power sources such as grid electricity and diesel-based generation continue to support operational reliability during peak demand periods.



# SUSTAINABILITY STATEMENT

(Cont'd)

## Energy Consumption (FY2023, FY2024 & FY2025)



## Water Management

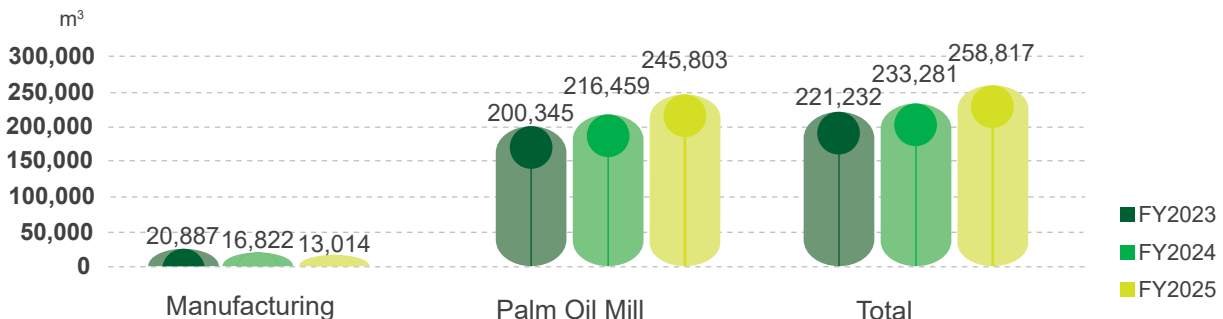
Recognising the importance of responsible water stewardship, CAMRES monitors water consumption and implements initiatives to improve water efficiency across its activities.

Key water conservation initiatives include:

- Routine inspections and monitoring of water usage
- Steam condensate recycling for boiler operations
- Rainwater harvesting for general cleaning purposes
- Employee awareness programmes on water conservation
- Optimisation of alternative water sources where feasible

In FY2025, total water consumption was recorded at 258,817 m<sup>3</sup>, with 48% sourced from river water. The increase in water consumption in FY2025 was primarily driven by higher processing activity at the palm oil mill, in line with an increase in fresh fruit bunches (FFB) processed during the year. As water usage in milling operations is closely correlated with processing throughput, the higher intake of raw materials resulted in a corresponding rise in water demand. This indicates that the increase is operationally driven rather than due to inefficiencies, with water usage remaining proportionate to production requirements. The Group is committed to improving water efficiency while ensuring sustainable water management practices.

## Water Consumption (FY2023, FY2024 & FY2025)



## ENVIRONMENT COMMITMENT

CAMRES remains committed to continuous improvement of its environmental performance. Through responsible resource management, innovation and stakeholder engagement, the Group will continue to strengthen its environmental practices while contributing to sustainable development within the industries and communities in which it operates.



**ENVIRONMENT MANAGEMENT FRAMEWORK**



**SOCIAL**

At CAMRES, long-term business success is closely linked to the well-being of our employees, customers, suppliers and the communities in which we operate. The Group is committed to responsible and ethical business practices that foster a safe, inclusive and supportive working environment while delivering quality products and services to customers.

Our social sustainability efforts focus on human capital development, workplace safety, product quality, community engagement and ethical business conduct. By embedding these principles into our business activities, CAMRES seeks to create positive value for stakeholders while supporting sustainable growth.

Through continuous improvement in people development, operational practices and stakeholder engagement, the Group strives to remain a responsible and resilient organisation that contributes positively to society. The Group's social sustainability initiatives and performance for FY2025 are set out in the following sections.

**7. PRODUCT AND SERVICE QUALITY**

Product quality remains a core priority for CAMRES and is embedded across the Group's manufacturing and palm oil milling operations. We are committed to delivering safe, reliable and responsibly produced products that meet regulatory requirements and customer expectations.

To uphold these standards, CAMRES implements quality assurance processes throughout the value chain, from raw material sourcing and production to delivery and after-sales service.

Our Manufacturing segment maintains ISO 9001:2015 certification, demonstrating adherence to internationally recognised quality management standards. Continuous process improvements and quality monitoring have enabled the Group to maintain a consistently low product rejection rate of below 5% in FY2025, unchanged from FY2024 and FY2023.

In the Palm Oil Mill segment, maintaining product quality for CPO and PK remains critical to operational performance and customer satisfaction. An internal grading system ensures strict quality control from FFB intake to final dispatch, with each batch assessed against contractual specifications. As a result, customer rejection rates remained at 0% during FY2025.

Through continuous monitoring and operational improvements, CAMRES remains committed to maintaining high product quality standards in line with evolving industry expectations.

**Measuring Quality through Customer Satisfaction**

Customer feedback is an important indicator of product and service quality. CAMRES conducts annual Customer Satisfaction Surveys to evaluate key performance areas including product quality, delivery reliability, customer support and technical expertise.

Beyond surveys, the Group maintains ongoing engagement with customers to better understand evolving needs and expectations. This proactive approach strengthens long-term partnerships and improves operational responsiveness.

In FY2025, Central Melamineware Sdn. Bhd. and Central Palm Oil Mill Sdn. Bhd. both achieved a Customer Satisfaction Index of 100%. At the Group level, CAMRES recorded an overall customer satisfaction score of 97% (FY2024: 94%), exceeding the internal benchmark target of 90%.



## SUSTAINABILITY STATEMENT

(Cont'd)

### 8. OCCUPATIONAL SAFETY AND HEALTH

#### Safe and Healthy Working Environment

Ensuring a safe and healthy workplace for employees, contractors and visitors remains a fundamental priority for CAMRES across all operating locations. The Group is committed to achieving zero work-related fatalities and maintaining full compliance with occupational safety regulations.

Each operating company implements Occupational Safety and Health (“OSH”) policies aligned with the Occupational Safety and Health Act 1994 (“OSHA”). Workplace safety initiatives are overseen by OSH Committees, which include employee representatives and conduct regular safety inspections, policy reviews and continuous improvement programmes.

In the Palm Oil Mill segment, the Hazard Identification, Risk Assessment and Risk Control (“HIRARC”) framework is regularly reviewed and strengthened to proactively manage workplace hazards.

New employees undergo mandatory safety induction training, while existing employees participate in refresher training and specialised safety programmes. In FY2025, 73 employees participated in safety and health training, accumulating approximately 950 training hours across key programmes including hazard management, ergonomics, accident investigation, chemical handling and workplace safety awareness.

Workplace safety performance remained sound during the year, with zero work-related fatalities recorded. Minor workplace incidents increased to six (6) cases in FY2025 (FY2024: 4). Corrective and preventive actions were implemented to prevent recurrence and strengthen safety controls.

The Lost Time Incident Rate (“LTIR”) was 1.04 in FY2025, compared to 0.71 in FY2024 and 1.71 in FY2023, reflecting continued focus on strengthening workplace safety practices.

Description	FY2023	FY2024	FY2025
Total Hours Worked	933,031	1,123,667	1,156,684
Incidents Recorded	8	4	6
LTIR	1.71*	0.71*	1.04*

\* *LTIR is calculated using the formula: (No of lost time injuries x 200,000)/(Total hours worked). A lost time injury is defined as an injury resulting in at least one day off from work for recovery.*

### 9. TALENT RETENTION, DEVELOPMENT AND SUCCESSION PLANNING

#### Human Capital

As of 31 December 2025, CAMRES employs 447 employees (FY2024: 477), with 94% directly involved in factory and mill operations. The workforce consists of both local and foreign employees, with all foreign workers originating from Myanmar.

The Group maintains a balanced workforce structure with 76% of employees below the age of 50, supporting a strong talent pipeline for future leadership development.

#### Diversity and Inclusion

CAMRES recognises that a diverse workforce enhances innovation, decision-making and organisational resilience. The Group promotes an inclusive work environment that values different perspectives and backgrounds.

As of FY2025, women represent 23% of the workforce (FY2024: 22%), with the Group targeting an increase in female participation to 25% over time. Women also continue to hold key leadership positions within the organisation.

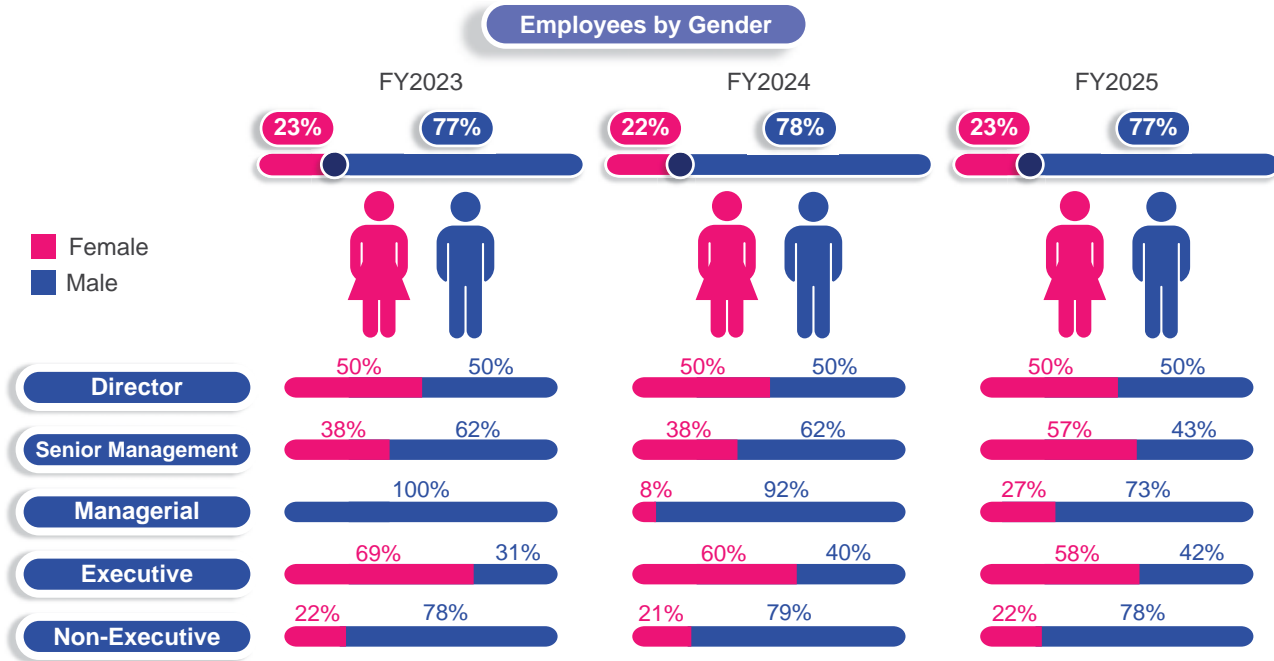
Female representation in senior management increased to 57% (FY2024: 38%), while 50% of Board directors are women, reflecting the Group’s commitment to inclusive leadership.

To further encourage female participation, CAMRES provides targeted training and development programmes that equip women with the necessary skills to take on operational and leadership roles across the organisation.

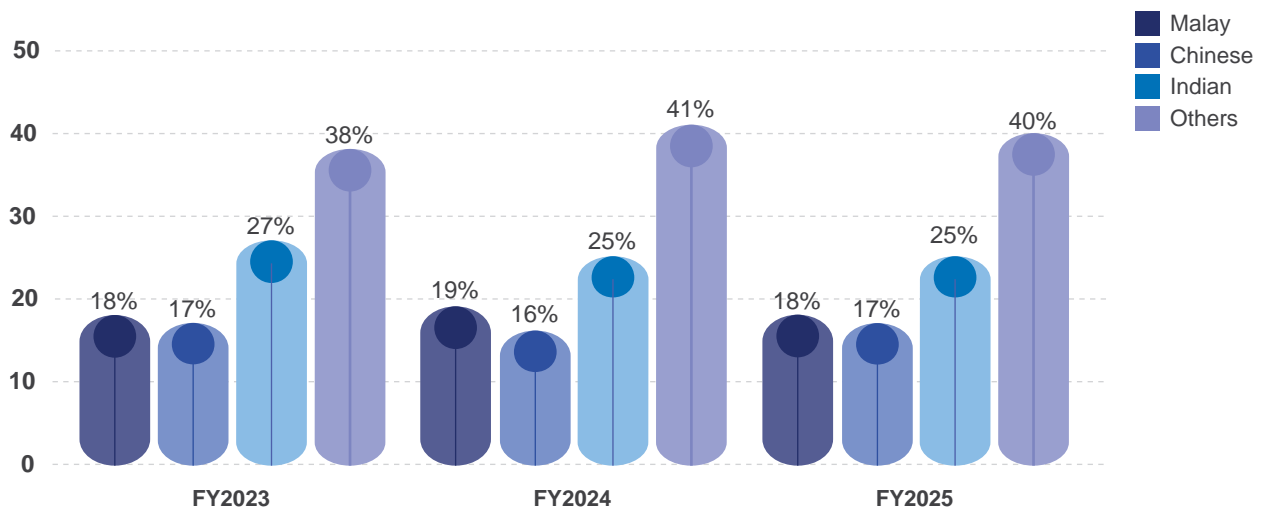


**Workforce Breakdown**

The following tables provide an overview of the workforce distribution:



### Employees by Ethnic Group

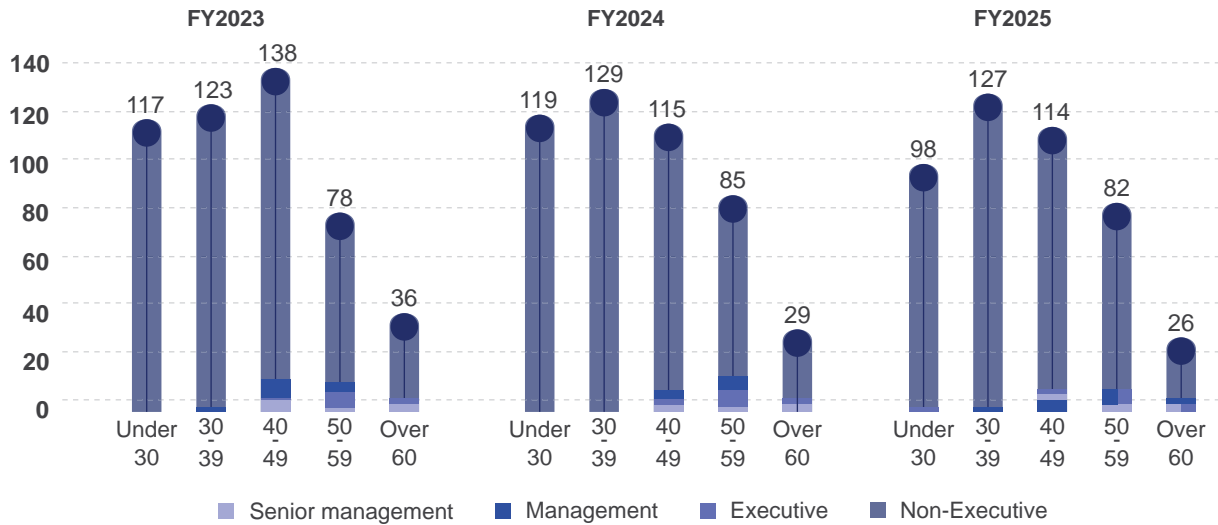




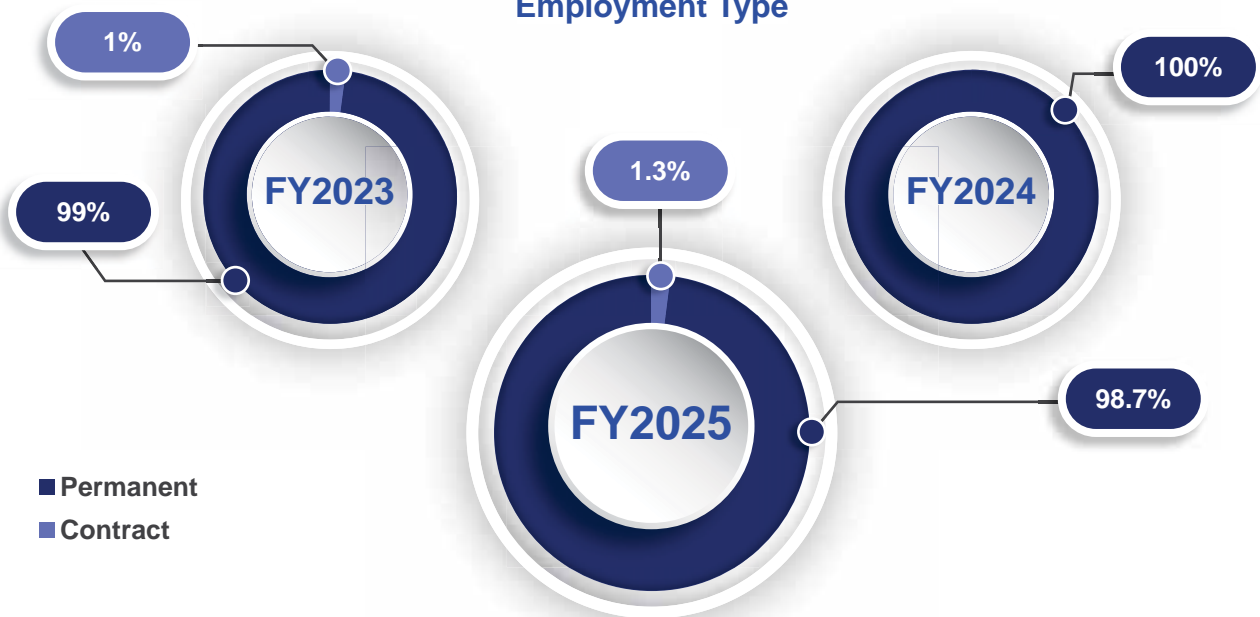
# SUSTAINABILITY STATEMENT

(Cont'd)

## Age Group



## Employment Type



### Talent Development

CAMRES is committed to developing employee capabilities through continuous learning and professional development. Training programmes are delivered through a combination of on-the-job training, workshops, seminars and structured development programmes, covering areas such as regulatory compliance, environmental management, occupational safety and leadership development.

In FY2025, 374 employees participated in training programmes, with total training hours of 1,918 hours (FY2024: 3,732 hours). These programmes support the continuous development of employees' technical competencies and leadership capabilities.

Further details on training initiatives and participation are presented in the Upskilling for Growth section below.



### Upskilling for Growth

To strengthen core competencies and address evolving skill requirements, CAMRES conducts regular training needs assessments to ensure employees receive relevant and targeted development opportunities. Training programmes are delivered through a combination of on-the-job learning, structured workshops and industry seminars, enabling employees to enhance both technical expertise and professional capabilities.

Training topics cover key areas such as regulatory compliance, environmental sustainability, OSH, leadership development and operational best practices. Through a combination of virtual and in-person learning sessions, CAMRES ensures that training opportunities remain accessible while supporting continuous skills development in a dynamic working environment.

Training Metrics	FY2023	FY2024	FY2025
Employees Trained	455	704	374
Total Training Hours	2,265 hours	3,732 hours	1,918 hours
Safety Training Participants	182 employees	119 employees	73 employees
Safety Training Hours	About 1,200 hours	Over 1,200 hours	About 950 hours
Training Focus Areas	Compliance, Environmental Sustainability, OSH, Leadership	Same	Same

The decrease in training hours in FY2025 compared with FY2024 was mainly due to several refresher training programmes conducted in FY2024 on a two-year cycle. FY 2024 also included introductory training sessions for newly implemented initiatives, resulting in higher overall training hours for that year.

### Succession Planning

Succession planning is an important component of CAMRES' talent management strategy. The Group has established a structured framework to identify high-potential employees and prepare them for future leadership roles.

Through regular talent reviews and competency assessments, employees with leadership potential are provided with targeted development opportunities including specialised training, cross-functional exposure and mentorship programmes.

These initiatives help ensure leadership continuity while strengthening organisational resilience and long-term growth.

### Talent Retention

CAMRES continuously monitors employee engagement and turnover trends to strengthen workforce stability and employee satisfaction.

In FY2025, the employee turnover rate was 24% (FY2024: 21%). The Group continues to implement initiatives to improve employee retention, including workplace enhancements, career development opportunities and employee engagement programmes.

CAMRES also benchmarks compensation packages against industry standards to remain competitive in attracting and retaining talent. Exit interviews are conducted to gather feedback and support continuous improvement in retention strategies.



## **SUSTAINABILITY STATEMENT** (Cont'd)

### **10. HUMAN RIGHTS**

As a responsible organisation, CAMRES is committed to upholding human rights across all its business operations. The Group strives to ensure fair, respectful and dignified treatment for all employees, embedding human rights principles within its policies, operational practices and workplace culture.

CAMRES complies with all applicable local labour laws and regulations, including those relating to minimum wage, working hours and employment conditions. Employee remuneration and benefits are structured based on skills, experience and performance, ensuring fairness and competitiveness.

The Group maintains a strict stance against child labour, forced labour and any form of exploitative labour practices. Employment practices are aligned with legal requirements, and underage individuals are not employed within the Group.

In line with the Employees' Minimum Standards of Housing, Accommodations and Amenities Act 2019, CAMRES ensures that worker accommodations and workplace facilities meet the required health, safety and welfare standards.

CAMRES also emphasises ethical labour practices and respectful workplace conduct across all operations. Any concerns relating to employee welfare or labour practices are addressed in accordance with established internal procedures.

In FY2025, no complaints or reported cases relating to human rights or labour standards violations were recorded within the Group.

#### **Sexual Harassment and Violence**

CAMRES maintains a zero-tolerance policy towards sexual harassment and workplace violence across all its operations. The Group fosters a professional, respectful and inclusive workplace where employees are treated with dignity and fairness.

This commitment is embedded within the Group's workplace conduct expectations and applies to all employees, regardless of position or function. CAMRES does not tolerate any form of harassment, intimidation, discrimination or abusive behaviour that may compromise the safety, well-being or dignity of individuals in the workplace.

The Group is committed to upholding high standards of workplace ethics and maintaining a safe environment that supports mutual respect and professional conduct across all levels of the organisation.

During FY2025, no cases of sexual harassment or workplace violence were reported within the Group.

### **11. DATA PRIVACY AND SECURITY**

Protecting sensitive information and maintaining secure information systems are essential to maintaining stakeholder trust and operational integrity at CAMRES.

The Group complies with the Personal Data Protection Act 2010 and adopts appropriate data management practices to safeguard customer, employee and business information.

Security measures include access controls, data encryption and network security protocols designed to prevent unauthorised access, data leakage or system breaches. These measures support the Group's commitment to maintaining the confidentiality, integrity and availability of information across its operations.

CAMRES continues to prioritise strengthening its information security practices as digital systems continue to play an increasingly important role in business operations.

In FY2025, no complaints related to data privacy breaches were received, and no incidents of data loss, theft or cybersecurity breaches were recorded.



**12. COMMUNITY AND CORPORATE SOCIAL RESPONSIBILITY (“CSR”)**

CAMRES recognises the importance of supporting the communities in which it operates. As a responsible corporate citizen, the Group is committed to contributing to social well-being and strengthening relationships with local stakeholders through meaningful community engagement initiatives.

The Group’s community contributions focus on initiatives that create positive social value, including education support, community welfare, local development and social assistance programmes. These initiatives aim to enhance the quality of life of communities surrounding the Group’s operations while fostering long-term partnerships with local organisations and institutions.

In FY2025, CAMRES contributed approximately RM37,000 across 28 community initiatives (FY2024: RM38,000 across 21 initiatives), benefiting around 4,600 individuals. These contributions supported various local community organisations, educational institutions and social welfare programmes, particularly within the communities surrounding the Group’s operating locations.

Beyond financial contributions, CAMRES remains committed to building strong relationships with local stakeholders and supporting initiatives that contribute to community development, education and social well-being. Through these ongoing efforts, the Group seeks to create positive and lasting impacts within the communities where it operates.

CAMRES will continue to explore opportunities to support meaningful community initiatives and contribute towards sustainable community development in the years ahead.

Some of the key community initiatives we supported in FY2025 include:



CPOM donated RM5,000 to Jawatankuasa Pembangunan dan Keselamatan Kampung (JPKK) Kampung Setia, Kampung Dew, Mukim Matang in January 2025 to support the local community.



CPOM contributed RM2,275 to Sekolah Kebangsaan Kampung Dew in March 2025 to support educational initiatives.



# SUSTAINABILITY STATEMENT

(Cont'd)

**Persatuan Bina Kerjaya Orang Kurang Upaya's post**

 **Persatuan Bina Kerjaya Orang Kurang Upaya** is with **Central Palm Oil Mill Sdn Bhd.**  
24 August 2025 · 4

Terima Kasih diucapkan kepada Central Palm Oil Mill Sdn Bhd 🙏

Persatuan Bina Kerjaya Orang Kurang Upaya Perak (PBKOKU) merakamkan setinggi-tinggi penghargaan kepada En. Mohd Fauzi Ismail, Pengurus Utama Central Palm Oil Mill Sdn Bhd, atas sumbangan ikhlas berupa kerusi dan meja.

Semoga segala kebaikan ini menjadi amal jariah yang berpanjangan dan bermanfaat buat seluruh warga PBKOKU 🙏🙏

#TerimaKasih #SumbanganIkhlas #PBKOKU #CentralPalmOilMill



CPOM contributed tables and chairs (worth RM6,000) to Persatuan Bina Kerjaya Orang Kurang Upaya Perak (PBKOKU) to the community in completing its facilities, in August 2025.



In May 2025, CPOM donated RM1,200 to Sekolah Agama Rakyat An-Najah Kampung Dew, in supporting the educational programmes.

The initiatives outlined above demonstrate CAMRES' commitment to fostering a responsible workplace, safeguarding employee well-being and contributing positively to the communities in which the Group operates.

### SOCIAL COMMITMENT

CAMRES remains committed to fostering a responsible, inclusive and supportive workplace while creating positive value for employees, customers and the communities in which it operates. Through continuous improvement in workplace safety, human capital development, product quality and ethical business practices, the Group seeks to uphold strong social standards across its business activities.

As the Group continues to grow, CAMRES will further strengthen its people-focused initiatives and stakeholder engagement efforts to ensure that its operations continue to contribute positively to society while supporting sustainable and responsible business growth.



## **MOVING FORWARD**

Building on its sustainability commitments, CAMRES will continue to enhance ESG practices throughout the Group. During FY2025, the Group focused on enhancing sustainability data management, improving internal monitoring processes and strengthening alignment with evolving regulatory expectations.

In line with Bursa Securities's Enhanced Sustainability Reporting Framework, CAMRES will continue to enhance the quality, transparency and consistency of its sustainability disclosures. The Group has also begun strengthening climate-related data management, including the establishment of GHG emission baselines and the progressive alignment of disclosures with IFRS S2 requirements.

Looking ahead, CAMRES will continue integrating sustainability considerations into operational and strategic decision-making. The Group will progressively strengthen climate management practices, including improving emissions measurement, expanding data coverage and evaluating appropriate carbon reduction targets based on the established emissions baseline.

Through responsible business practices, continuous improvement and proactive stakeholder engagement, CAMRES aims to enhance long-term resilience while delivering sustainable value.

This Statement was approved by the Board on 8 April 2026.



# SUSTAINABILITY STATEMENT

(Cont'd)

Date & Time: 2026-04-30\_10:50:30  
FYE 31/12/2025

**CAM RESOURCES BERHAD**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Top Management	Percentage	0.00	-	External (Reasonable)
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	2.00	-	External (Reasonable)
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	2.46	-	External (Reasonable)
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Non-Executive	Percentage	32.21	-	External (Reasonable)
Bursa (Anti-corruption)	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	-	External (Reasonable)
Bursa (Anti-corruption)	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	External (Reasonable)
Bursa (Community/Society)	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	36,930.00	-	External (Reasonable)
Bursa (Community/Society)	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	4,614	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Non-Executive below 30	Percentage	21.70	-	External (Reasonable)



Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Non-Executive between 30-39	Percentage	2819	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Non-Executive between 40-49	Percentage	23.49	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Non-Executive between 50-59	Percentage	15.21	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Non-Executive above 60	Percentage	4.92	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Top Management below 30	Percentage	0.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Top Management between 30-39	Percentage	0.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Top Management between 40-49	Percentage	0.67	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Top Management between 50-59	Percentage	0.45	-	External (Reasonable)



# SUSTAINABILITY STATEMENT

(Cont'd)

Date & Time: 2026-04-30\_10:50:30  
FYE 31/12/2025

**CAM RESOURCES BERHAD**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Top Management above 60	Percentage	0.22	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category -Management below 30	Percentage	0.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category -Management between 30-39	Percentage	0.22	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category -Management between 40-49	Percentage	0.46	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category -Management between 50-59	Percentage	1.34	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category -Management above 60	Percentage	0.46	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Executive below 30	Percentage	0.22	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Executive between 30-39	Percentage	0.00	-	External (Reasonable)



Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Executive between 40-49	Percentage	0.89	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Executive between 50-59	Percentage	1.34	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by age, for each employee category - Executive above 60	Percentage	0.22	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender, for each employee category - Non Executive Male	Percentage	72.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender, for each employee category - Non Executive Female	Percentage	20.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender, for each employee category - Top Management Male	Percentage	1.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender, for each employee category - Top Management Female	Percentage	1.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender, for each employee category - Management Male	Percentage	2.00	-	External (Reasonable)



# SUSTAINABILITY STATEMENT

(Cont'd)

Date & Time: 2026-04-30\_10:50:30  
FYE 31/12/2025

**CAM RESOURCES BERHAD**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender, for each employee category - Management Female	Percentage	1.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender, for each employee category - Executive Male	Percentage	1.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender, for each employee category - Executive Female	Percentage	2.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - below 30	Percentage	0.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - between 30-39	Percentage	12.50	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - between 40-49	Percentage	0.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - between 50-59	Percentage	50.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by age group - above 60	Percentage	37.50	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender - Male	Percentage	50.00	-	External (Reasonable)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender - Female	Percentage	50.00	-	External (Reasonable)
Bursa (Energy management)	Bursa C4(a) Total energy consumption	Megawatt-hour (MWh)	10,692.00	-	External (Reasonable)
Bursa (Health and safety)	Bursa C5(a) Number of work-related fatalities	Number	0	0	External (Reasonable)



Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Health and safety)	Bursa C5(b) Lost time incident rate (LTIR)	Rate	1.04	-	External (Reasonable)
Bursa (Health and safety)	Bursa C5(c) Number of employees trained on health and safety standards	Number	73	-	External (Reasonable)
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Top Management	Hours	62	-	External (Reasonable)
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Management	Hours	232	-	External (Reasonable)
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Executive	Hours	162	-	External (Reasonable)
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category - Non-Executive	Hours	1,462	-	External (Reasonable)
Bursa (Labour practices and standards)	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	1.34	-	External (Reasonable)
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Top Management	Number	0	-	External (Reasonable)
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Management	Number	4	-	External (Reasonable)
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Executive	Number	3	-	External (Reasonable)
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category - Non-Executive	Number	99	-	External (Reasonable)



# SUSTAINABILITY STATEMENT

(Cont'd)

Date & Time: 2026-04-30\_10:50:30  
FYE 31/12/2025

**CAM RESOURCES BERHAD**  
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Labour practices and standards)	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	External (Reasonable)
Bursa (Supply chain management)	Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.00	≥ 98	External (Reasonable)
Bursa (Data privacy and security)	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	External (Reasonable)
Bursa (Water)	Bursa C9(a) Total volume of water used	Megalitres (ML)	258.817	-	External (Reasonable)



Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	1,139	-	External (Reasonable)
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	3,691	-	External (Reasonable)
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	217	-	External (Reasonable)
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	136	-	External (Reasonable)



## DIRECTORS' PROFILE

### LEE CHIN YEN

*Executive Chairman*

*Malaysian, Male, Aged 77*

**Mr Lee Chin Yen (“Mr Lee”)** was appointed as the Executive Chairman/Director of CAM Resources Berhad on 29 December 2000.

Mr Lee was appointed as the Managing Director of Central Aluminium Manufactory Sdn. Bhd. (“CAMSB”) in 1979, a Director of Central Melamineware Sdn. Bhd. (“CMSB”) in 1988, and a Director of Advance Eagle Marketing Sdn. Bhd. (“AEMSB”) in 1989. A founding member and the driving force in the Group, he commenced his career in 1972 as an apprentice at Choo Chin Wah Company, a company principally involved in the manufacturing of aluminium in Thailand.

After acquiring all the technical expertise, he returned to Malaysia in 1975 and formed a partnership with Tan Hong Cheng and others to manufacture aluminium household products in 1975. In 1979, this partnership was incorporated into a private limited company under the name of CAMSB and he was appointed as the Managing Director. At present, he is also a committee member of a few associations in Teluk Intan, Perak. He does not hold any directorships in other public companies and listed issuers.

He is the father of Ms Lee Poh Choo, an Executive Director of the Company. Mr Lee does not have conflict of interest or potential conflict of interest including interest in any competing business with the Company.

Other than traffic offences, if any, Mr Lee has not been convicted of any offences within the past five (5) years and there were no public sanctions and/or penalties imposed on him by any relevant regulatory bodies during the financial year ended 31 December 2025.

Details of the number of Board meetings attended by him during the financial year are set out on page 56 of this Annual Report.

### TAN HONG CHENG

*Managing Director*

*Malaysian, Male, Aged 77*

**Mr Tan Hong Cheng (“Mr Tan”)** was appointed as the Managing Director/ Director of CAM Resources Berhad on 29 December 2000.

Mr Tan was appointed as the Managing Director of CMSB in 1988, a Director of CAMSB in 1979, and a Director of AEMSB in 1989. He began his career at Loke Hup Porcelain as a shop assistant. In 1975, he formed a partnership with Lee Chin Yen and others to manufacture aluminium household products. This partnership was subsequently incorporated as CAMSB. He has more than 31 years of experience in the manufacturing of aluminium and stainless-steel products. He does not hold any directorships in other public companies and listed issuers.

He is the father of Ms Tan Kim Hong, an Executive Director of the Company. Mr Tan does not have conflict of interest or potential conflict of interest, including interest in any competing business with the Company.

Other than traffic offences, if any, Mr Tan has not been convicted of any offences within the past five (5) years, and there were no public sanctions and/or penalties imposed on him by any relevant regulatory bodies during the financial year ended 31 December 2025.

Details of the number of Board meetings attended by him during the financial year are set out on page 56 of this Annual Report.



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**HIA WAN KIGA**

*Executive Director*

*Malaysian, Male, Aged 72*

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**Mr Hia Wan Kiga (“Mr Hia”)** was appointed as a Non-Executive Director of CAM Resources Berhad on 29 December 2000 and a Non-Executive Director of CAMSB since 1999. Subsequently, he was re-designated as Executive Director on 22 February 2010.

Mr Hia began his career as an apprentice at Sungai Besar Engineering Sdn. Bhd., a company involved in engineering works. In 1975, he set up his own partnership company, which was incorporated into a private limited company in 2004 under the name of Hia Union Engineering Sdn. Bhd., a company principally involved in agriculture engineering. He is presently a committee member of a few local associations. He does not hold any 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 and has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company.

Other than traffic offences, if any, Mr Hia has not been convicted of any offences within the past five (5) years and there were no public sanctions and/or penalties imposed on him by any relevant regulatory bodies during the financial year ended 31 December 2025.

Details of the number of Board meetings attended by him during the financial year are set out on page 56 of this Annual Report.

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**TAN KIM HONG**

*Executive Director*

*Malaysian, Female, Aged 53*

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**Ms Tan Kim Hong (“Ms Tan”)** was appointed as an Executive Director of CAM Resources Berhad on 15 January 2002 and, the General Manager of Central Melamineware Sdn. Bhd. (“CMSB”). She joined the Group in 1993 as a clerk and was subsequently promoted to her current position in 2000.

Ms Tan is responsible for overseeing the overall production processes and maintenance of product quality in CMSB. She does not hold any directorships in other public companies and listed issuers.

She is the daughter of Mr Tan Hong Cheng, the Managing Director and major shareholder of the Company and she has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company.

Other than traffic offences, if any, Ms Tan has not been convicted of any offences within the past five (5) years and there were no public sanctions and/or penalties imposed on her by any relevant regulatory bodies during the financial year ended 31 December 2025.

Details of the number of Board meetings attended by her during the financial year are set out on page 56 of this Annual Report.



## **DIRECTORS' PROFILE**

*(Cont'd)*

### **LEE POH CHOO**

*Executive Director*

*Malaysian, Female, Aged 51*

**Ms Lee Poh Choo (“Ms Lee”)** was appointed as an Executive Director of CAM Resources Berhad on 15 January 2002. She is also the Chairperson of the Risk Management Committee of the Company.

Ms Lee graduated from the Campbell University, United States of America in 1998 with a Bachelor’s Degree in Business Administration. She joined CAMSB in 1998 and was responsible for the areas of MIS and Marketing. Since December 1998, she has assumed the role of Factory Manager before being promoted to General Manager in 2013 to oversee the overall administrative and business operations in CAMSB. She does not hold any directorships in other public companies and listed issuers.

She is the daughter of Mr Lee Chin Yen, the Executive Chairman and major shareholder of the Company. Ms Lee has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company.

Other than traffic offences, if any, Ms Lee has not been convicted of any offences within the past five (5) years and there were no public sanctions and/or penalties imposed on her by any relevant regulatory bodies during the financial year ended 31 December 2025.

Details of the number of Board meetings attended by her during the financial year are set out on page 56 of this Annual Report.

### **TEH SIN CHAY**

*Independent and Non-Executive Director*

*Malaysian, Male, Aged 59*

**Mr Teh Sin Chay (“Mr Teh”)** was appointed as an Independent and Non-Executive Director of CAM Resources Berhad on 1 March 2023. He sits on the Audit Committee and the Nomination Committee as Chairman and also serves as a member of the Remuneration Committee and the Risk Management Committee of the Company.

Mr Teh is a member of the Malaysian Institute of Accountants and Member of the Chartered Tax Institute of Malaysia. He is also a Licensed Tax Agent and Auditor with the Ministry of Finance. He has more than 25 years of experience in financial audit, financial management, taxation and consultancy. He has worked with one of the top public accounting firms and a listed subsidiary of an American Company in Malaysia.

He started his career in 1989 as an audit assistant with a local audit firm. He is currently the Audit Partner of SC Teh & Co PLT, after having joined the company in 2001. He does not hold any 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 and has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company.

Other than traffic offences, if any, Mr Teh has not been convicted of any offences within the past five (5) years and there were no public sanctions and/or penalties imposed on him by any relevant regulatory bodies during the financial year ended 31 December 2025.

Details of the number of Board meetings attended by him during the financial year are set out on page 56 of this Annual Report.



## **ZAHARATUL NADZIRAH BINTI AZIZUL**

*Independent and Non-Executive Director*

*Malaysian, Female, Aged 35*



**Ms Zaharatul Nadzirah Binti Azizul (“Ms Nadzirah”)** was appointed as an Independent and Non-Executive Director of CAM Resources Berhad on 1 March 2023. She was appointed as the Chairperson of the Remuneration Committee and also serves as a member of the Audit Committee and the Nomination Committee of the Company.

Ms Nadzirah holds a Bachelor's Degree in Business Administration (Hons) (Marketing) and Diploma in Accountancy from Universiti Teknologi MARA in 2009. She had exposure to various industries, including manufacturing, hospitality, financial and education, managing stakeholders locally and internationally since 2015.

Ms Nadzirah started her career as an apprentice at PETRONAS in 2014. She served as Top Glove's Marketing Executive after completing her internship with PETRONAS. She also has served the Asia School of Business (Bank Negara Malaysia in collaboration with MIT Sloan). She is currently attached to Universiti Teknologi PETRONAS. She does not hold any 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 and has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company.

Other than traffic offences, if any, Ms Nadzirah has not been convicted of any offences within the past five (5) years and there were no public sanctions and/or penalties imposed on her by any relevant regulatory bodies during the financial year ended 31 December 2025.

Details of the number of Board meetings attended by her during the financial year are set out on page 56 of this Annual Report.

## **CHIA SONG MING**

*Independent and Non-Executive Director*

*Malaysian, Female, Aged 36*



**Ms Chia Song Ming (“Ms Chia”)** was appointed as an Independent and Non-Executive Director of CAM Resources Berhad on 1 March 2023. She also serves as a member of the Audit Committee, Nomination Committee, Remuneration Committee and Risk Management Committee of the Company.

Ms Chia graduated with a Degree of Bachelor of Laws (Hons) with Second Class Honours from Multimedia University, Melaka in 2016. After having chambered in Messrs. Chia Kay Joo & Co., she was later admitted as an Advocate and Solicitor of the High Court of Malaya in May 2017 and has continued her legal practice with the firm up to date.

In her legal practice, she has mainly handled matters related to corporate, business partnerships, banking, landed properties, probate and administration matters, both in conveyancing and litigations. Presently, she has been appointed as the honorary legal advisor to Pertubuhan Kebajikan Anak-Anak Yatim Jaz Teluk Intan. She does not hold any 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 and has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company.

Other than traffic offences, if any, Ms Chia has not been convicted of any offences within the past five (5) years, and there were no public sanctions and/or penalties imposed on her by any relevant regulatory bodies during the financial year ended 31 December 2025.

Details of the number of Board meetings attended by her during the financial year are set out on page 56 of this Annual Report.



## **PROFILE OF KEY SENIOR MANAGEMENT**

### **Lee Poh Hong**

*Group Accounts Manager*

*Malaysian, Female, Aged 48*

**Ms Lee Poh Hong (“Ms Lee”)** was appointed as the Group Accounts Manager on 15 July 2008. She holds a Bachelor’s Degree in Business and she is currently a member of the Malaysian Institute of Accountants.

Ms Lee began her career with CAMSB as an Accounts Manager in 2001 and was subsequently promoted as the Group Accounts Manager on 15 July 2008. She has over 19 years of experience overseeing a variety of finance functions within the Group.

She is the daughter of Mr Lee Chin Yen and also the sister of Ms Lee Poh Choo, the Executive Chairman, Executive Director and major shareholder of the Company.

Ms Lee does not hold any directorships in public companies and listed issuers. She has no conflict of interest or potential conflict of interest, including interest in any competing business with the Company.

Other than traffic offences, if any, Ms Lee has not been convicted of any offences within the past five (5) years and there were no public sanctions and/or penalties imposed on her by any relevant regulatory bodies during the financial year ended 31 December 2025.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT



The Board of CAM Resources Berhad (“CAM” or “the Company”) remains committed by maintaining good corporate governance within the Company and adhering to the principles and best practices of Corporate Governance (“CG”), by observing the CG Guide issued by Bursa Securities, in our efforts to safeguard stakeholders’ interests as well as enhancing shareholders’ value.

The Board is pleased to present our Corporate Governance Overview Statement (“Statement”) to provide shareholders and investors with an overview of the CG practices of the Company, as set out in the Malaysian Code on Corporate Governance 2021 (“MCCG”) for the financial year ended 31 December 2025 (“FY2025”).

This Statement is prepared in accordance with Main Market Listing Requirements (“MMLR”) of Bursa Securities and it is to be read in conjunction with the Company’s CG Report in respect of the FY2025 (“CG Report”), which is published on Bursa Securities and the Company’s website at <https://www.camres.com.my>.

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

### 1.1 Board Responsibilities

The Company is led by an experienced Board, with high personal integrity, business acumen and management skills, with whom the primary responsibility of charting the direction of the Group is entrusted.

The major responsibilities of the Board are outlined in the Board Charter. In FY2025, the Board discharged its key fiduciary duties, leadership functions and responsibilities as follows:

- Together with Senior Management, promoted good corporate governance culture within the Group, whilst reinforcing ethical, prudent and professional behaviour;
- Reviewed and approved the Company’s strategies, business plans and policies;
- Reviewed and monitored matters on strategy to promote sustainability;
- Oversee the conduct of the Company’s businesses and evaluated whether the businesses are being properly managed and sustained;
- Ensured competency and succession planning of the Board and Key Senior Management;
- Ensured a sound risk management framework;
- Ensured the adequacy and integrity of the Company’s internal control system;
- Ensured effective communication with stakeholders; and
- Ensured the integrity of the Company’s financial and non-financial reporting.

In order to facilitate the effective discharge of its duties, the Board delegates and confers some of its authorities and discretion on the Chairman, Executive Directors and Management as well as to properly constituted Board Committees comprising exclusively or mainly of Non-Executive Directors which operates within clearly defined Terms of Reference (“TOR”) as approved by the Board, to oversee and deliberate matters within their purview. However, it should be noted that the Board exercise collective oversight over the Board Committees at all times and retain the authority and responsibility to make decision.

The Board Committees, comprising the Audit Committee (“AC”), Nomination Committee (“NC”), Remuneration Committee (“RC”) and Risk Management Committee (“RMC”) are entrusted with specific responsibilities to oversee the Group’s affairs and are actively engaged and act as oversight committee. They evaluate and recommend matters under their purview for the Board to consider and approve. The Board receives updates from the respective Chairmen of the Board Committees on matters that have been discussed and deliberated at the respective meetings.

The TOR of the Board Committees are published on the Company’s websites at [www.camres.com.my](http://www.camres.com.my).



# **CORPORATE GOVERNANCE OVERVIEW STATEMENT**

*(Cont'd)*

## **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)**

### **1.1 Board Responsibilities (cont'd)**

The positions of the Chairman and the Managing Director (“MD”) are held by two different individuals and their roles and responsibilities are distinct and clearly defined in the Board Charter. The Board is helmed by the Executive Chairman, Mr Lee Chin Yen whilst the role of the MD is assumed by Mr Tan Hong Cheng.

In addition, the Chairman is also not a member of AC, NC, RC or RMC to ensure there is a check and balance and ensures objective review. The Board recognises the importance of having clear separation of responsibilities of the Chairman and the MD to promote accountability and ensure appropriate balance of powers and authorities so that no one individual can influence the Board’s discussion and decision making.

The Chairman ensures the smooth and effective functioning of the Board, leads strategic planning at the Board level and instilling good corporate governance practices. Also, he acts as a facilitator at the Board meetings to ensure that contributions by Directors are forthcoming on matters being deliberated and that no Board member dominates any discussion.

The MD is responsible for the vision and strategic directions of the Group as well as initiating innovative ideas to create competitive edge and development of business and corporate strategies, and he is primarily accountable for overseeing the day-to-day operations of the Group to ensure the effective running of the Group.

To enhance accountability, the Board has established clear functions reserved for the Board and those delegated to Management. There is a formal schedule of matters reserved to the Board for its deliberation and decision to ensure the direction and control of the Company are in its hands.

The role of Management is to support the Executive Directors and implement the running of the general operations and business of the Company, in accordance with the delegated authority of the Board.

In general, the Non-Executive Directors are independent of Management. Their roles are to constructively challenge the Management and monitor the success of Management in delivering the approved targets and business plans within the risk appetite set by the Board. They fulfil the pivotal role by providing an independent and unbiased view, advice and judgement to ensure a balanced and unbiased decision-making process. They have free and open contact with Management at all levels, and they engage with the external and internal auditors to address matters concerning Management and oversight of the Company’s business and operations.

### **1.2 Qualified and competent company secretaries**

In performing their duties, all Directors have full access to the Company Secretaries, who are qualified to act as the Company Secretary under the Companies Act 2016. The Company Secretaries have been providing guidance to the Board, particularly on corporate governance issues and compliance with relevant policies and procedures, rules, and regulatory requirements and ensuring good information flow within the Board, Board Committees and Management.

The Company Secretaries keep abreast of the evolving capital market environment, regulatory changes and developments in corporate governance through continuous training and guide the Directors on the requirements encapsulated in the Company’s Constitution and legislative promulgations such as the Companies Act 2016, MMLR, etc. The Company Secretaries shall continue to guide the Directors on the requirements to be observed arising from new regulations and guidelines issued by authorities.

The Company Secretaries are entrusted to record the Board’s deliberations, in terms of issues discussed, ensure that deliberations at Board and Board Committees meetings are well documented, and subsequently communicated to Management for appropriate actions.

The minutes of the previous Board and Board Committees meetings are distributed to the Directors/ Committees prior to the meeting for their perusal before confirmation of the minutes at the commencement of the following Board and Board Committees meeting. The Directors may comment or request for clarification before the minutes are tabled for confirmation as a correct record of the proceedings of the meeting. The Management provides the Directors with complete and timely information prior to meetings and on-going basis to enable them to make informed decisions.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

(Cont'd)



## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)

### 1.3 Access to Information and Advice

All Directors are entitled to seek independent professional advice at the Company's expense on specific issues to enable them to discharge their duties, where necessary.

The Board and Board Committees meetings for the ensuing year are scheduled in advance before the end of the current financial year so that the Directors are able to plan ahead and ensure their full attendance at the meetings.

The notice of agenda together with minutes of the previous meeting and other relevant information will be circulated to the Board at least five (5) days before the meetings. This is to ensure that all Directors have sufficient time to obtain further explanation, where necessary, in order to be fully informed of the matters to be discussed during the meeting. The Board papers contain all relevant information and reports on financial, operational, corporate, regulatory, market developments and minutes of meetings. These documents are comprehensive and include qualitative and quantitative information to enable the Board members to make informed decisions.

### 1.4 Board Charter

In discharging its duties, the Board is constantly mindful of the need to safeguard the interests of the Group's stakeholders. In order to facilitate the effective discharge of its duties, the Board is guided by the Board Charter that sets out, among others, the responsibilities, authorities, procedures, evaluations and structures of the Board and Board Committees, as well as the relationship between the Board with its Management and shareholders.

The Board Charter serves to ensure that all Board members acting on the Group's behalf are aware of their expanding roles and responsibilities. It sets out the strategic intent and specific responsibilities to be discharged by the Board members collectively and individually. It also regulates on how the Board conducts business in accordance with the Corporate Governance principles.

The Board will continue to review the Board Charter from time to time to ensure that it is updated in accordance with the needs of the Company and any new regulations that may have impact on the corporate governance practices of the Company and the responsibilities of the Board in discharging its governance function.

The Board Charter is available at the Company's website at [www.camres.com.my](http://www.camres.com.my).

### 1.5 Code of Ethics and Conduct

The Group is committed to achieving and monitoring high standards pertaining to behaviour at work.

The Board is guided by the Company's Code of Ethics and Conduct in discharging its oversight role effectively. The Code of Ethics and Conduct requires all Directors and Management to observe high ethical business standards, honesty and integrity and to apply these values to all aspects of the Group's business and professional practice and act in good faith in the best interest of the Company and its shareholders.

In addition, all employees are encouraged to report genuine concern about unethical behaviour or malpractices. Any such concern should be raised with to the immediate superior, Head of Department or the Chief Executive Director and Employees of the Group to observe high ethical business standards, and to apply these values to all aspects of the Group's business and professional practice and to act in good faith in the best interest of the Group and its shareholders.

The Code of Ethics and Conduct is available at the Company's website at [www.camres.com.my](http://www.camres.com.my).

### 1.6 Whistle Blowing Policy ("WB Policy")

The Board recognises the importance of whistleblowing and is committed to maintaining the highest standards of ethical conduct within the Group. Hence, the Group has developed a WB Policy to enable employees and any other persons to report instances of unethical behaviour, actual or suspected fraud and/or abuse within the Company. This WB policy has been disseminated throughout the organisation with briefing by the Administration department on its use to the employees.



# **CORPORATE GOVERNANCE OVERVIEW STATEMENT**

*(Cont'd)*

## **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)**

### **1.6 Whistle Blowing Policy**

The WB Policy facilitates an open and transparent corporate culture within the organisation, promoting accountability and enabling the Group to respond nimbly to changes in environment. It also serves to encourage and provide an alternative means for employees, stakeholders and members of the public to report genuine concern about unethical behaviour, malpractices, illegal acts or failure to comply with regulatory requirements.

Any party who has reasonable belief that there is serious malpractice relating to any matter disclosed, may direct such complaint and report to the Chairman of AC in writing. Management will ensure that any employee of the Company who raises a genuine complaint in good faith shall not be penalised for such disclosure and the identity of such complainant shall be kept confidential.

The WB Policy has been disseminated to all staff and is available in the Company's website at [www.camres.com.my](http://www.camres.com.my).

### **1.7 Anti-Corruption Policy ("AC Policy")**

In compliance with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 and guided by the principles of the Ministerial Guidelines and Paragraph 15.29 of the MMLR of Bursa Securities in relation to anti-bribery, the Board has adopted an AC Policy in order to achieve and maintain the highest standard of integrity and work ethics in the conduct of its business and operations.

The AC Policy provides guidance to all Directors, employees and business associates of the Group relating to specific acts of bribery and corruption and also to related matters such as proper reporting and accounting.

The AC Policy is available at the Company's website at [www.camres.com.my](http://www.camres.com.my).

### **1.8 Directors' Fit and Proper Policy ("DFP Policy")**

In line with the MMLR, the Board had adopted the DFP Policy which outlines the fit and proper criteria for the appointment and re-appointment of Directors to the Board of the Company.

The said policy is devised to ensure that each of the Director has the character, experience, integrity, competency, and capability, financial soundness and time to effectively discharge his/her role as a Director of the Company.

The DFP Policy is available at the Company's website at [www.camres.com.my](http://www.camres.com.my).

### **1.9 Sustainability**

The Board recognises the importance of sustainability in supporting the long-term growth of the Group while aligning with applicable regulatory expectations. The Group is committed to embedding sustainable practices across its operations, taking into consideration economic, ESG factors in its business decisions.

The Board provides oversight on the Group's sustainability agenda and ensures that sustainability considerations are aligned with the Group's strategic objectives.

This is supported by the Sustainability Working Committee, comprising key management personnel across the Group, which is responsible for coordinating and implementing sustainability initiatives.

In this regard, the Group has begun to consider climate - related risks as part of its sustainability efforts. These include physical risks such as extreme weather conditions, as well as transition risks arising from regulatory developments and evolving market expectations. Such considerations are progressively incorporated into the Group's sustainability and risk management processes.

The Group continues to enhance its sustainability practices in line with Bursa Securities's requirements and will progressively strengthen its approach to monitoring sustainability-related matters.

The Group also maintains ongoing engagement with its stakeholders to understand their expectations and concerns and to ensure that its strategies remain aligned with stakeholder interests.

Further details of the Group's sustainability initiatives are set out in the Sustainability Statement of this Annual Report.



**PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)**

**2. Board Composition**

The Board comprises competent members with a wide spectrum of skills and experience whom it believes can lead CAM to achieve its operational performance goals and attain good corporate standing in terms of governance and credibility. The NC is responsible for reviewing the Board composition and makes recommendations to the Board on the appointment of Directors. There are presently eight (8) members, three (3) Independent and Non-Executive Directors ("INEDs") and five (5) Executive Directors. The Company complies with Paragraph 15.02 of the MMLR of Bursa Securities of having at least two (2) or one third (1/3) of the Board comprising independent directors.

The Board acknowledges that although the current Board composition complies with the MMLR of Bursa Securities, the Company has not applied MCCG's practice of at least half of the Board comprises Independent Directors. The Board will endeavor to fulfil the recommendation of the MCCG. The Directors' Profile is disclosed on pages 46 to 49 in the Annual Report 2025.

The three (3) INED fulfilled the criteria of independence as defined in the MMLR of Bursa Securities. All the INEDs bring considerable knowledge, judgement, and experience to Board deliberations. The INEDs do not participate in the day-to-day management of the Company and do not involve themselves in business transactions or relationships with the Company, in order not to compromise their objectivity. In staying clear of any potential conflict of interest, the INEDs remained in a position whereby they are able to fulfil their responsibility and act independently to provide checks and balances to the Board.

The size and composition of the Board are reviewed by the NC annually, to determine if the Board has the right size and sufficient diversity with independence elements that fit the Company's objectives. The NC also aims to maintain a diversity of gender, expertise, skills, ethnicity and attributes among the Directors, so as to form a quality Board that can contribute to more robust decision making and thereby, increase governance and shareholders value.

The Company is helmed by an experienced Board comprising members of high calibre with integrity and capable to provide a wealth of diverse knowledge, experience and skills in the key areas of accountancy, finance, business operations and development, legal and compliance, corporate governance, risk management and technology know-how amongst others.

The Board is of the view that the current composition of the Board with diverse background in various fields provides a reasonable check and balance within the Board, which sufficiently enables it to discharge its duties objectively and will continue to search for suitably qualified personnel to increase the representation of the Independent Directors on the Board.

The appointment of new Board member will not be guided solely by gender but will also take into account the skill-set, experience and knowledge of the candidate. The Company's prime responsibility in new appointments is always to select the best candidates available. Hence, the normal selection criteria based on an effective blend of competencies, skills, extensive experience and knowledge to strengthen the Board remain a priority.

**2.1 Tenure of Independent Director**

The Board has not adopted a nine-year policy for INEDs. An Independent Director may continue to serve on the Board after serving nine (9) years subject to the director's re-designation as a Non-Independent Director. Otherwise, the Board will justify and seek annual shareholders' approval at the Annual General Meeting ("AGM") through a two-tier voting process in accordance with the MCCG in the event it wishes to retain the directors as an Independent Director after nine (9) years. However, the tenure of an Independent Director is limited to not more than a cumulative period of twelve (12) years and an Independent Director may continue to serve on the board as a Non-Independent Director.

None of the Independent Directors has exceeded a cumulative term of nine (9) years as at the date of this Statement.

The NC will carry out the evaluation of independence on each Independent Director annually and undertakes a review and assessment of the level of independence based on the declaration made by the Independent Directors.



# CORPORATE GOVERNANCE OVERVIEW STATEMENT

(Cont'd)

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)

### 2.2 Diverse Board and Senior Management Team

The Board acknowledges the importance of a diverse Board and Senior Management and encourages a dynamic and diverse composition by nurturing suitable and potential candidates equipped with competency, skills, experience, character, time commitment, integrity and other qualities in meeting the needs of the Company. The Group will endeavour to meet the diversity at the Senior Management level and the composition of the Key Senior Management of the Group comprises a mixture of both genders.

The Board has established a Board Diversity Policy whereby the Group adheres to the practice of non-discrimination of any form, whether based on race, age, religion and gender throughout the organisation, which includes the selection of Board members. Notwithstanding the challenges in achieving the appropriate level of diversity on the Board, the Board continues to work towards addressing this as and when vacancies arise, and suitable candidates are identified. However, the appointment of a new Board member will not be guided solely by gender but will also take into account the skills-set, experience and knowledge of the candidate. The Company's prime responsibility in new appointments is always to select the best candidates available.

Hence, the normal selection criteria based on an effective blend of competencies, skills, extensive experience, and knowledge to strengthen the Board remains a priority.

Presently, there are four (4) female Directors on the Board representing 50% of the eight (8) board members and one (1) female at the Senior Management level.

The Board Diversity Policy is available in the Company's website at [www.camres.com.my](http://www.camres.com.my).

### 2.3 Board's Commitment

The Directors allocate sufficient time to discharge their responsibilities effectively and attend Board Meetings and Board Committee Meetings to deliberate on matters under their purview. Board Meetings and AC meetings are held at quarterly intervals with additional meetings convened when necessary. During the financial year, the Board has deliberated on business strategies and issues concerning the Group including business plan, financial results, investment proposal, etc.

The attendance record of the Directors at Board and Board Committees meetings during the financial year is set out below:

Directors	Number of meetings attended					
	Board	AC	NC	RC	RMC	AGM
Lee Chin Yen	5/5	-	-	-	-	1/1
Tan Hong Cheng	5/5	-	-	-	-	1/1
Lee Poh Choo	3/5	-	-	-	-	1/1
Tan Kim Hong	5/5	-	-	-	-	1/1
Hia Wan Kiga	3/5	-	-	-	-	1/1
Teh Sin Chay	5/5	5/5	1/1	1/1	1/1	1/1
Zaharatul Nadzirah Binti Azizul	5/5	5/5	1/1	1/1	-	1/1
Chia Song Ming	5/5	5/5	1/1	1/1	1/1	1/1

To ensure that the Directors have the time to focus and fulfil their roles and responsibilities effectively, the Directors must not hold directorships in more than five (5) public listed companies and shall notify the Chairman before accepting any new directorships.

The Directors shall remain fully committed in carrying of their duties and responsibilities by:

- ensuring the total number of directorships held by each Director is below the maximum number set by the Board; and
- the time commitment in the full attendance at the Board Meetings.

**CORPORATE GOVERNANCE  
OVERVIEW STATEMENT**  
(Cont'd)



**PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)**

**2.3 Board's Commitment (cont'd)**

During the FY2025, the Directors have attended the following training, seminars, conferences and exhibitions to keep themselves abreast with the changes in laws and regulation, business environment and corporate governance development:

Directors	Course Title and Organiser	Date attended
1. Lee Chin Yen	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	25 – 26 June 2025
2. Tan Hong Cheng	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	25 – 26 June 2025
3. Hia Wan Kiga	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	25 – 26 June 2025
4. Tan Kim Hong	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	23 - 24 July 2025
5. Lee Poh Choo	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	22 – 23 January 2025
6. Teh Sin Chay	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	22 – 23 January 2025
	Impact on New Transfer Pricing Guidelines 2024 on Multinationals and Domestic Groups	16 April 2025
	Critical Tax Issues in Malaysia	24 April 2025
	HASIL-CTIM Tax Forum Roadshow 2025	18 June 2025
	Case Study-Based MFRS Webinar: MFRS 13 Fair Value Measurements – Practical revision course with illustrative examples	25 June 2025
	Case Study-Based MFRS Webinar: Accounting for Leases – MFRS 16 Leases and Section 20 MPERS	4 July 2025
	Seminar: Recent Tax Cases: Key Takeaways and Strategic Implications	25 September 2025
	2026 Budget Seminar	21 October 2025
7. Zaharatul Nadzirah Binti Azizul	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	22 – 23 January 2025
8. Chia Song Ming	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)	22 – 23 January 2025

The Company will continue to identify suitable training for the Directors to equip and update themselves with the necessary knowledge in discharging their duties and responsibilities as Directors.

The Directors are encouraged to attend briefing, conferences, forums, trade fairs (locally and internationally), seminars and training related to their functions or roles to keep abreast with the latest developments in the industry and to enhance their skills and knowledge.

**2.4 Nomination Committee**

The NC consists of exclusively INEDs with the responsibilities of overseeing and reviewing on an on-going basis, the overall composition of the Board in terms of size, the required mix of skills, experience and other qualities and core competencies for the Directors of the Company. The effectiveness of the Board as a whole and the contribution and performance of each individual Director to the effectiveness of the Board and the Board Committees will also be assessed by the NC on an annual basis.



## **CORPORATE GOVERNANCE OVERVIEW STATEMENT**

*(Cont'd)*

### **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)**

#### **2.4 Nomination Committee (cont'd)**

During the FY2025, the NC had met once and carried out the following activities in the discharge of its duties:

- Reviewed the size, composition and required mix of skills of the Board and Board Committees;
- Assessed the effectiveness of the Board as a whole, the Board Committees and the contribution of each individual Director;
- Reviewed the tenure of INEDs and their independence;
- Reviewed the term of office and performance of the AC and each of its members;
- Assessed the training needs of each directors;
- Assessed the Financial Literacy of the members of AC;
- Assessed the performance of the Group Accountant; and
- Reviewed the directors who are due for retirement by rotation and are eligible to stand for re-election.

The NC has been entrusted with the responsibility to identify and review candidates for appointment to the Board. The appointment of new directorship would be through a formal and transparent selection process which includes a fit and proper assessment and would take into consideration the evaluation of the candidates' abilities in terms of their character, skills, knowledge, experience, expertise, independent elements, diversity, integrity and time commitment to discharge their responsibilities. In the case of candidates for the position of INEDs, evaluation will be made on the candidates' ability to discharge such responsibilities/functions as expected from INEDs.

Upon receiving a nomination for a new Director, the NC will evaluate the qualification and experience of the candidate against the Board's requirement, including its Diversity Policy and Directors' Fit and Proper Policy, and, where appropriate, recommends to the Board for appointment.

In identifying suitable candidates for the Board, the NC is open to utilising a variety of approaches and independent sources to identify suitably qualified candidate(s) for consideration as Director and will ensure that the procedures for evaluating and selecting new Director are transparent and formal with the appointment made on merit basis.

#### **2.5 Annual Assessment**

The NC reviews annually, the effectiveness of the Board and Board Committees and the performance and contribution of individual Directors.

The assessment was conducted using the Evaluation Forms approved by the Board which set out the assessment criteria covering Board structure, Board operations, roles and responsibilities of the Board, the Board Committees and the Chairman's roles and responsibilities. As for the Individual Director, the assessment criteria include contribution in the areas such as interaction, quality of input, understanding of role and time commitment. The results of the annual performance evaluation will be summarised and discussed at the NC meeting, followed by reporting to the Board for comment, notation and further improvement, if necessary.

Additionally, the assessment results of the individual Director's contribution and performance during the financial year would form the basis of the NC's recommendation to the Board for the re-election of the retiring Directors at the next AGM. The NC had also reviewed the term of office and performance of the AC and each of its members as well as the financial literacy of the AC.

Based on the assessments for the financial year under review, the NC was satisfied with the existing Board composition and was of the view that all Directors and Board Committees of the Company had discharged their responsibilities in a commendable manner and had performed competently and effectively. All assessments and evaluations carried out by the NC in the discharge of all its functions were properly documented.

Accordingly, the Board is of the view that its present size and composition is optimal based on the Group's operations and that it reflects a fair mix of financial, technical and business experiences that are important to the stewardship of the Group.

The NC has also assessed the performance of the Group Accountant through a performance evaluation form completed by the Group Accountant. Based on the evaluation, the NC concluded that the Group Accountant has effectively fulfilled her role during the FY2025.



## **PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)**

### **2.6 Re-election of Retiring Director**

In accordance with the Company's Constitution, one-third (1/3) of the Directors (with the exception of the Alternate Director) are subject to retirement by rotation annually and all Directors shall retire from office once at least every three years. The Directors to retire each year are the Directors who have been longest in office since their last appointment on re-election.

The Directors appointed during the financial year are subject to retirement at the next AGM held following their appointments in accordance with the Company's Constitution. All retiring Directors are eligible for re-election.

The Director who is subject to re-election at AGM is assessed by the NC before recommendation is made to the Board and shareholders for re-election. Appropriate assessment and recommendation by the NC are based on the annual assessment conducted and guided by the criteria and probity set out in the DFP Policy.

The following Directors are subject to retirement by rotation under Clause 97.1 of the Company's Constitution at the forthcoming 25th AGM and they have expressed their willingness to seek for re-election:

1. Mr Lee Chin Yen;
2. Ms Zaharatul Nadzirah Binti Azizul; and
3. Ms Chia Song Ming.

The NC and the Board have considered the results of the annual assessment for the above retiring Directors and collectively agreed that they can each meet the criteria of character, experience, integrity, competence, and time required to effectively discharge their respective roles as Directors. The Board approved the NC's recommendation that these Directors who retire in accordance with the Company's Constitution are eligible to stand for re-election at the forthcoming AGM.

To assist the shareholders in their decision, sufficient information such as personal profile of the retiring Directors standing for re-election is disclosed in the Profile of Directors of this Annual Report. The details of their interest in the securities of the Company are set out in the Analysis of Shareholdings in this Annual Report.

### **3. Remuneration**

The RC comprises entirely of INEDs.

The RC and the Board ensure that the Company's remuneration policy remains supportive of the Company's corporate objectives and is aligned with the interest of shareholders, and that the remuneration packages of Directors and key Senior Management Officers are sufficiently attractive to attract and to retain persons of high calibre.

The RC is tasked with reviewing annually the remuneration of the Executive Directors and submitting recommendations to the Board on specific adjustments in remuneration and/or reward payments that reflect their respective contributions for the year, and which depend on the performance of the Group, the achievement of goals and/or quantified organisational targets, as well as strategic initiatives set at the beginning of each year.

The remuneration package of the Executive Directors consists of monthly salary, bonus (if any) and benefits-in-kind ("BIK").

The Non-Executive Directors are remunerated with Directors' fees which are subject to shareholders' approval at the AGM annually in accordance with the Clause 105 of the Company's Constitution. In recommending the proposed Directors' fees, the RC takes into consideration the qualification, level of responsibilities undertaken, and extent of contributions required from a Director in light of the Group's complexity, as well as the prevailing market practice and the economic condition. The Board as a whole determines the remuneration of the Non-Executive Directors and recommends the same for shareholders' approval.



**CORPORATE GOVERNANCE  
OVERVIEW STATEMENT**  
(Cont'd)

**PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (cont'd)**

**3. Remuneration (cont'd)**

The aggregate remuneration of Directors received from the Company and on Group basis for the FY2025 were as follows:

	Group			Company		
	Director Fees	Other Emolument and BIK <sup>^</sup>	Meeting Allowance	Director Fees	Other Emolument and BIK <sup>^</sup>	Meeting Allowance
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>Executive* Directors</b>						
Lee Chin Yen	30	871	-	30	-	-
Tan Hong Cheng	30	750	-	30	-	-
Hia Wan Kiga	30	106	-	30	-	-
Lee Poh Choo	30	256	-	30	-	-
Tan Kim Hong	30	333	-	30	-	-
<b>Non-Executive Directors</b>						
Teh Sin Chay	30	-	4	30	-	4
Zaharatul Nadzirah Binti Azizul	30	-	4	30	-	4
Chia Song Ming	30	-	4	30	-	4

\* the remuneration paid to the Executive Directors were in respect of their employment with the Company/Group.

<sup>^</sup> other emolument and BIK consist of salary, bonus, allowance and benefits-in-kind.

The top three (3) Senior Management whose remuneration (comprising salary, bonus, BIK and other emoluments) for the FY2025 within the successive bands of RM50,000 were as follows:

Range of Remuneration (RM)	Top Three Senior Management
200,001 - 250,000	1
250,001 - 300,000	1
400,001 - 450,000	1



## **PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT**

### **I. Audit Committee**

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

The AC is chaired by an independent director who is distinct from the Chairman of the Board and all of the members of the AC are independent directors. All members of the AC have a wide range of relevant skills, knowledge and experience in discharging their duties and financially literate to assist the Board in its oversight over the financial reporting process.

The composition of the AC, including its roles and responsibilities as well as a summary of its activities carried out during the FY2025, are set out in the AC Report on pages 63 to 65 of this Annual Report.

The AC has adopted a policy that requires a former key audit partner to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC and the said policy has been incorporated into the TOR of the AC in accordance with Practice 9.2 of MCCG, which is published on the Company's website.

Annually, the AC reviews the performance, suitability, objectivity and independence of the External Auditors ("EA") guided by the External Auditor Performance and Independence Checklist before recommending them to the shareholders for re-appointment at the next AGM. The AC will have private discussion with EA without the presence of the Executive Directors and Management of the Group as and when necessary, on the matters relating to the Group and its audit activities.

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

Based on the AC's annual assessment of the EA, Messrs Baker Tilly Monteiro Heng PLT, the Board is satisfied with the independence, quality of service and adequacy of resources provided by the EA in carrying out the annual audit for FY2025. In view thereof, the Board has recommended the re-appointment of the EA for the approval of shareholders at the forthcoming AGM.

### **II. Risk Management and Internal Control Framework**

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control to safeguard shareholders' investments and the Group's assets. During FY2025, the Board, through the support of the AC and RMC, provided oversight over the effectiveness of the Group's risk management framework and internal control systems.

The Group has established an Enterprise Risk Management Policy and Procedures, which provides a structured and systematic approach for the identification, assessment, mitigation and monitoring of key risks across the Group, including business, financial, operational, compliance and sustainability risks. Risk profiles and the status of mitigation measures are reviewed periodically, with significant matters escalated to the Board for deliberation.

The Board also reviews the Group's key risk parameters to ensure alignment with the Group's strategic objectives. In line with evolving regulatory expectations, sustainability and climate-related risks, including physical and transition risks, are progressively incorporated into the Group's risk management processes.

The system of internal control is designed to provide reasonable but not absolute assurance against the risk of material misstatements, fraud or loss. The Group's internal audit function is outsourced to an independent professional firm, One Finnacle Governance Sdn. Bhd. (formerly known as Silver Ocean Governance Sdn. Bhd.), which reports directly to the AC.



## **CORPORATE GOVERNANCE OVERVIEW STATEMENT** (Cont'd)

### **PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (cont'd)**

#### **II. Risk Management and Internal Control Framework (cont'd)**

Internal audit activities are conducted based on an approved risk-based audit plan, focusing on key risk areas and critical processes. The internal auditors perform periodic reviews to assess the adequacy and effectiveness of the Group's risk management and internal control systems and the results are reported to the AC.

Further details of the Group's risk management and internal control framework are set out in the Statement on Risk Management and Internal Control on pages 67 to 69 of this Annual Report.

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

#### **I. Communication with stakeholders**

The Board recognises the importance of being transparent and accountable to the Company's stakeholders and acknowledges the continuous communication between the Company and stakeholders would facilitate mutual understanding of each other's objectives and expectations. As such, the Board consistently ensures the supply of clear, comprehensive and timely information to their stakeholders via various disclosures and announcements including quarterly and annual financial statements which provide investors with up-to-date financial information of the Group. All these announcements and other information about the Company are available on the Company's website at [www.camres.com.my](http://www.camres.com.my) which shareholders, investors and the public may access.

In addition to the above, shareholders and investors can make inquiries about investor relations matters with designated management personnel directly responsible for investor relations matters via dedicated e-mail address available on the corporate website.

The Company's website provides all relevant corporate information, and it is accessible by the public. The Company's website includes Annual Report, financial results, share price information and all corporate announcements made by the Company. Where possible and applicable, the Group provides additional disclosures on a voluntary basis. The Board believes that on-going communication with shareholders is vital to the shareholders and the investors to make informed investment decisions.

#### **II. Conduct of General Meetings**

The AGM serves as the principal forum for dialogue and interaction with shareholders and provides an opportunity for the shareholders to seek and clarify any issues and to have a better understanding of the Group's business, governance and corporate developments.

At the 24<sup>th</sup> AGM held on 19 June 2025, all the Directors of the Company were present physically to engage with shareholders and proxies proactively. During the AGM, shareholders participate in deliberating resolutions being proposed or on the Group's operations in general. The Directors responded to all questions raised and provided clarification as required by the shareholders.

The minutes of the 24<sup>th</sup> AGM which included the questions raised by shareholders together with the responses by the Board and outcome of the voting results, was made available to the shareholders within 30 business days after the 24<sup>th</sup> AGM on the Company's website.

In line with good corporate governance practice, the notice of the forthcoming 25<sup>th</sup> AGM would be issued to the shareholders at least 28 days before the AGM to ensure that shareholders are given sufficient time to read and consider the resolutions to be resolved. All the Directors of the Company will endeavour to attend all general meetings and the Chair of the Board Committee will provide a meaningful response to questions addressed to them.

Pursuant to Paragraph 2.19B of MMLR and Constitution of the Company, the Annual Report 2025, and Circular to Shareholders in relation to the Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature and Share Buy Back Statement in relation to the Proposed Renewal of Share Buy-Back Authority For The Company To Purchase Its Own Shares are sent out to shareholders by electronic means. These documents can be downloaded from the Company's website at [www.camres.com.my](http://www.camres.com.my) and Bursa Securities's website at [www.bursamalaysia.com](http://www.bursamalaysia.com).

This statement is made in accordance with the resolution of the Board dated 8 April 2026.



The Board is pleased to present the following Report of the AC and its activities for FY2025 in accordance with Paragraph 15.15 of the MMLR of Bursa Securities.

### COMPOSITION AND MEETING ATTENDANCE

The AC consists of three (3) members, all of whom are Independent and Non-Executive Directors. The composition of the AC complies with Paragraph 15.09 of the MMLR of Bursa Securities. No alternate Director is appointed as a member of the AC.

The AC held five (5) meetings during the FY2025 and the details of the attendance were as follows:

<b>Name of Members</b>	<b>No. of Meetings Attended</b>
<b>Teh Sin Chay</b> Chairman, Independent and Non-Executive Director	5/5
<b>Zaharatul Nadzirah Binti Azizul</b> Member, Independent and Non-Executive Director	5/5
<b>Chia Song Ming</b> Member, Independent and Non-Executive Director	5/5

The AC Chairman, Mr Teh Sin Chay is a Member of the Malaysian Institute of Accountants.

All the AC members possess a wide range of necessary skills to discharge their duties. They are financially literate and able to understand matters under the purview of the AC including the financial reporting process.

The meetings were conducted with a quorum of two (2) AC members and all the members present at the meetings were Independent and Non-Executive Directors. The other Directors, Senior Management, EA and persons carrying out the internal audit function or activity, or both were invited to attend the AC meeting as and when considered necessary.

The meetings were appropriately structured through the use of agendas, which were distributed together with the minutes of the previous meeting, the relevant papers and reports to the members at least five (5) days before the meetings to allow the members to have sufficient time to review the information in order to discharge their duties and responsibilities diligently and effectively in compliance with the MMLR of Bursa Securities and its TOR.

The AC has been given adequate resources to discharge its functions and has full and unrestricted access to and co-operation from the Management. The AC also has full discretion to invite Senior Management, EA and Internal Auditors to attend and brief the members on specific issues during the AC meetings.

In addition, the AC held meetings with the EA without the presence of Management and Executive Directors where they were given the opportunity to raise any concern or professional opinion and to be able to carry out their functions independently.

Annually, the AC and each of its members conduct a self-assessment on their performance and the Nomination Committee will review the assessment results and the terms of office of the AC members prior to recommendation to the Board. During FY2025, the Board is satisfied that the AC has discharged its function, duties and responsibilities in accordance with the TOR of the AC.

### TERMS OF REFERENCE

The AC is guided by its TOR which sets out the authority, duties and functions of the AC. The full details of the TOR of the AC are accessible through the Company's website at <https://camres.com.my/camres/terms-of-reference/>



# **AUDIT COMMITTEE REPORT**

(Cont'd)

## **SUMMARY OF WORKS DONE DURING THE FINANCIAL YEAR**

The work carried out by the AC in discharging its duties and functions with respect to their responsibilities during FY2025 were summarised as follows:

### **Financial Reporting**

1. Reviewed the unaudited quarterly reports on the consolidated results of the Group for all the relevant financial quarters prior to recommending the same for the Board's approval;
2. Reviewed the annual audited financial statements of the Group while engaging actively with the EA prior to recommending the same for the Board's approval, taking into consideration significant risks and areas of audit focus and compliance with the applicable approved accounting/auditing standards in Malaysia and other legal and regulatory requirements.
3. Reviewed material provisions or allowances for bad debts written off every quarter.

### **External Audit**

1. Reviewed and discussed with the EA its audit plan, report on the audit of the annual financial statements, and updated by the EA on the audit reviews and Management's responses.
2. Reviewed the fees paid to the EA, including fee paid for non-audit services during the year prior to recommending the same to the Board for approval.
3. Evaluated the EA's suitability, independence and objectivity taking into consideration their technical competencies, audit quality and manpower resources sufficiency to perform the audit of the Group, for recommendation to the Board to recommend their appointment to shareholders for approval.

### **Internal Audit**

1. Reviewed with the Internal Auditors, on the internal audit reports including follow-up review reports, which cover the audit findings and recommendations, management's responses and/or actions taken thereto, and ensured that material findings were satisfactorily addressed by Management.
2. Evaluated and assessed the performance of the Internal Auditors and ensured the adequacy of scope, competency, and resource sufficiency of the outsourced internal audit function.
3. Reviewed the effectiveness and efficiency of the internal controls system in place and the risk factors affecting the Company as well as the action plans taken by Management to resolve the issues to ensure adequacy of the internal controls system.

### **Related Party Transactions**

1. Reviewed and discussed on a quarterly basis the related party transaction(s) and Recurrent Related Party Transaction(s) entered into between the Group and its Related Party.
2. Reviewed the Circular to Shareholders in respect of the recurrent related party transactions prior to recommending it for the Board's approval to seek shareholders' mandate at the AGM of the Company.

### **Conflict of Interest**

1. Reviewed the annual Conflict of Interest declarations made by the Directors.

### **Other Matters**

1. Reviewed the Statement on Risk Management and Internal Control, AC Report and the Corporate Governance Overview Statement for inclusion in the Company's 2025 Annual Report.



## **SUMMARY OF ACTIVITIES OF THE INTERNAL AUDIT FUNCTION**

The Company recognised that an internal audit function is essential to ensuring the effectiveness of the Group's systems of internal control and is an integral part of the risk management process. The internal audit function of the Group is outsourced to an external service provider, One Finnacle Governance Sdn. Bhd. (formerly known as Silver Ocean Governance Sdn. Bhd.). The outsourced Internal Auditors report directly to the AC on its activities, and its principal role is to provide independent assurance on the adequacy and effectiveness of governance, risk management and internal control processes of the Group. Areas for improvement were highlighted, and implementation were monitored.

The internal audit activities have been carried out according to the internal audit plan that was approved by the AC with feedback from Management. The Board had via the AC evaluated the effectiveness, suitability, and performance of the internal audit functions by reviewing the work of the Internal Auditors in the AC meetings.

During FY2025, the internal audit functions have undertaken the following activities in accordance with the approved audit plan:

- i) Internal control review of recurrent related party transactions;
- ii) Internal control review of production management; and
- iii) Internal control review of sales and credit control.

The AC ensures that the Internal Auditors are given full access to all documents relating to the Company's governance, financial statements and operational assessments, and direct access to the AC. The audit plan covers a review of the adequacy of operational control, risk management, compliance with established policies and procedures, and laws and regulations.

The Internal Auditors reported that overall, the internal control over the key areas reviewed is in place and adequate and there are no major exceptions noted or reported by the Internal Auditors that require the AC's attention. Therefore, the AC and Internal Auditors did not detect any significant weaknesses which would result in material losses, contingencies or uncertainties that would require a separate disclosure in the Group's annual report.

The total cost incurred for the internal audit function in respect of FY2025 was RM65,000.

Further details of the Internal Audit functions are set out in the Statement on Risk Management and Internal Control on pages 68 to 69 of this Annual Report.



## ***STATEMENT ON DIRECTORS' RESPONSIBILITIES FOR PREPARATION OF THE AUDITED FINANCIAL STATEMENTS***

The Directors of the Company are required to prepare financial statements for each financial year which have been drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the provisions of the Companies Act 2016 so as to give a true and fair view of the financial position of the Group and of the Company as at the end of the financial year and of the financial performance and cash flow of the Group and the Company for the financial year then ended.

In the preparation of the financial statements for the financial year ended 31 December 2025, the Directors of the Company have:

- adopted appropriate accounting policies and have applied them consistently;
- made judgements and estimates that are reasonable and prudent;
- ensured applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepared the financial statements on a going concern basis as the Directors have a reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future

The Directors of the Company are responsible to ensure that the Group and the Company maintain proper accounting records that disclose with reasonable accuracy the financial positions of the Group and of the Company and which enable them to ensure that the financial statements comply with the Companies Act 2016.

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

This Statement of Directors' Responsibilities is made in accordance with a resolution of the Board dated 8 April 2026.

# **STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL**



## **INTRODUCTION**

Pursuant to Paragraph 15.26 (b) of the MMLR of Bursa Securities and in accordance with the MCGG, as well as the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers (“SORMIC Guide 2025”), the Board is pleased to present the Statement on Risk Management and Internal Control for FY2025.

## **BOARD RESPONSIBILITY**

The Board acknowledges its responsibility for maintaining a sound system of risk management and internal control encompassing strategic, operational, financial, compliance and sustainability-related controls, including climate-related risks to safeguard shareholders’ investments and the Group’s assets. This responsibility includes establishing an appropriate control environment and framework and regularly reviewing its effectiveness, adequacy and integrity.

The Board confirms that a continuous process for identifying, assessing and monitoring significant risks has been in place throughout the financial year under review. This ongoing process includes periodic updates to the risk management and internal control system in response to changes in the business environment and regulatory requirements.

Recognising the inherent limitations of any internal control system, the Group’s framework is designed to manage rather than to eliminate the risk of failure to achieve business objectives. Accordingly, it can only provide reasonable but not absolute assurance against material misstatements, losses, frauds or emerging risks.

The Board has received assurance from both the Executive Chairman and the Group Accounts Manager that the Group’s risk management and internal control system has operated adequately and effectively, in all material aspects for the FY2025 up to the date of this statement.

The key features of the risk management systems are described in the following sections:

## **RISK MANAGEMENT**

The Board recognises the importance of effective risk management. The Group has implemented a formal and structured risk management process to identify, evaluate and manage key risks to an acceptable level. The Group’s risk management framework is guided by the principles of ISO 31000, ensuring a systematic and consistent approach across the Group. This process is supported by a structured framework, policies, detailed procedures and evaluation criteria, ensuring clarity and consistency across the Group.

Key risk areas include strategic, operational, financial, compliance, reputational, cyber security and sustainability-related risks.

Sustainability and climate-related risks, including physical and transition risks, are progressively integrated into the Group’s risk management process, with consideration of their potential impacts.

The Board’s oversight of risk management is provided through the RMC, which operates in accordance with clearly defined terms of reference, roles and responsibilities.

The Group maintains a comprehensive risk register, which captures key risks and associated controls across major business units. Each unit identifies its key risks, assesses their impacts and likelihood of occurrence, and evaluates them against established risk criteria. Risks are assessed against the Group’s risk appetite and tolerance levels approved by the Board. The risk profiles of major operating units are presented to the RMC for deliberation and approval. The overall process is facilitated by an outsourced service provider appointed by the Board.

## **INTERNAL CONTROL**

The AC is responsible for reviewing and monitoring the adequacy and effectiveness of the Group’s internal control system. To support this, the Group’s Internal Auditors regularly conduct reviews across the Group’s operations and report directly to the AC.



## **STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL**

*(Cont'd)*

### **INTERNAL CONTROL (cont'd)**

The EA also provide assurance through their annual statutory audit of the financial statements. Any areas identified for improvement during the statutory audit process are communicated to the AC through audit memoranda and discussions at AC meetings.

### **KEY ELEMENTS OF INTERNAL CONTROL**

The following are the key elements of the Group's internal control system:

- A well-defined organisational structure with clear lines of responsibility and authority for major transactions;
- Information systems capable of reporting financial and operational performance, supporting, monitoring and decision making;
- Control procedures ensuring the Group's assets are subject to proper physical controls and periodic maintenance;
- The AC members are Independent Non-Executive Directors;
- The AC and the Board review and monitor the Group's performance and results at quarterly meetings, deliberating on significant internal control and performance issues;
- Proper documentation of internal policies and procedures covering human resources, safety and health, environment, operation and insurance. These are reviewed as required, with improvement made to close gaps and ensure compliance with the Group's policies, regulatory requirements and standards;
- Ensure that duties and responsibilities are divided among different employees to reduce the risk of errors or fraud, with key functions such as approval, processing, and recording kept separate;
- Regular visits to the plant by Executive Directors to oversee operations and ensure compliance with internal controls;
- The Group holds ISO certification for its stainless steel, plasticware and melamineware divisions. System documentation and control procedures are audited annually to ensure continuous compliance and enhancement of quality management system;
- Internal control requirements are embedded in the computerised system; and
- Credit Control assessments are conducted at the subsidiary level by the Marketing Department upon order placement, aiming to maximise the conversion of account receivable into cash flow and minimise impaired debts written off.

### **INTERNAL AUDIT**

In accordance with the Best Practice set out in the MCCG, the Board has engaged an independent professional firm to provide independent assurance on the effectiveness and efficiency of the Group's system of risk management and internal control.

The internal audit function supports the AC discharging its responsibilities effectively. The Internal Auditors assesses compliance with policies and procedures, the effectiveness of internal control systems and highlights significant findings in respect of non-compliance. Audits are carried out across the subsidiaries of the Group, with the frequency of audits determined by the level of assessed risk. These audits provide an independent objective report on operational and management activities within the Group. Audit findings on internal control weaknesses and recommended improvements are presented at AC meetings for deliberation. The AC communicates expectations for corrective actions to management.

The AC reviews internal control issues identified by the Internal Auditors, EA, regulators and management and evaluates the adequacy of the Group's risk management and internal control systems. The AC also reviews the internal audit functions and the quality of internal audits. The minutes of the meetings are tabled to the Board for review.

# **STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL**

*(Cont'd)*



## **INTERNAL AUDIT (cont'd)**

During the financial year under review, the Internal Auditors conducted audit reviews on various functions within the Group in accordance with the approved audit plan. The results of the review were presented to the AC at their scheduled meetings. Senior management is responsible for ensuring that corrective actions are taken within the stipulated time frame to address any reported weaknesses. While no material control weaknesses were identified during FY2025, certain operational improvements were noted and addressed accordingly. Furthermore, the Internal Auditors works closely with Management, briefing them on key audit issues during audit meetings. In case where necessary, heads of department are called to attend these meetings to explain the issues and work on timely action plans to rectify areas of non-compliance with the Group's procedures, guidelines and directions. Follow-up audits were conducted to ensure that corrective measures are being implemented.

The cost of internal audit function for the financial year ended 31 December 2025 was RM65,000 (2024:RM44,000).

## **REVIEW OF EFFECTIVENESS**

The Board is committed to ensuring that a sound system of internal control is in place and recognises that the system must continuously evolve to support the growth and complexity of the businesses.

The process for identifying, evaluating and managing risks as outlined in this Statement has been in place for the year under review and up to the date of approval of this Statement.

The Board's assessment is supported by internal audit reports, external audit observations, and periodic management reporting.

After due and careful assessment and based on the information and assurance provided, the Board is satisfied that there were no material losses or contingencies arising from weaknesses in the system of internal control. The identified risks are considered to be at an acceptable level within the context of the Group's business environment.

Nevertheless, the Board and management will continue to take proactive measures to further strengthen the risk management and internal control system of the Group.

The risk management and internal control systems described in this Statement apply to all subsidiaries within the Group. The Group does not have any joint ventures during the financial year under review. For associate companies where the Group does not have full management control and is not involved in their day-to-day operations, the Group exercises oversight through board representation and review of financial and operational reports provided by the associates.

The Statement on Risk Management and Internal Control was approved by the Board on 8 April 2026.

## **REVIEW OF THE STATEMENT ON INTERNAL CONTROL**

The EA have reviewed this Statement on Risk Management and Internal Control pursuant to Paragraph 15.23 of the MMLR in accordance with the Audit and Assurance Practice Guide ("AAPG") 3. Based on their limited assurance review, nothing has come to their attention that causes them to believe that this Statement is not prepared, in all material respects, in accordance with the disclosures required by section 7 of the SORMIC Guide 2025, nor is the Statement on Risk Management and Internal Control factually inaccurate.

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



## ADDITIONAL COMPLIANCE INFORMATION

### 1. Utilisation of Proceeds

The Company did not undertake any corporate proposal to raise proceeds during the financial year.

### 2. Audit and Non-Audit Fees

The fees incurred for services rendered to the Company and its subsidiaries by the Company's EA or a firm affiliated with the EA for FY2025 were as follows:-

	Group RM'000	Company RM'000
Audit fees	236	71
Non-audit fees	6	6

### 3. Material Contracts Involving Directors' or Major Shareholders' Interests

There were no material contracts entered into by the Company and/or its subsidiaries involving the interests of Directors, Chief Executive who is not a director or major shareholders, either still subsisting at the end of the FY2025 or entered into since the end of the previous financial year.

### 4. Recurrent Related Party Transactions ("RRPT") of Revenue or Trading Nature

At the 24<sup>th</sup> AGM held on 19 June 2025, the Company had obtained a mandate from its shareholders to enter into RRPTs with a person who is considered a Related Party as defined in Chapter 10 of the MMLR ("Shareholders' Mandate").

The details of the RRPTs entered into between CAM Group and its Related Party during FY2025 pursuant to the Shareholders' Mandate were as follows:

CAM or Subsidiary of CAM involved in RRPT	Transacting Parties	Interested Related Parties	Nature of Transaction	Actual value transacted during FY2025 (RM'000)
Central Palm Oil Mill Sdn. Bhd.	Hia Union Engineering Sdn Bhd ("HUE")	Hia Wan Kiga <sup>(1)</sup>	Purchase of building materials and metal fabrication equipment and products from HUE	Nil

Notes:

- 1) Actual value transacted is for the period from 1 January 2025 to 31 December 2025.
- 2) Mr Hia Wan Kiga is an Executive Director and a major shareholder of CAM. He is also a Director and Major Shareholder of HUE.



The directors hereby submit their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

## PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of the subsidiaries include manufacturing and trading in plastic household products, manufacturing and trading in aluminium and stainless steel household products and transportation agent, manufacturing and trading in melamineware products, production and sale of crude palm oil, palm kernel and other related products and generating renewable energy.

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

## RESULTS

	<b>Group RM</b>	<b>Company RM</b>
Profit for the financial year, net of tax	13,721,691	242,063
Attributable to:		
Owners of the Company	13,721,691	242,063

## DIVIDENDS

No dividend has been paid or declared by the Company since the end of the previous financial year.

The directors do not recommend the payment of any dividends in respect of the financial year ended 31 December 2025.

## RESERVES OR PROVISIONS

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

## BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were prepared, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts.

At the date of this report, the directors are not aware of any circumstances which would render the amount written off as bad debts or render the amount of allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent.

## CURRENT ASSETS

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

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



## **DIRECTORS' REPORT**

*(Cont'd)*

### **VALUATION METHODS**

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

### **CONTINGENT AND OTHER LIABILITIES**

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

- (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; and
- (ii) any contingent liabilities in respect of the Group or of the Company which has arisen since the end of the financial year.

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

### **CHANGE OF CIRCUMSTANCES**

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

### **ITEMS OF MATERIAL AND UNUSUAL NATURE**

In the opinion of the directors,

- (i) the results of the operations of the Group and of the Company for the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and
- (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is 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.

### **AUDITORS' REMUNERATION AND INDEMNITY**

The auditors' remuneration of the Group and the Company during the financial year were RM242,400 and RM77,000 were respectively.

The Company has agreed to indemnify the auditors of the Company as permitted under Section 289 of the Companies Act 2016 in Malaysia.

### **ISSUE OF SHARES AND DEBENTURES**

During the financial year, no new issue of shares or debentures were made by the Company.

### **TREASURY SHARES**

Treasury shares relate to ordinary shares of the Company that are repurchased and held by the Company in accordance with the requirement of Section 127 of the Companies Act 2016 in Malaysia.

There was no repurchases of the Company's issued ordinary shares, nor any resale, cancellation or distribution of treasury shares during the financial year.

As at 31 December 2025, the Company held 14,167,256 treasury shares out of its 196,800,000 issued and paid-up ordinary shares. Such treasury shares are held at a carrying amount of RM4,700,854.



## DIRECTORS

The directors in office during the financial year and during the period from the end of the financial year to the date of this report are:

Hia Wan Kiga\*  
Lee Chin Yen\*  
Lee Poh Choo\*  
Tan Hong Cheng\*  
Tan Kim Hong  
Chia Song Ming  
Teh Sin Chay  
Zaharatul Nadzirah Binti Azizul

\* *Directors of the Company and certain subsidiaries*

Other than as stated above, the names of the directors of the subsidiaries of the Company in office during the financial year and during the period from the end of the financial year to the date of this report are:

Lee Teng Kok  
Tan Ooi Khoi

## DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings required to be kept by the Company under Section 59 of the Companies Act 2016 in Malaysia, the interests of directors in office at the end of the financial year in shares in the Company and its related corporation during the financial year were as follows:

### Interests in the Company

	At 1 January 2025	Number of ordinary shares		At 31 December 2025
		Bought	Sold	
<b>Direct interests:</b>				
Lee Chin Yen	28,550,240	-	-	28,550,240
Tan Hong Cheng	23,287,350	-	-	23,287,350
Hia Wan Kiga	20,895,374	-	-	20,895,374
Lee Poh Choo	4,411,093	-	-	4,411,093
Tan Kim Hong	557,700	-	-	557,700
<b>Indirect interests:</b>				
Lee Chin Yen	# ^ 30,490,104	-	-	30,490,104
Tan Hong Cheng	# 1,950,355	-	-	1,950,355
Lee Poh Choo	^ 21,228,891	-	-	21,228,891

# *Shares held by children who are not directors of the Company.*

^ *Shares held through Company in which the director has substantial financial interests.*

By virtue of his interests in the ordinary shares of the Company and pursuant to Section 8 of the Companies Act 2016 in Malaysia, Lee Chin Yen is deemed to have an interest in the ordinary shares of the subsidiaries to the extent that the Company has an interest.

Other than as stated above, none of the other directors in office at the end of the financial year had any interest in ordinary shares or debentures of the Company and its related corporations during the financial year.



## **DIRECTORS' REPORT**

(Cont'd)

### **DIRECTORS' BENEFITS**

Since the end of the previous financial year, no director of the Company has received or become entitled to receive any benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable, by the directors as shown below) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

The directors' benefits of the Group and of the Company were as follows:

	<b>Group RM</b>	<b>Company RM</b>
<b>Directors of the Company</b>		
Executive directors		
- Fees	150,000	150,000
- Salaries and other emoluments	2,256,553	-
	2,406,553	150,000
Non-executive directors		
- Fees	90,000	90,000
- Other emoluments	10,500	10,500
	100,500	100,500
	2,507,053	250,500

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

### **INDEMNITY TO DIRECTORS AND OFFICERS**

During the financial year, the total amount of indemnity insurance coverage and insurance premium paid for the directors and officers of the Company were RM15,000,000 and RM20,000 respectively.



## SUBSIDIARIES

The details of the Company's subsidiaries which are all incorporated in Malaysia, are as follows:

Name of company	Ownership interest		Principal activities
	2025	2024	
<b>Direct subsidiaries</b>			
CAM Plastic Industry Sdn. Bhd.	100%	100%	Manufacturing and trading in plastic household products and transportation agent
Central Aluminium Manufactory Sdn. Bhd.	100%	100%	Manufacturing and trading in aluminium and stainless steel household products and transportation agent
Central Melamineware Sdn. Bhd.	100%	100%	Manufacturing and trading in melamineware products
Central Palm Oil Mill Sdn. Bhd.	100%	100%	Production and sale of crude palm oil, palm kernel and other related products
Advance Eagle Marketing Sdn. Bhd.	100%	100%	Inactive
Prestile Industries Sdn. Bhd.	100%	100%	Inactive
Naprogen Sdn. Bhd.	-	100%	Wholesale of oil palm fruits
Saluran Suriamas Sdn. Bhd.	100%	100%	Dormant
<b>Indirect subsidiary</b>			
<i>Subsidiary of Central Palm Oil Mill Sdn. Bhd.</i>			
Future Atlas Sdn. Bhd.	100%	100%	Generating renewable energy

The available auditors' reports on the accounts of the subsidiaries did not contain any qualifications.

## AUDITORS

The auditors, Messrs Baker Tilly Monteiro Heng PLT, have expressed their willingness to continue in office.

This report was approved and signed on behalf of the Board of Directors in accordance with a resolution of the directors.

**LEE CHIN YEN**  
Director

**TAN HONG CHENG**  
Director

Date: 8 April 2026



**STATEMENTS OF  
COMPREHENSIVE INCOME**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	5	<b>473,590,539</b>	408,113,261	<b>870,000</b>	705,000
Cost of sales		<b>(447,669,505)</b>	(396,278,554)	-	-
<b>Gross profit</b>		<b>25,921,034</b>	11,834,707	<b>870,000</b>	705,000
Other income		<b>8,663,879</b>	8,041,722	<b>85,715</b>	281
Distribution expenses		<b>(7,956,695)</b>	(7,822,849)	-	-
Administrative expenses		<b>(7,953,713)</b>	(7,280,183)	<b>(651,528)</b>	(640,583)
Impairment loss on investment in subsidiaries		-	-	<b>(17,399)</b>	(15,589)
Impairment loss on investment in an associate		-	-	<b>(25,714)</b>	-
Net (impairment)/reversal of impairment loss on financial assets		<b>(30,073)</b>	358	-	-
Other expenses		<b>(295,236)</b>	(217,829)	<b>(19,048)</b>	(42,790)
		<b>(16,235,717)</b>	(15,320,503)	<b>(713,689)</b>	(698,962)
<b>Operating profit</b>		<b>18,349,196</b>	4,555,926	<b>242,026</b>	6,319
Finance costs		<b>(736,049)</b>	(925,072)	-	-
Share of results of an associate, net of tax		<b>(25,714)</b>	-	-	-
		<b>(761,763)</b>	(925,072)	-	-
<b>Profit before tax</b>	6	<b>17,587,433</b>	3,630,854	<b>242,026</b>	6,319
Income tax (expense)/credit	7	<b>(3,865,742)</b>	(1,122,747)	<b>37</b>	(175)
<b>Profit for the financial year, representing total comprehensive income for the financial year</b>		<b>13,721,691</b>	2,508,107	<b>242,063</b>	6,144
<b>Profit attributable to:</b>					
Owners of the Company		<b>13,721,691</b>	2,508,107	<b>242,063</b>	6,144
<b>Earnings per ordinary share attributable to the owners of the Company:</b>					
- Basic/Diluted (sen)	8	<b>7.51</b>	1.37		

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

**STATEMENTS OF  
FINANCIAL POSITION**  
AS AT 31 DECEMBER 2025



	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	9	<b>126,592,889</b>	119,649,518	-	-
Intangible assets	10	<b>45,617</b>	45,617	-	-
Goodwill on consolidation	11	<b>6,078,933</b>	6,078,933	-	-
Investment in subsidiaries	12	-	-	<b>85,606,469</b>	85,623,868
Investment in an associate	13	-	-	-	-
<b>Total non-current assets</b>		<b>132,717,439</b>	125,774,068	<b>85,606,469</b>	85,623,868
<b>Current assets</b>					
Inventories	14	<b>25,351,932</b>	28,013,151	-	-
Tax assets		<b>1,374,109</b>	4,860,186	<b>6,151</b>	6,190
Trade and other receivables	15	<b>15,929,393</b>	19,968,131	<b>197,499</b>	67,600
Deposits, cash and bank balances	16	<b>32,323,906</b>	14,446,279	<b>1,552</b>	112,394
<b>Total current assets</b>		<b>74,979,340</b>	67,287,747	<b>205,202</b>	186,184
<b>TOTAL ASSETS</b>		<b>207,696,779</b>	193,061,815	<b>85,811,671</b>	85,810,052



**STATEMENTS OF  
FINANCIAL POSITION**  
AS AT 31 DECEMBER 2025  
(Cont'd)

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>EQUITY AND LIABILITIES</b>					
<b>Equity attributable to owners of the Company</b>					
Share capital	17	<b>54,378,474</b>	54,378,474	<b>54,378,474</b>	54,378,474
Treasury shares	18	<b>(4,700,854)</b>	(4,700,854)	<b>(4,700,854)</b>	(4,700,854)
Retained earnings		<b>115,413,473</b>	101,691,782	<b>36,084,341</b>	35,842,278
<b>TOTAL EQUITY</b>		<b>165,091,093</b>	151,369,402	<b>85,761,961</b>	85,519,898
<b>Non-current liabilities</b>					
Loans and borrowings	19	<b>993,032</b>	2,779,494	-	-
Deferred tax liabilities	20	<b>4,762,066</b>	5,133,576	-	-
<b>Total non-current liabilities</b>		<b>5,755,098</b>	7,913,070	-	-
<b>Current liabilities</b>					
Loans and borrowings	19	<b>16,187,400</b>	14,743,439	-	-
Tax liabilities		<b>4,642</b>	5,377	-	-
Trade and other payables	21	<b>20,235,062</b>	18,774,641	<b>49,710</b>	290,154
Contract liabilities	22	<b>423,484</b>	255,886	-	-
<b>Total current liabilities</b>		<b>36,850,588</b>	33,779,343	<b>49,710</b>	290,154
<b>TOTAL LIABILITIES</b>		<b>42,605,686</b>	41,692,413	<b>49,710</b>	290,154
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>207,696,779</b>	193,061,815	<b>85,811,671</b>	85,810,052

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

**STATEMENTS OF  
CHANGES IN EQUITY**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025



	← Attributable to owners of the Company →			
	Share capital	Treasury shares	Retained earnings	Total equity
	RM	RM	RM	RM
<b>Group</b>				
<b>At 1 January 2024</b>	54,378,474	(4,700,854)	99,183,675	148,861,295
<b>Total comprehensive income for the financial year</b>				
Profit for the financial year, representing total comprehensive income	-	-	2,508,107	2,508,107
<b>At 31 December 2024</b>	54,378,474	(4,700,854)	101,691,782	151,369,402
<b>Total comprehensive income for the financial year</b>				
Profit for the financial year, representing total comprehensive income	-	-	13,721,691	13,721,691
<b>At 31 December 2025</b>	<b>54,378,474</b>	<b>(4,700,854)</b>	<b>115,413,473</b>	<b>165,091,093</b>
<b>Company</b>				
<b>At 1 January 2024</b>	54,378,474	(4,700,854)	35,836,134	85,513,754
<b>Total comprehensive income for the financial year</b>				
Profit for the financial year, representing total comprehensive income	-	-	6,144	6,144
<b>At 31 December 2024</b>	54,378,474	(4,700,854)	35,842,278	85,519,898
<b>Total comprehensive income for the financial year</b>				
Profit for the financial year, representing total comprehensive income	-	-	242,063	242,063
<b>At 31 December 2025</b>	<b>54,378,474</b>	<b>(4,700,854)</b>	<b>36,084,341</b>	<b>85,761,961</b>

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



# STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Cash flows from operating activities</b>					
Profit before tax		<b>17,587,433</b>	3,630,854	<b>242,026</b>	6,319
Adjustments for:					
Amounts owing by subsidiaries written off		-	-	<b>19,048</b>	42,289
Depreciation of property, plant and equipment	9	<b>10,006,579</b>	9,400,613	-	-
Dividend income from subsidiaries	5	-	-	<b>(870,000)</b>	(705,000)
Gain on disposal of a subsidiary	12	<b>(85,714)</b>	-	<b>(85,714)</b>	-
Gain on disposal of property, plant and equipment	9	<b>(381,258)</b>	(15,999)	-	-
Gain on lease modification		<b>(483)</b>	-	-	-
Impairment losses on:					
- trade receivables		<b>30,073</b>	-	-	-
- investment in subsidiaries	12	-	-	<b>17,399</b>	15,589
- investment in an associate	13	-	-	<b>25,714</b>	-
Interest expense		<b>736,049</b>	925,072	-	-
Interest income		<b>(451,899)</b>	(331,611)	-	(276)
Inventories written back	14	<b>(6,174)</b>	(170,153)	-	-
Inventories written down	14	<b>91,475</b>	-	-	-
Property, plant and equipment written off	9	<b>155,247</b>	64,404	-	-
Reversal of impairment losses on trade receivables	15	-	(358)	-	-
Share of results of an associate		<b>25,714</b>	-	-	-
Net unrealised foreign exchange loss/(gain)		<b>19,357</b>	(13,525)	-	-
<b>Operating profit/(loss) before changes in working capital</b>		<b>27,726,399</b>	13,489,297	<b>(651,527)</b>	(641,079)
<b>Changes in working capital:</b>					
Contract liabilities		<b>167,598</b>	(91,229)	-	-
Inventories		<b>2,575,918</b>	2,728,992	-	-
Receivables		<b>4,005,444</b>	(5,434,651)	-	(233)
Payables		<b>1,451,542</b>	4,116,672	<b>(240,444)</b>	(737)
Net cash generated from/(used in) operations		<b>35,926,901</b>	14,809,081	<b>(891,971)</b>	(642,049)
Interest received		-	-	-	276
Interest paid		<b>(14,094)</b>	(22,406)	-	-
Net income tax paid		<b>(751,910)</b>	(2,946,887)	<b>76</b>	(109)
Net cash from/(used in) operating activities, carried forward		<b>35,160,897</b>	11,839,788	<b>(891,895)</b>	(641,882)

**STATEMENTS OF  
CASH FLOWS**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025  
(Cont'd)



	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Net cash from/(used in) operating activities, brought forward		<b>35,160,897</b>	11,839,788	<b>(891,895)</b>	(641,882)
<b>Cash flows from investing activities</b>					
Acquisition of property, plant and equipment	(a)	<b>(17,480,175)</b>	(10,837,630)	-	-
Advances to associate company		-	-	<b>(119,810)</b>	-
Advances to subsidiaries		-	-	<b>(29,137)</b>	(97,289)
Dividend received		-	-	<b>870,000</b>	705,000
Interest received		<b>451,899</b>	331,611	-	-
Placement of fixed deposits		<b>(655,513)</b>	(635,322)	-	-
Proceeds from disposal of property, plant equipment		<b>824,602</b>	16,000	-	-
Proceeds from disposal of a subsidiary, net of cash disposed	12	<b>60,000</b>	-	<b>60,000</b>	-
Net cash (used in)/from investing activities		<b>(16,799,187)</b>	(11,125,341)	<b>781,053</b>	607,711
<b>Cash flows from financing activities</b>					
Interest paid	(b)	<b>(721,955)</b>	(902,666)	-	-
Net drawdown/(repayment) of bankers' acceptances		<b>187,874</b>	(3,136,305)	-	-
Net repayment of term loans		<b>(1,705,697)</b>	(1,929,346)	-	-
Payment of lease liabilities		<b>(149,826)</b>	(183,014)	-	-
Repayment of hire purchases		<b>(249,369)</b>	(258,727)	-	-
Net cash used in financing activities		<b>(2,638,973)</b>	(6,410,058)	-	-
Net increase/(decrease) in cash and cash equivalents		<b>15,722,737</b>	(5,695,611)	<b>(110,842)</b>	(34,171)
<b>Cash and cash equivalents at the beginning of the financial year</b>		<b>7,630,477</b>	13,321,422	<b>112,394</b>	146,565
Effects of exchange rate changes on cash and cash equivalents		<b>(7,257)</b>	4,666	-	-
<b>Cash and cash equivalents at the end of the financial year</b>	16	<b>23,345,957</b>	7,630,477	<b>1,552</b>	112,394



## STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025  
(Cont'd)

(a) Acquisition of property, plant and equipment:

	Group	
	2025 RM	2024 RM
Acquisition of property, plant and equipment	17,563,110	11,462,438
Financed by way of hire purchase payables	-	(201,350)
Financed by way of lease arrangements	(82,935)	(423,458)
Cash payments on acquisition of property, plant and equipment	17,480,175	10,837,630

(b) Reconciliation of liabilities arising from financing activities:

	At 1 January 2025 RM	Cash flows RM	Non-cash Acquisition RM	At 31 December 2025 RM
<b>Group</b>				
Bankers' acceptances	8,052,390	187,874	-	8,240,264
Hire purchase payables	363,465	(249,369)	-	114,096
Lease liabilities	293,233	(149,826)	67,883	211,290
Revolving credits	2,000,000	-	-	2,000,000
Term loans	4,152,840	(1,705,697)	-	2,447,143
	14,861,928	(1,917,018)	67,883	13,012,793
	At 1 January 2024 RM	Cash flows RM	Non-cash Acquisition RM	At 31 December 2024 RM
<b>Group</b>				
Bankers' acceptances	11,188,695	(3,136,305)	-	8,052,390
Hire purchase payables	420,842	(258,727)	201,350	363,465
Lease liabilities	52,789	(183,014)	423,458	293,233
Revolving credits	2,000,000	-	-	2,000,000
Term loans	6,082,186	(1,929,346)	-	4,152,840
	19,744,512	(5,507,392)	624,808	14,861,928

**STATEMENTS OF  
CASH FLOWS**  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025  
(Cont'd)



(c) Total cash outflows for leases:

	Group	
	2025 RM	2024 RM
<b>Included in net cash from operating activities:</b>		
Interest paid in relation to lease liabilities (Note 6)	14,094	22,406
Payments relating to short-term leases (Note 6)	361,083	405,448
Payments relating to leases of low-value assets (Note 6)	11,051	14,002
<b>Included in net cash used in financing activities:</b>		
Payment of lease liabilities	149,826	183,014
<b>Total cash outflow of leases</b>	<b>536,054</b>	<b>624,870</b>

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



## **NOTES TO THE FINANCIAL STATEMENTS**

### **1. CORPORATE INFORMATION**

CAM Resources 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 of the Company is located at Level 13, Menara 1 Sentrum, 201, Jalan Tun Sambanthan, Brickfields, 50470 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur.

The principal place of business of the Company is located at Batu 12, Jalan Hutan Melintang, 36400 Hutan Melintang, Perak Darul Ridzuan.

The principal activity of the Company is an investment holding. The principal activities of the subsidiaries are disclosed in Note 12. There have been no significant changes in the nature of these activities during the financial year.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 8 April 2026.

### **2. BASIS OF PREPARATION**

#### **2.1 Statement of compliance**

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards (“MFRSs”), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

#### **2.2 Adoption of amendments to MFRS**

The Group and the Company have adopted the following applicable amendments to MFRS for the current financial year:

MFRS 121	The Effects of Changes in Foreign Exchange Rates
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The adoption of the above amendments to MFRS did not have any significant effect on the financial statements of the Group and of the Company and did not result in significant changes to the Group’s and the Company’s existing accounting policies.



## 2. BASIS OF PREPARATION (cont'd)

### 2.3 New MFRSs and amendments to MFRSs that have been issued, but yet to be effective

The Group and the Company have not adopted the following new MFRSs and amendments to MFRSs that have been issued, but yet to be effective:

		<b>Effective for financial periods beginning on or after</b>
<u>New MFRSs</u>		
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
<u>Amendments to MFRSs</u>		
MFRS 1	First-time Adoption of Malaysia Financial Reporting Standards	1 January 2026
MFRS 7	Financial Instruments: Disclosures	1 January 2026
MFRS 9	Financial Instruments	1 January 2026
MFRS 10	Consolidated Financial Statements	1 January 2026/ Deferred
MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
MFRS 107	Statements of Cash Flows	1 January 2026
MFRS 121	The Effects of Changes in Foreign Exchange Rates	1 January 2027
MFRS 128	Investments in Associates and Joint Ventures	Deferred

**2.3.1** The Group and the Company plan to adopt the above applicable new MFRSs and amendments to MFRSs when they become effective. A brief discussion on the above significant new MFRSs and amendments to MFRSs that may be applicable to the Group and the Company are summarised below.

#### ***MFRS 18 Presentation and Disclosure in Financial Statements***

MFRS 18 replaces MFRS 101 Presentation of Financial Statements. It retains many requirements from MFRS 101 without modification.

MFRS 18 introduces two subtotals which are to be presented in the statement of profit or loss – including “operating profit”, which has been specifically defined. Income and expenses shall be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

MFRS 18 requires disclosure of explanations of the entity’s company-specific measures that are related to the statement of profit or loss, referred to as management-defined performance measures (“MPMs”). The entity is required to reconcile MPMs to a total or subtotal required by MFRS 18 or another MFRS Accounting Standards. MFRS 18 also requires other disclosures, including how each MPM is calculated, what the MPM communicates about the entity’s financial performance, and any changes made to the MPMs in the year.

MFRS 18 adds new principles for aggregation and disaggregation of information. It requires the entity to classify the expenses in the “operating” category in the profit or loss by nature or function, or both. The entity that classifies operating expenses by functions are required to disclose in the notes to the financial statements, the amount of depreciation, amortisation, employee benefits, impairment losses and write-downs of inventories included in each line in the operating category. Subject to materiality, MFRS 18 requires items presented or disclosed as “other” to be labelled and/or described in as faithfully representative and precise a way as possible.



# **NOTES TO THE FINANCIAL STATEMENTS**

(Cont'd)

## **2. BASIS OF PREPARATION (cont'd)**

### **2.4 Functional and presentation currency**

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which they operate ("the functional currency"). The consolidated financial statements are presented in Ringgit Malaysia ("RM"), which is also the Company's functional currency.

### **2.5 Basis of measurement**

The financial statements of the Group and of the Company have been prepared on the historical cost basis, except as otherwise disclosed.

## **3. MATERIAL ACCOUNTING POLICY INFORMATION**

Unless otherwise stated, the following material accounting policy information have been applied consistently to all the financial years presented in the financial statements of the Group and the Company.

### **3.1 Basis of consolidation**

#### **(a) Subsidiaries and business combination**

The Group applies the acquisition method to account for business combinations from the acquisition date when the acquired set of activities meets the definition of a business and control is transferred to the Group.

#### **(b) Associates**

Investment in associates is accounted for in the consolidated financial statements of the Group using the equity method.

### **3.2 Separate financial statements**

In the Company's statement of financial position, investment in subsidiaries are measured at cost less any accumulated impairment losses.

Contributions to subsidiaries are amounts for which the settlement is neither planned nor likely to occur in the foreseeable future is, in substance, considered as part of the Company's investment in the subsidiaries.

### **3.3 Revenue**

#### **(a) Sale of goods**

Revenue from sale of goods is recognised at a point in time when control of the goods is transferred to the customer, generally on the delivery of the goods.

A receivable is recognised when the customer accepts the delivery of the goods as the consideration is unconditional other than the passage of time before the payment is due.

#### **(b) Revenue from renewable energy**

Revenue is recognised over time as the customer simultaneously receives and consumes the benefits provided by the Group's performance. The revenue recognised is the amount to which the Group has a right to invoice as it corresponds directly with the value to the customer of the Group's performance that is completed to date.

#### **(c) Dividend income**

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



### 3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### 3.4 Financial instruments

##### Financial assets – subsequent measurement and gains and losses

The Group and the Company classify the financial assets at amortised cost.

The Group and the Company subsequently measure these assets at amortised cost under the effective interest method. The gross carrying amount is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

##### Financial liabilities – subsequent measurement and gains and losses

The Group and the Company classify the financial liabilities at amortised cost.

The Group and the Company subsequently measure other financial liabilities at amortised cost under the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

##### Regular way purchase or sale of financial assets

A regular way purchase or sale of financial assets is recognised and derecognised, as applicable, using trade date accounting (i.e. the date the Group and the Company commit themselves to purchase or sell an asset). Generally, interest does not start to accrue on the asset and corresponding liability until the settlement date when title passes.

#### 3.5 Property, plant and equipment

Property, plant and equipment (except for freehold land and capital work-in-progress) are measured at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated. Capital work-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

Capital work-in-progress consists of expenditure incurred on construction of property, plant and equipment which take a substantial period of time to be ready for their intended use. This expenditure is stated at cost less accumulated impairment losses, if any. Upon completion of construction, the cost will be reclassified to the respective property, plant and equipment and depreciated according to the depreciation policy of the Group.

All other property, plant and equipment (other than right-of-use assets as disclosed in Note 3.6) are depreciated on straight-line basis by allocating their depreciable amounts over their remaining useful lives. The principal useful lives and depreciation rates are as follows:

Buildings and warehouse	2% - 20%
Plant, machinery and tools	5% - 20%
Furniture, fittings and renovation	5% - 10%
Office equipment and computers	5% - 20%
Motor vehicles	20%

#### 3.6 Leases

##### Lessee accounting

The Group presents right-of-use assets that do not meet the definition of investment property as property, plant and equipment in Note 9 and lease liabilities as loans and borrowings in Note 19(b).



# NOTES TO THE FINANCIAL STATEMENTS

(Cont'd)

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

### 3.6 Leases (cont'd)

#### Lessee accounting (cont'd)

##### Short-term leases and leases of low value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases (defined as lease with a lease term of 12 months or less) and lease of low value assets. Accordingly, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

##### Right-of-use assets

The right-of-use assets are measured at cost less accumulated depreciation and any accumulated impairment losses, and adjust for any remeasurement of the lease liabilities. The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use assets or the end of the lease term.

##### Lease liabilities

The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the incremental borrowing rate.

The Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

### 3.7 Intangible assets

#### Trademarks

Trademarks acquired are measured on initial recognition at cost. The useful lives of the trademarks are assessed to be indefinite and are not amortised but tested for impairment annually or more frequently if the events or changes in circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level.

### 3.8 Inventories

Inventories are measured at the lower of cost and net realisable value. Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

- raw materials: purchase costs on a weighted average cost basis.
- finished goods and work-in-progress on self-manufactured products: costs of direct materials, labour and manufacturing overheads based on normal operating capacity. These costs are assigned on a weighted average cost basis.

## 4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of financial statements in conformity with MFRSs requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of the revenue and expenses during the reporting period. It also requires directors to exercise their judgement in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgement are based on the directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity that have the most significant effect on the Group's and the Company's financial statements, or areas where assumptions and estimates that have a significant risk of resulting in a material adjustment to the Group's and the Company's financial statements within the next financial year are disclosed as follows:

**NOTES TO THE  
FINANCIAL STATEMENTS**  
(Cont'd)



**4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS**

**(a) Write-down of slow moving inventories**

The Group evaluates the adequacy of write-down of its slow moving inventories based on the assessment of its estimated net selling price. Inventories are written down when events or changes in circumstances indicate that the carrying amounts may not be recoverable. The management specifically analyses sales trend and current economic trends when making a judgement to evaluate the adequacy of the write-down of slow moving inventories. Where expectations differ from the original estimates, the differences will impact the carrying amount of inventories.

The carrying amounts of the Group's inventories are disclosed in Note 14.

**(b) Impairment of trade receivables**

The impairment provisions for trade receivables are based on assumptions about risk of default and expected loss rate. The Group uses judgement in making these assumptions and selecting inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

The amount of expected credit losses is sensitive to changes in circumstances and forecast of economic conditions over the expected lives of the financial assets. The Group's historical credit loss experience and forecast of economic conditions may also not be representatives of customer's actual default in the future.

The information about the impairment losses on the Group's trade receivables is disclosed in Note 26(b)(i).

**5. REVENUE**

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>
<b>At a point in time:</b>				
Sale of goods	<b>466,781,709</b>	401,417,960	-	-
<b>Over time:</b>				
Renewable energy	<b>6,808,830</b>	6,695,301	-	-
<b>Other:</b>				
Dividend income from subsidiaries	-	-	<b>870,000</b>	705,000
	<b>473,590,539</b>	408,113,261	<b>870,000</b>	705,000



**NOTES TO THE  
FINANCIAL STATEMENTS**  
(Cont'd)

**6. PROFIT BEFORE TAX**

Other than disclosed elsewhere in the financial statements, the following items have been charged/(credited) in arriving at profit before tax:

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Auditors' remuneration					
- Statutory audit:					
- Baker Tilly Monteiro Heng PLT		<b>236,400</b>	240,000	<b>71,000</b>	71,000
Other services					
- Baker Tilly Monteiro Heng PLT		<b>6,000</b>	6,000	<b>6,000</b>	6,000
Amounts owing by subsidiaries written off		-	-	<b>19,048</b>	42,289
Depreciation of property, plant and equipment	9	<b>10,006,579</b>	9,400,613	-	-
Dividend income from subsidiaries	5	-	-	<b>(870,000)</b>	(705,000)
Employee benefits expenses	6(a)	<b>25,229,421</b>	24,082,509	<b>250,500</b>	250,500
Expenses relating to low value assets		<b>11,051</b>	14,002	-	-
Expenses relating to short-term leases		<b>361,083</b>	405,448	-	-
Gain on disposal of a subsidiary	12	<b>(87,304)</b>	-	<b>(85,714)</b>	-
Gain on disposal of property, plant and equipment		<b>(381,258)</b>	(15,999)	-	-
Impairment losses on:					
- investment in subsidiaries	12	-	-	<b>17,399</b>	15,589
- investment in an associate	13	-	-	<b>25,714</b>	-
- trade receivables	15	<b>30,073</b>	-	-	-
Interest expense on:					
- bank overdrafts		<b>199,060</b>	192,050	-	-
- bankers' acceptances		<b>245,713</b>	325,380	-	-
- hire purchase payables		<b>13,631</b>	17,062	-	-
- lease liabilities		<b>14,094</b>	22,406	-	-
- revolving credits		<b>92,565</b>	95,332	-	-
- term loans		<b>170,986</b>	272,842	-	-
Interest income		<b>(451,899)</b>	(331,611)	-	276
Inventories written back	14	<b>(6,174)</b>	(170,153)	-	-
Inventories written down	14	<b>91,475</b>	-	-	-
Net loss/(gain) on foreign exchange:					
- Realised		<b>13,611</b>	10,561	-	-
- Unrealised		<b>19,357</b>	(13,525)	-	-
Property, plant and equipment written off	9	<b>155,247</b>	64,404	-	-
Rental income on land and buildings		<b>(61,500)</b>	(40,900)	-	-
Reversal of impairment losses on trade receivables	15	-	(358)	-	-
Sales of palm shell		<b>(6,738,290)</b>	(6,369,862)	-	-

**NOTES TO THE  
FINANCIAL STATEMENTS**  
(Cont'd)



**6. PROFIT BEFORE TAX (cont'd)**

**(a) Employee benefits expenses:**

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Salaries, wages, bonuses, and other emoluments	<b>23,828,029</b>	22,671,020	<b>250,500</b>	250,500
Defined contribution plan	<b>1,401,392</b>	1,411,489	-	-
	<b>25,229,421</b>	24,082,509	<b>250,500</b>	250,500

Included in employee benefits expenses are:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Directors of the Company</b>				
Executive directors:				
- Fees	<b>150,000</b>	150,000	<b>150,000</b>	150,000
- Salaries and other emoluments	<b>2,256,553</b>	2,119,966	-	-
	<b>2,406,553</b>	2,269,966	<b>150,000</b>	150,000
Non-executive directors:				
- Fees	<b>90,000</b>	90,000	<b>90,000</b>	90,000
- Other emoluments	<b>10,500</b>	10,500	<b>10,500</b>	10,500
	<b>100,500</b>	100,500	<b>100,500</b>	100,500
	<b>2,507,053</b>	2,370,466	<b>250,500</b>	250,500

The estimated monetary value of benefits-in-kind (which were not included in the above directors' remunerations) received by the directors otherwise than in cash from the Group amounted to RM59,375 (2024: RM59,375).



**NOTES TO THE  
FINANCIAL STATEMENTS**  
(Cont'd)

**7. INCOME TAX EXPENSE/(CREDIT)**

The major components of income tax expense/(credit) for the financial years ended 31 December 2025 and 31 December 2024 are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Statements of comprehensive income</b>				
<b>Current income tax:</b>				
- Current income tax charge	4,389,824	739,694	-	66
- Real property gain tax	1,928	-	-	-
- Adjustment in respect of of prior years	(154,500)	169,375	(37)	109
	4,237,252	909,069	(37)	175
<b>Deferred tax (Note 20):</b>				
- Origination/(Reversal) of temporary differences	961,650	290,434	-	-
- Adjustment in respect of prior years	(1,333,160)	(76,756)	-	-
	(371,510)	213,678	-	-
Income tax expense/(credit)	3,865,742	1,122,747	(37)	175

Domestic income tax is calculated at the Malaysian statutory income tax rate of 24% (2024: 24%) of the estimated assessable profit for the financial year.

The reconciliations from the tax amount at the statutory income tax rate to the Group's and the Company's tax expense are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	17,587,433	3,630,854	242,026	6,319
Tax at Malaysian statutory income tax rate of 24%	4,220,982	871,403	58,086	1,516
Tax effects arising from:				
- Non-deductible expenses	486,598	273,672	171,285	167,751
- Non-taxable income	(78,432)	(506,010)	(229,371)	(169,201)
Deferred tax assets not recognised during the financial year	722,326	970,106	-	-
Utilisation of deferred tax assets not recognised in prior years	-	(579,043)	-	-
Real property gain tax	1,928	-	-	-
Adjustments in respect of prior years:				
- Current income tax	(154,500)	169,375	(37)	109
- Deferred tax	(1,333,160)	(76,756)	-	-
Income tax expense/(credit)	3,865,742	1,122,747	(37)	175

**NOTES TO THE  
FINANCIAL STATEMENTS**  
(Cont'd)



**8. EARNINGS PER SHARE**

**(a) Basic earnings per ordinary share**

Basic earnings per share are based on the profit for the financial year attributable to owners of the Company and the weighted average number of ordinary shares outstanding during the financial year, calculated as follows:

	Group	
	2025	2024
Profit attributable to owners of the Company (RM)	<b>13,721,691</b>	2,508,107
Weighted average number of ordinary shares for basic earnings per share (unit)	<b>182,632,744</b>	182,632,744
Basic earnings per ordinary share (sen)	<b>7.51</b>	1.37

**(b) Diluted earnings per ordinary share**

The diluted earnings per ordinary share of the Group for the financial years ended 31 December 2025 and 31 December 2024 are same as the basic earnings per ordinary share of the Group as the Company has no dilutive potential ordinary shares.



**NOTES TO THE  
FINANCIAL STATEMENTS**  
(Cont'd)

**9. PROPERTY, PLANT AND EQUIPMENT**

Group	Freehold land	Buildings and warehouse	Plant, machinery and tools	Furniture, fittings and renovation	Office equipment and computers	Motor vehicles	Capital work-in-progress	Right-of-use assets	Total
	RM	RM	RM	RM	RM	RM	RM	RM	RM
<b>2025</b>									
<b>Cost</b>									
At 1 January 2025	27,591,272	40,629,203	141,555,228	848,942	2,710,633	7,090,434	12,915,209	10,125,368	243,466,289
Additions	17,204	136,052	592,553	-	273,176	189,818	16,271,372	82,935	17,563,110
Reclassification	5,781,242	375,735	8,486,393	13,571	-	-	(14,656,941)	-	-
Derecognition	-	-	-	-	-	-	-	(29,139)	(29,139)
Disposals	-	(588,113)	(346,600)	(107,570)	(4,180)	(369,675)	-	-	(1,416,138)
Written off	-	-	(3,263,922)	(4,899)	(10,976)	-	(730)	-	(3,280,527)
At 31 December 2025	33,389,718	40,552,877	147,023,652	750,044	2,968,653	6,910,577	14,528,910	10,179,164	256,303,595
<b>2025</b>									
<b>Accumulated depreciation</b>									
At 1 January 2025	-	14,308,570	98,046,901	573,793	2,474,521	6,408,719	-	2,004,267	123,816,771
Depreciation charge for the financial year	-	1,102,481	8,227,197	34,780	81,959	254,956	-	305,206	10,006,579
Derecognition	-	-	-	-	-	-	-	(14,570)	(14,570)
Disposals	-	(173,493)	(342,164)	(85,160)	(3,309)	(368,668)	-	-	(972,794)
Written off	-	-	(3,113,917)	(4,885)	(6,478)	-	-	-	(3,125,280)
At 31 December 2025	-	15,237,558	102,818,017	518,528	2,546,693	6,295,007	-	2,294,903	129,710,706
<b>Carrying amount</b>									
At 31 December 2025	33,389,718	25,315,319	44,205,635	231,516	421,960	615,570	14,528,910	7,884,261	126,592,889

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**9. PROPERTY, PLANT AND EQUIPMENT (cont'd)**

Group	Freehold land	Buildings and warehouse	Plant, machinery and tools	Furniture, fittings and renovation	Office equipment and computers	Motor vehicles	Capital work-in-progress	Right-of-use assets	Total
	RM	RM	RM	RM	RM	RM	RM	RM	RM
<b>2024</b>									
<b>Cost</b>									
At 1 January 2024	27,585,762	37,122,952	128,368,975	861,129	2,594,115	6,794,705	20,079,538	9,932,980	233,340,156
Additions	5,510	333,257	610,989	5,575	160,774	346,445	9,576,430	423,458	11,462,438
Reclassification	-	3,172,994	13,549,905	1,660	16,200	-	(16,740,759)	-	-
Derecognition	-	-	-	-	-	-	-	(231,070)	(231,070)
Disposals	-	-	-	-	-	(50,716)	-	-	(50,716)
Written off	-	-	(974,641)	(19,422)	(60,456)	-	-	-	(1,054,519)
At 31 December 2024	27,591,272	40,629,203	141,555,228	848,942	2,710,633	7,090,434	12,915,209	10,125,368	243,466,289
<b>2024</b>									
<b>Accumulated depreciation</b>									
At 1 January 2024	-	13,259,740	91,410,887	542,175	2,464,005	6,120,039	-	1,891,212	115,688,058
Depreciation charge for the financial year	-	1,048,830	7,558,666	48,747	60,850	339,395	-	344,125	9,400,613
Derecognition	-	-	-	-	-	-	-	(231,070)	(231,070)
Disposals	-	-	-	-	-	(50,715)	-	-	(50,715)
Written off	-	-	(922,652)	(17,129)	(50,334)	-	-	-	(990,115)
At 31 December 2024	-	14,308,570	98,046,901	573,793	2,474,521	6,408,719	-	2,004,267	123,816,771
<b>Carrying amount</b>									
At 31 December 2024	27,591,272	26,320,633	43,508,327	275,149	236,112	681,715	12,915,209	8,121,101	119,649,518



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**9. PROPERTY, PLANT AND EQUIPMENT (cont'd)**

	Company	
	2025 RM	2024 RM
<b>Office equipment</b>		
<b>Cost</b>		
At 1 January/31 December	4,000	4,000
<b>Accumulated depreciation</b>		
At 1 January/31 December	4,000	4,000
<b>Carrying amount</b>		
At 31 December	-	-

- (a) Property, plant and equipment pledged to licensed banks for banking facilities granted to the Group as disclosed in Note 19 are as follows:

	Group	
	2025 RM	2024 RM
<b>Carrying amount</b>		
Freehold land	15,217,180	15,217,180
Leasehold land	655,544	676,089
Buildings and warehouse	16,592,978	16,852,222
	<b>32,465,702</b>	<b>32,745,491</b>

- (b) The carrying amount of assets under hire purchase arrangements are as follows:

	Group	
	2025 RM	2024 RM
Motor vehicles	207,259	424,484

- (c) The capital work-in-progress is in respect of cost incurred on the construction and restoration of factory, office building, extension of factory building and restoration, upgrading and fabrication of plant and machinery of the subsidiaries.

**NOTES TO THE  
FINANCIAL STATEMENTS**  
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**9. PROPERTY, PLANT AND EQUIPMENT (cont'd)**

(d) Right-of-use assets

The Group leases several assets including leasehold land, warehouse and buildings.

Information about leases for which the Group are lessees is presented below:

	Leasehold land RM	Buildings RM	Warehouse RM	Total RM
<b>Carrying amount</b>				
At 1 January 2024	5,622,547	2,387,085	32,136	8,041,768
Additions	-	423,458	-	423,458
Depreciation	(97,752)	(214,237)	(32,136)	(344,125)
At 31 December 2024	5,524,795	2,596,306	-	8,121,101
Additions	-	82,935	-	82,935
Derecognition	-	(14,569)	-	(14,569)
Depreciation	(155,188)	(150,018)	-	(305,206)
At 31 December 2025	<b>5,369,607</b>	<b>2,514,654</b>	-	<b>7,884,261</b>

The Group leases land and buildings for their office space and operation site. The leases generally have lease term between 40 to 65 years.

**10. INTANGIBLE ASSETS**

	Group	
	2025 RM	2024 RM
<b>Trademarks</b>		
<b>Cost</b>		
At 1 January/31 December 2024/2025	<b>45,617</b>	45,617

Trademarks relate to "Kiwi", "Kiwicare", "Goldenware" and "Ji Seng Hong Goldenware" brand names with logo for the Group. As disclosed in Note 3.7, the useful lives of these brands are estimated to be indefinite.

**11. GOODWILL ON CONSOLIDATION**

	Group	
	2025 RM	2024 RM
<b>At cost</b>		
At 1 January/31 December	<b>6,078,933</b>	6,078,933



**NOTES TO THE  
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**11. GOODWILL ON CONSOLIDATION (cont'd)**

Goodwill on consolidation arise from the acquisition of Central Palm Oil Mill Sdn. Bhd. ("CPOM"). CPOM is identified as a single CGU, which represent the lowest level within the Group at which goodwill is monitored for internal management purposes. Goodwill is tested for impairment on annual basis by comparing the carrying amount with the recoverable amount of the CGU based on value-in-use. Value-in-use is determined by discounting the future cash flows to be generated from the continuing use of the CGU based on the following key assumptions:

- Cash flows are projected based on the management's three-year business plan for CPOM;
- Discount rate of 13.11% (2024: 13.75%) used for cash flows discounting purpose is the average industry's weighted average cost of capital; and
- Sales are determined based on the management's past experience and estimate of industry trend for the next three financial years.
- Gross margin are projected based on historical profit margin.

Based on the sensitivity analysis performed, the management does not foresee any reasonably possible change in the above key assumptions that would cause the carrying amount of the CGU to materially exceed its recoverable amount.

**12. INVESTMENT IN SUBSIDIARIES**

	Company	
	2025 RM	2024 RM
<b>Unquoted shares, at cost</b>		
At 1 January	88,056,086	88,056,086
Disposal	(171,200)	-
At 31 December	87,884,886	88,056,086
<b>Accumulated impairment losses</b>		
At 1 January	(2,432,218)	(2,416,629)
Impairment losses (Note 6)	(17,399)	(15,589)
Disposal	171,200	-
At 31 December	(2,278,417)	(2,432,218)
<b>Carrying amount</b>	<b>85,606,469</b>	<b>85,623,868</b>

Details of the subsidiaries which are all incorporated in Malaysia, are as follows:

Name of company	Ownership interest		Principal activities
	2025	2024	
<b>Direct subsidiaries</b>			
CAM Plastic Industry Sdn. Bhd.	100%	100%	Manufacturing and trading in plastic household products and transportation agent
Central Aluminium Manufactory Sdn. Bhd.	100%	100%	Manufacturing and trading in aluminium and stainless steel household products and transportation agent
Central Melamineware Sdn. Bhd.	100%	100%	Manufacturing and trading in melamineware products



## 12. INVESTMENT IN SUBSIDIARIES (cont'd)

Details of the subsidiaries which are all incorporated in Malaysia, are as follows: (cont'd)

Name of company	Ownership interest		Principal activities
	2025	2024	
Central Palm Oil Mill Sdn. Bhd.	100%	100%	Production and sale of crude palm oil, palm kernel and other related products
Advance Eagle Marketing Sdn. Bhd.	100%	100%	Inactive
Prestile Industries Sdn. Bhd.	100%	100%	Inactive
Naprogen Sdn. Bhd.	-	100%	Wholesale of oil palm fruits
Saluran Suriamas Sdn. Bhd.	100%	100%	Dormant
<b>Indirect subsidiary</b>			
<i>Subsidiary of Central Palm Oil Mill Sdn. Bhd.</i>			
Future Atlas Sdn. Bhd.	100%	100%	Generating renewable energy

### (a) Disposal of Naprogen Sdn. Bhd.

On 13 January 2025, the Company had entered into Share Sale Agreement with Mitkado Agro Sdn. Bhd. and Lee Chin Leng to dispose its 70% of the equity interest on a total of 91,200 ordinary shares in Naprogen Sdn. Bhd. ("Naprogen") for total consideration of RM60,000.

The disposal was completed on 11 April 2025, upon which Naprogen ceased to be wholly-owned subsidiary and become an associate company of the Company.

(i) Summary of the effects of disposal of Naprogen Sdn. Bhd.:

	Group RM
<b>Recognised:</b>	
Cash consideration received	60,000
Fair value of retained investment treated as an associate	25,714
	85,714
<b>Derecognised:</b>	
Fair value of identifiable net assets at disposal date	
Property, plant and equipment	(181,800)
Other payables	183,390
	1,590
Gain on disposal of Naprogen Sdn. Bhd.	87,304

(ii) Effects of disposal on cash flows:

	RM
Net cash inflows on disposal	60,000



**NOTES TO THE  
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(Cont'd)

**13. INVESTMENT IN AN ASSOCIATE**

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Shares at cost	25,714	-	25,714	-
Less: Share of post- acquisition reserves	(25,714)	-	-	-
Impairment loss	-	-	(25,714)	-
	-	-	-	-

Details of associate which is incorporated in Malaysia are as follows:

Name of company	Ownership interest		Principal activity
	2025	2024	
Naprogen Sdn. Bhd.	30%	-	Wholesale of oil palm fruits

- (a) The associate is accounted for using the equity method in the consolidated financial statements.
- (b) The Group has not recognised its share of losses of Naprogen Sdn. Bhd. (“Naprogen”) amounting to RM26,024 because the Group’s cumulative share of losses has exceeded its interest in that associate and the Group has no obligation in respect of these losses. The Group’s cumulative accumulated losses not recognised were RM26,024.
- (c) The summarised financial information of the associate is as follows:

	Naprogen RM
<b>At 31 December 2025</b>	
<b>Assets and liabilities:</b>	
Current assets	39,303
Non-current assets	243,194
Current liabilities	(370,980)
Non-current liabilities	(28,535)
	(117,018)
<b>Results:</b>	
Total comprehensive loss	(114,846)

**14. INVENTORIES**

	Group	
	2025 RM	2024 RM
<b>At cost:</b>		
Raw materials	7,126,163	6,887,958
Work-in-progress	5,107,627	5,628,237
Finished goods	12,006,270	14,473,510
	24,240,060	26,989,705

**NOTES TO THE  
FINANCIAL STATEMENTS**  
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**14. INVENTORIES (cont'd)**

	Group	
	2025 RM	2024 RM
<b>At net realisable value:</b>		
Finished goods	1,111,872	1,023,446
	<b>25,351,932</b>	<b>28,013,151</b>

Recognised in profit or loss:

	Group	
	2025 RM	2024 RM
Inventories recognised as cost of sales	442,017,770	393,328,861
Inventories written down	91,475	-
Inventories written back	(6,174)	(170,153)

**15. TRADE AND OTHER RECEIVABLES**

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Current:</b>					
<b>Trade</b>					
Third parties		14,961,863	19,457,767	-	-
Related parties		-	5,284	-	-
		<b>14,961,863</b>	19,463,051	-	-
Less: Impairment losses		<b>(1,268,244)</b>	(1,238,171)	-	-
Total trade receivables	(a),(b)	<b>13,693,619</b>	18,224,880	-	-
<b>Non-trade</b>					
Amount owing by a subsidiary	(c)	-	-	10,089	55,000
Amount owing by an associate company	(c)	174,810	-	174,810	-
Other receivables		330,027	35,170	-	-
Advances to suppliers	(d)	775,309	805,424	-	-
Deposits		348,384	192,099	-	-
Prepayments		294,286	345,723	12,600	12,600
Staff advances		312,958	364,835	-	-
Total other receivables		<b>2,235,774</b>	1,743,251	<b>197,499</b>	67,600
Total trade and other receivables		<b>15,929,393</b>	19,968,131	<b>197,499</b>	67,600



**NOTES TO THE  
FINANCIAL STATEMENTS**  
(Cont'd)

**15. TRADE AND OTHER RECEIVABLES (cont'd)**

**(a) Trade receivables**

Trade receivables are non-interest bearing and normal credit terms offered by the Group ranging from 7 to 120 days (2024: 7 to 120 days) from the date of invoices. Other credit terms are assessed and approved on a case-by-case basis.

Receivables that are impaired

The Group's trade receivables that are impaired at the reporting date and the reconciliation of movement in the impairment of trade receivables is as follows:

	Group	
	2025 RM	2024 RM
At 1 January	1,238,171	1,238,529
Reversal of impairment losses (Note 6)	30,073	(358)
At 31 December	1,268,244	1,238,171

Trade receivables that are individually determined to be credit impaired at the reporting date relate to receivables that are in significant financial difficulties and have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

The information about the credit exposure are disclosed in Note 26(b)(i).

**(b) The foreign currency exposure profile of trade receivables of the Group is as follows:**

	Group	
	2025 RM	2024 RM
Singapore Dollar	117,441	558,663
United States Dollar	63,131	146,739
	180,572	705,402

**(c) Amounts owing by a subsidiary and an associate are unsecured, non-interest bearing, repayable on demand and are expected to be settled in cash.**

**(d) The foreign currency exposure profile of advances to suppliers for the acquisition of plant and machinery and inventories of the Group is as follows:**

	Group	
	2025 RM	2024 RM
Chinese Yuan	998	-
United States Dollar	113,955	273,933
	114,953	273,933

**NOTES TO THE  
FINANCIAL STATEMENTS**  
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**16. DEPOSITS, CASH AND BANK BALANCES**

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances	14,013,596	6,191,482	1,552	112,394
Short-term deposits	18,310,310	8,254,797	-	-
	<b>32,323,906</b>	14,446,279	<b>1,552</b>	112,394

For the purpose of statements of cash flows, cash and cash equivalents comprise of the following:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Short-term deposits	18,310,310	8,254,797	-	-
Less: Short-term deposits with maturities of more than three months	(4,266,099)	(3,623,081)	-	-
Pledged deposits	(544,211)	(531,716)	-	-
	<b>13,500,000</b>	4,100,000	-	-
Cash and bank balances	14,013,596	6,191,482	1,552	112,394
Bank overdrafts (Note 19)	(4,167,639)	(2,661,005)	-	-
	<b>23,345,957</b>	7,630,477	<b>1,552</b>	112,394

Included in the short-term deposits with maturities of more than three months of the Group are deposits with carrying amount of RM544,211 (2024: RM531,716) which earn interest at rates ranging from 1.15% to 2.15% (2024: 1.50% to 2.35%) per annum and pledged to the financial institutions for banking facility granted to the subsidiary.

The foreign currency exposure profile of cash and bank balances of the Group is as follows:

	Group	
	2025 RM	2024 RM
Singapore Dollar	67,017	564,094
United States Dollar	165,571	29,741
	<b>232,588</b>	593,835

**17. SHARE CAPITAL**

	Group and Company			
	Number of ordinary shares		← Amounts →	
	2025 Unit	2024 Unit	2025 RM	2024 RM
<b>Issued and fully paid up (no par value):</b>				
At beginning/end of the financial year	196,800,000	196,800,000	54,378,474	54,378,474



**NOTES TO THE  
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**17. SHARE CAPITAL (cont'd)**

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

**18. TREASURY SHARES**

	Group and Company			
	Number of shares		Amounts	
	2025	2024	2025	2024
	Unit	Unit	RM	RM
<b>Treasury shares:</b>				
At the beginning/end of the financial year	<b>14,167,256</b>	14,167,256	<b>4,700,854</b>	4,700,854

Treasury shares relate to ordinary shares of the Company that are repurchased and held by the Company. The amount consists of the acquisition costs of treasury shares net of the proceeds received on their subsequent sale or issuance. The shares repurchased to date financed by internally generated funds are being held as treasury shares in accordance with the requirement of section 127 of the Companies Act 2016 in Malaysia.

There was no repurchase of the Company's issued ordinary shares, nor any resale, cancellation or distribution of treasury shares during the financial year.

At 31 December 2025, the Company's treasury shares are held at a carrying amount of RM4,700,854 (31.12.2024: RM4,700,854).

**19. LOANS AND BORROWINGS**

	Note	Group	
		2025	2024
		RM	RM
<b>Non-current:</b>			
Term loans	(a)	<b>876,343</b>	2,449,688
Lease liabilities	(b)	<b>63,231</b>	136,216
Hire purchase payables	(c)	<b>53,458</b>	193,590
		<b>993,032</b>	2,779,494
<b>Current:</b>			
Term loans	(a)	<b>1,570,800</b>	1,703,152
Lease liabilities	(b)	<b>148,059</b>	157,017
Hire purchase payables	(c)	<b>60,638</b>	169,875
Bank overdrafts	(d)	<b>4,167,639</b>	2,661,005
Bankers' acceptances	(e)	<b>8,240,264</b>	8,052,390
Revolving credits	(f)	<b>2,000,000</b>	2,000,000
		<b>16,187,400</b>	14,743,439
		<b>17,180,432</b>	17,522,933



**19. LOANS AND BORROWINGS (cont'd)**

	Note	Group	
		2025 RM	2024 RM
<b>Total loans and borrowings:</b>			
Term loans	(a)	2,447,143	4,152,840
Lease liabilities	(b)	211,290	293,233
Hire purchase payables	(c)	114,096	363,465
Bank overdrafts	(d)	4,167,639	2,661,005
Bankers' acceptances	(e)	8,240,264	8,052,390
Revolving credits	(f)	2,000,000	2,000,000
		<b>17,180,432</b>	<b>17,522,933</b>

**(a) Term loans**

The term loans of the Group bear interest at rates ranging from 4.55% to 5.93% (2024: 4.55% to 6.89%) per annum and are secured and supported as follows:

- (a) fixed and floating charge over certain freehold and leasehold land, buildings and warehouse of subsidiaries as disclosed in Note 9(a);
- (b) corporate guarantee of the Company;
- (c) fixed deposit pledged as disclosed in Note 16;
- (d) assignment of Contract Proceeds; and
- (e) assignment of Takaful Policy by a director of a subsidiary.

**(b) Lease liabilities**

The average interest rate implicit in the leases is ranging from 3.28% to 6.90% (2024: 3.28% to 6.65%).

Future minimum lease payments together with the present value of net minimum lease payments are as follows:

	Group	
	2025 RM	2024 RM
Minimum lease payments:		
Not later than one year	156,570	171,120
Later than one year and not later than 5 years	70,100	140,270
	<b>226,670</b>	<b>311,390</b>
Less: Future finance charges	<b>(15,380)</b>	<b>(18,157)</b>
Present value of minimum lease payments	<b>211,290</b>	<b>293,233</b>
Present value of minimum lease payments:		
Not later than one year	148,059	157,017
Later than one year and not later than 5 years	63,231	136,216
	<b>211,290</b>	<b>293,233</b>
Less: Amount due within 12 months	<b>(148,059)</b>	<b>(157,017)</b>
Amount due after 12 months	<b>63,231</b>	<b>136,216</b>



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**19. LOANS AND BORROWINGS (cont'd)**

**(c) Hire purchase payables**

Hire purchase payables bear interest at rates ranging from 4.44% to 6.20% (2024: 3.59% to 6.20%) per annum and are secured by the Group's motor vehicles under hire purchase arrangement as disclosed in Note 9(b).

Future minimum lease payments together with the present value of net minimum lease payments are as follows:

	Group	
	2025 RM	2024 RM
Minimum lease payments:		
Not later than one year	65,904	185,470
Later than one year and not later than 5 years	54,921	147,369
Later than 5 years	-	54,920
	<b>120,825</b>	<b>387,759</b>
Less: Future finance charges	<b>(6,729)</b>	<b>(24,294)</b>
Present value of minimum lease payments	<b>114,096</b>	<b>363,465</b>
Present value of minimum lease payments:		
Not later than one year	60,638	169,875
Later than one year and not later than 5 years	53,458	140,133
Later than 5 years	-	53,457
	<b>114,096</b>	<b>363,465</b>
Less: Amount due within 12 months	<b>(60,638)</b>	<b>(169,875)</b>
Amount due after 12 months	<b>53,458</b>	<b>193,590</b>

**(d) Bank overdraft**

The bank overdraft facilities granted to subsidiaries bear interests at rates ranging from 7.49% to 7.65% (2024: 7.49% to 7.65%) per annum and are guaranteed by the Company.

**(e) Bankers' acceptances**

The bankers' acceptances granted to subsidiaries bear interests at rates ranging from 3.05 % to 4.52% (2024: 3.24 % to 4.52%) per annum and are secured and supported by the corporate guarantee of the Company.

**(f) Revolving credits**

The revolving credits of the Group bear interest at rates ranging from 4.76% (2024: 4.76%) per annum and are supported by the corporate guarantee of the Company.

**20. DEFERRED TAX LIABILITIES**

	Group	
	2025 RM	2024 RM
At beginning of the financial year	5,133,576	4,919,898
Recognised in profit or loss (Note 7)	<b>(371,510)</b>	213,678
At end of the financial year	<b>4,762,066</b>	5,133,576



**20. DEFERRED TAX LIABILITIES (cont'd)**

The components of deferred tax liabilities as at the end of the financial year are as follows:

	Group	
	2025	2024
	RM	RM
Differences between the carrying amount of property, plant and equipment and their tax base	3,801,832	4,127,664
Fair value adjustment in respect of subsidiaries acquired	961,193	1,007,048
Unrealised profit on inventories	(959)	(1,136)
	<b>4,762,066</b>	<b>5,133,576</b>

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items (stated at gross):

	Group	
	2025	2024
	RM	RM
Differences between the carrying amounts of property, plant and equipment and their tax base	84,788	161,982
Unabsorbed capital allowances	3,017,018	2,503,727
Unabsorbed industrial tax allowance	13,131,067	13,079,356
Unutilised tax losses	11,584,719	10,435,749
Others	4,923,677	3,550,765
	<b>32,741,269</b>	<b>29,731,579</b>

The availability of unused tax losses for offsetting against future taxable profits of the respective subsidiaries in Malaysia are subject to requirements under the Income Tax Act, 1967 and guidelines issued by the tax authority.

The unused tax losses are available for offset against future taxable profits of the Group up to the following financial years:

	Group	
	2025	2024
	RM	RM
2028	4,369,128	1,855,959
2029	1,958,045	1,958,045
2030	185,088	185,088
2032	97,462	97,462
2033	1,018,531	1,018,531
2034	2,807,495	5,320,664
2035	1,148,970	-
Total	<b>11,584,719</b>	<b>10,435,749</b>



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**21. TRADE AND OTHER PAYABLES**

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>Trade</b>					
Trade Payables					
- third parties		<b>14,551,876</b>	13,624,703	-	-
- related party	(a)	-	61,000	-	-
- associate		<b>20,938</b>	-	-	-
Total trade payables	(b)	<b>14,572,814</b>	13,685,703	-	-
<b>Non-trade</b>					
Other payables	(c)	<b>838,997</b>	873,323	<b>15,906</b>	2,610
Deposits received		<b>11,912</b>	7,936	-	-
GST payable		-	1,257	-	-
Accruals	(d)	<b>4,811,339</b>	4,206,422	<b>33,804</b>	287,544
Total other payables		<b>5,662,248</b>	5,088,938	<b>49,710</b>	290,154
Total trade and other payables		<b>20,235,062</b>	18,774,641	<b>49,710</b>	290,154

(a) In previous financial year, amount owing from a related party was a company in which a director of the Company had financial interest and is also a director.

(b) The normal trade credit terms granted by trade creditors to the Group ranging from 14 to 120 days (2024: 14 to 120 days).

The foreign currency exposure profile of trade payables of the Group is as follows:

	Group	
	2025 RM	2024 RM
United States Dollar	-	17,902

(c) The foreign currency exposure profile of other payables of the Group is as follows:

	Group	
	2025 RM	2024 RM
Singapore Dollar	<b>80,629</b>	-
United States Dollar	<b>132,866</b>	-
	<b>213,495</b>	-

(d) Included in the accruals of the Group is an amount of RM2,259,330 (2024: RM2,527,492) relates to employee benefits expenses of the Group and the Company.

For explanations on the Group's and the Company's liquidity risk management processes, refer to Note 26(b)(iv).



## 22. CONTRACT LIABILITIES

	Group	
	2025 RM	2024 RM
Contract liabilities relating to sale of goods	423,484	255,886

### (a) Contract liabilities

Contract liabilities represent obligation to transfer goods or services to customers for which the Company have received the consideration. The contract liabilities are expected to be recognised as revenue in the next financial year.

### (b) Significant changes in contract balances

	Contract liabilities (decrease)/increase	
	2025 RM	2024 RM
<b>Group</b>		
Revenue recognised that was included in contract liability at the beginning of the financial year	(255,886)	(347,115)
Increases due to consideration received from customers, but revenue not recognised	423,484	255,886

## 23. CAPITAL COMMITMENTS

The Group has made commitments for the following capital expenditure:

	Group	
	2025 RM	2024 RM
Approved and contracted for:		
- Property, plant and machinery	4,013,548	855,330

## 24. RELATED PARTIES

### (a) Identity 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 operational decisions, or vice versa, or where the Group and the party are subject to common control. Related parties may be individuals or other entities.

Related parties of the Group include:

- (i) Subsidiaries;
- (ii) Entities in which certain directors have financial interests;
- (iii) Entities in which close family members of certain directors are the owners; and
- (iv) Key management personnel of the Group and the Company, comprise persons (including directors) having the authority and responsibility for planning, directing and controlling the activities directly or indirectly.



**NOTES TO THE  
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(Cont'd)

**24. RELATED PARTIES (cont'd)**

**(b) Significant related party transactions**

Significant related party transactions other than disclosed elsewhere in the financial statements are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
<b>Related parties</b>		
A company in which the children and son-in-law of a director of the Company are the shareholders of the company:		
- sales of goods	<b>(35,234)</b>	(34,988)
A company where a director of the Company has financial interest and is also a director:		
- rendering of services	-	15,300
- purchase of asset	-	139,000
<b>Associate</b>		
- sales of goods	<b>(14,726)</b>	-
- purchase of goods	<b>218,946</b>	-
- rental income	<b>(6,000)</b>	-
	<b>Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
<b>Subsidiaries</b>		
- dividend income	<b>(870,000)</b>	(705,000)

The Company provides secured corporate guarantees to banks in respect of banking facilities granted to the subsidiaries as disclosed in Notes 19.

Information regarding outstanding balances arising from related parties transactions at each reporting date are disclosed in Notes 15 and 21.

**(c) Compensation of key management personnel**

Key management personnel including personnel having authority and responsibility for planning, directing and controlling the activities of the entities directly or indirectly, including any director of the Group and of the Company.

The remuneration of the key management personnel is as follows:

	<b>Group</b>		<b>Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>
Fees	<b>240,000</b>	240,000	<b>240,000</b>	240,000
Other emoluments	<b>3,688,817</b>	2,918,249	<b>10,500</b>	10,500
Post-employment benefits	<b>258,077</b>	197,707	-	-
	<b>4,186,894</b>	3,355,956	<b>250,500</b>	250,500

The estimated monetary value of benefits-in-kind (which were not included in the above key management personnel remunerations) received by key management personnel otherwise than in cash from the Group amounted to RM68,275 (2024: RM68,675).



## 25. SEGMENT INFORMATION

The Group prepared the following segment information in accordance with MFRS 8 *Operating Segments* based on the internal reports of the Group's strategic business units which are regularly reviewed by the Group's Executive Chairman for the purpose of making decisions about resource allocation and performance assessment.

The three reportable operating segments are as follows:

<b>Segments</b>	<b>Products and services</b>
Investment holding	Investment holding
Manufacturing and trading	Manufacturing and trading of aluminium, stainless steel, melamine and plastic household products
Palm oil mill	Production and sale of crude palm oil, palm kernel, and other related products
Renewable energy	Renewable energy generation

Inter-segment pricing is determined on negotiated basis.

### Factors used to identify reportable segments

The investment holding, manufacturing and trading, palm oil mill and renewable energy are identified as separate reportable segments due to the nature of product being produced or traded of.

### Segment profit

Segment performance is used to measure performance as Group's Executive Chairman believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Performance is evaluated based on operating profit or loss which is measured differently from operating profit or loss in the consolidated financial statements.

### Segment assets

The total of segment asset is measured based on all assets of a segment, as included in the internal reports that are reviewed by the Group's Executive Chairman.

### Segment liabilities

The total of segment liabilities is measured based on all liabilities of a segment, as included in the internal reports that are reviewed by the Group's Executive Chairman.



**NOTES TO THE  
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(Cont'd)

**25. SEGMENT INFORMATION (cont'd)**

	Note	Investment holding RM	Manufacturing and trading RM	Palm oil mill RM	Renewable energy RM	Adjustments and eliminations RM	Consolidated RM
<b>2025</b>							
<b>Revenue:</b>							
Revenue from external customers		-	36,085,130	430,696,579	6,808,830	-	473,590,539
Inter-segment revenue	a	870,000	206,660	-	-	(1,076,660)	-
Total revenue		870,000	36,291,790	430,696,579	6,808,830	(1,076,660)	473,590,539
<b>Results:</b>							
<i>Included in the measure of segment profit/(loss) are:</i>							
Depreciation of property, plant and equipment		-	(2,329,905)	(5,504,591)	(2,385,312)	213,229	(10,006,579)
Interest expense		-	(624,970)	(30,757)	(143,335)	63,013	(736,049)
Interest income		-	178,947	229,297	43,655	-	451,899
Inventories written back	12	-	(85,301)	-	-	-	(85,301)
Gain on disposal of property, plant and equipment		-	407,360	82,064	-	(108,166)	381,258
Gain on disposal of a subsidiary	12(a)	85,714	-	-	-	1,590	87,304
Net provision for employee benefits	21(d)	-	(50,261)	(20,414)	(121)	-	(70,796)
Net unrealised gain on foreign exchange		-	(19,357)	-	-	-	(19,357)
Property, plant and equipment written off	9	-	(1,746)	(127,118)	(26,383)	-	(155,247)
Impairment loss on investment in subsidiaries	12	(17,399)	-	-	-	17,399	-
Impairment loss on investment in an associate	13	(25,714)	-	-	-	25,714	-
Impairment losses on trade receivables	15	-	(30,073)	-	-	-	(30,073)
Share of results of an associate		-	-	-	-	(25,714)	(25,714)
Segment profit/(loss) before tax		242,026	(2,797,772)	20,953,493	(617,895)	(192,419)	17,587,433
<b>Assets:</b>							
Additions to non-current assets		-	998,846	16,842,065	246,595	(524,396)	17,563,110
Segment assets	b	85,811,671	83,663,051	121,674,120	13,789,533	(97,241,596)	207,696,779

**NOTES TO THE  
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(Cont'd)



**25. SEGMENT INFORMATION (cont'd)**

	Note	Investment holding RM	Manufacturing and trading RM	Palm oil mill RM	Renewable energy RM	Adjustments and eliminations RM	Consolidated RM
<b>2025</b>							
<b>Liabilities:</b>							
Segment liabilities	c	49,710	15,977,247	24,838,778	2,893,835	(1,153,884)	42,605,686
<b>2024</b>							
<b>Revenue:</b>							
Revenue from external customers		-	41,941,335	359,476,625	6,695,301	-	408,113,261
Inter-segment revenue	a	705,000	305,625	-	-	(1,010,625)	-
Total revenue		705,000	42,246,960	359,476,625	6,695,301	(1,010,625)	408,113,261
<b>Results:</b>							
<i>Included in the measure of segment profit/(loss) are:</i>							
Depreciation of property, plant and equipment		-	2,569,609	4,550,176	2,376,803	(95,975)	9,400,613
Interest expense		-	691,992	90,063	212,201	(69,184)	925,072
Interest income		(276)	(187,165)	(116,519)	(27,651)	-	(331,611)
Inventories written back	14	-	(170,153)	-	-	-	(170,153)
Gain on disposal of property, plant and equipment		-	(3,999)	(9,690)	-	(2,310)	(15,999)
Net provision for employee benefits	21(d)	-	(31,261)	14,641	620	-	(16,000)
Net unrealised gain on foreign exchange		-	(13,525)	-	-	-	(13,525)
Property, plant and equipment written off	9	-	11,288	52,347	975	(206)	64,404
Reversal of impairment losses on trade receivables	15	-	(358)	-	-	-	(358)
Segment profit/(loss) before tax		6,319	(3,697,260)	8,211,017	2,290,635	(3,179,857)	3,630,854
<b>Assets:</b>							
Additions to non-current assets		-	1,527,897	9,707,559	226,982	-	11,462,438
Segment assets	b	85,810,052	87,962,369	101,728,610	15,514,864	(97,954,080)	193,061,815
<b>Liabilities:</b>							
Segment liabilities	c	290,154	17,414,027	21,140,547	3,990,794	(1,143,109)	41,692,413



## NOTES TO THE FINANCIAL STATEMENTS

(Cont'd)

### 25. SEGMENT INFORMATION (cont'd)

Reconciliation of reportable segment revenue, profit or loss, assets, liabilities and other material items are as follows:

- (a) Inter-segment revenues are eliminated on consolidation.
- (b) The following items are deducted from segment assets to arrive at total assets reported in the Group's statements of financial position:

	2025 RM	2024 RM
Investment in subsidiaries	(85,606,469)	(85,623,868)
Inter-segment assets	(11,635,127)	(12,330,212)
	<b>(97,241,596)</b>	<b>(97,954,080)</b>

- (c) The following items are deducted from segment liabilities to arrive at total liabilities reported in the Group's statements of financial position:

	2025 RM	2024 RM
Deferred tax liabilities	960,234	1,005,912
Inter-segment liabilities	(2,114,118)	(2,149,021)
	<b>(1,153,884)</b>	<b>(1,143,109)</b>

#### Geographical information

Revenue based on geographical location of customers are as follows:

	2025 RM	2024 RM
Malaysia	469,854,570	402,988,659
Asia other than Malaysia	2,294,446	2,620,666
America	1,269,440	2,496,694
Africa	172,083	7,242
	<b>473,590,539</b>	<b>408,113,261</b>

The Group operates predominantly in Malaysia and accordingly, the non-current assets of the Group are located in Malaysia.

#### Information about major customers

Revenue from two (2024: two) major customers in palm oil mill segment represented RM270,402,079 (2024: RM169,382,597) of the Group's total revenue.



## 26. FINANCIAL INSTRUMENTS

### (a) Categories of financial instruments

The Group and the Company classify their financial assets and financial liabilities at amortised cost. The following table analyses the financial instruments in the statements of financial position.

	2025 RM	2024 RM
<b>Financial assets at amortised cost</b>		
<b>Group</b>		
Trade and other receivables, net of advances to suppliers and prepayments	14,859,798	18,816,984
Deposits, cash and bank balances	32,323,906	14,446,279
	<b>47,183,704</b>	<b>33,263,263</b>
<b>Company</b>		
Bank balances	1,552	112,394
<b>Financial liabilities at amortised cost Group</b>		
Loans and borrowings, net of lease liabilities	16,969,142	17,229,700
Trade and other payables, net of GST payable	20,235,062	18,773,384
	<b>37,204,204</b>	<b>36,003,084</b>
<b>Company</b>		
Other payables and accruals	49,710	290,154

### (b) Financial risk management

The Group's and the Company's activities are exposed to a variety of financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, foreign currency risk, interest rate risk and liquidity risk.

The Group's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group's businesses whilst managing its risks. The Group operates within clearly defined guidelines that are approved by the Board of Directors. It is, and has been throughout the current and previous financial years, the Group's policy that no derivatives shall be undertaken. The Group and the Company do not apply hedge accounting.

The Group's and the Company's exposure to the financial risks and the objectives, policies and processes put in place to manage these risks are discussed below.

#### (i) Credit risk

Credit risk is the risk of financial loss to the Group that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group is exposed to credit risk arises primarily from trade and other receivables. The Company is exposed to credit risk arises principally from the financial guarantees given. For other financial assets, the Group and the Company minimise credit risk by dealing with high credit rating counterparties.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivables balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.



## NOTES TO THE FINANCIAL STATEMENTS

(Cont'd)

### 26. FINANCIAL INSTRUMENTS (cont'd)

#### (b) Financial risk management (cont'd)

##### (i) Credit risk (cont'd)

###### Trade receivables

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables is represented by the carrying amount in the statements of financial position.

The carrying amount of trade receivables is not secured by any collateral or supported by any other credit enhancements. In determining the recoverability of these receivables, the Group considers any change in the credit quality of the receivables from the date the credit was initially granted up to the reporting date. The Group has adopted a policy of dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults.

###### Credit risk concentration profile

The Group determines the credit risk concentration of its trade receivables by industry sector profile on an ongoing basis. At the end of the reporting period, approximately 31% (2024: 35%) of the Group's trade receivables was due from one (2024: one) major customer.

The credit risk concentration profile of the Group's trade receivables at the reporting date are as follows:

	2025		2024	
	RM	%	RM	%
<b>Group</b>				
Manufacturing and trading	<b>7,213,904</b>	54%	<b>7,627,094</b>	42%
Palm oil mil	<b>5,834,431</b>	43%	<b>10,074,827</b>	55%
Renewable energy	<b>645,284</b>	5%	<b>522,959</b>	3%
	<b>13,693,619</b>	100%	<b>18,224,880</b>	100%

The Group applies the simplified approach to providing for impairment losses prescribed by MFRS 9 *Financial Instruments*, which permits the use of the lifetime expected credit losses provision for all trade receivables. To measure the impairment losses, trade receivables have been grouped based on shared credit risks characteristics and the days past due. The Group also assessed the risk of loss of each customer based on their financial information and past trend of payments, where applicable.



**26. FINANCIAL INSTRUMENTS (cont'd)**

**(b) Financial risk management (cont'd)**

**(i) Credit risk (cont'd)**

**Trade receivables (cont'd)**

The information about the credit risk exposure on the Group's and the Company's trade receivables using provision matrix are as follows:

	<b>Gross carrying amount at default RM</b>
<hr/>	
<b>Group</b>	
<b>2025</b>	
<b>Financing and trade receivables</b>	
Current	<b>10,194,912</b>
1 - 90 days past due	<b>2,944,270</b>
91 - 120 days past due	<b>139,412</b>
> 121 days past due	<b>415,025</b>
	<hr/>
	<b>13,693,619</b>
Impairment losses	
- Individually assessed	<b>1,268,244</b>
	<hr/>
	<b>14,961,863</b>
<hr/>	
<b>2024</b>	
<b>Financing and trade receivables</b>	
Current	17,171,528
1 - 90 days past due	939,531
91 - 120 days past due	18,245
> 121 days past due	95,576
	<hr/>
	18,224,880
Impairment losses	
- Individually assessed	1,238,171
	<hr/>
	<b>19,463,051</b>
<hr/>	

**Other receivables and other financial assets**

For other receivables and other financial assets (including deposits, cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties. At the reporting date, the Group's and the Company's maximum exposure to credit risk arising from other receivables and other financial asset are represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

The Group and the Company consider the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable information.



## **NOTES TO THE FINANCIAL STATEMENTS**

(Cont'd)

### **26. FINANCIAL INSTRUMENTS (cont'd)**

#### **(b) Financial risk management (cont'd)**

##### **(i) Credit risk (cont'd)**

###### **Other receivables and other financial assets (cont'd)**

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment.

Some intercompany loans between entities within the Group are repayable on demand. For loans that are repayable on demand, impairment losses are assessed based on the assumption that repayment of the loan is demanded at the reporting date. If the borrower does not have sufficient highly liquid resources when the loan is demanded, the Group will consider the expected manner of recovery and recovery period of the intercompany loan.

As at the end of the reporting date, the Group and Company did not recognise any loss allowance for impairment for other receivables and other financial assets. Refer to Note 3.4 for the Group's and the Company's other accounting policies for impairment of financial assets.

###### **Financial guarantees contracts**

The Company provides unsecured corporate guarantees to banks in respect of credit and banking facilities granted to certain subsidiaries.

The Company is exposed to credit risk in relation to unsecured financial guarantees given to banks in respect of loans granted to certain subsidiaries. The Company monitors the results of the subsidiaries and their repayment on an on-going basis. The maximum exposure to credit risks amounts to RM16,855,046 (2024: RM16,866,235) representing the maximum amount the Company could pay if the guarantees is called on as disclosed in Note 26(b)(iv). As at the reporting date, there was no loss allowance for impairment as determined by the Company for the financial guarantees.

The financial guarantees have not been recognised since the fair value on initial recognition was not material as the guarantees are provided as credit enhancement to subsidiaries' secured borrowings.

##### **(ii) Foreign currency risk**

Foreign currency risk is the risk of fluctuation in fair value or future cash flows of a financial instrument as a result of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when sales and purchases that are denominated in a foreign currency).

The Group has transactional currency exposures arising from sales and purchases that are denominated in currencies other than the functional currency of the Group entities, primarily in United States Dollar ("USD"), Singapore Dollar ("SGD") and Chinese Yuan ("CNY").

The Group also holds cash and bank balances denominated in foreign currencies for working capital purposes.



**26. FINANCIAL INSTRUMENTS (cont'd)**

**(b) Financial risk management (cont'd)**

**(ii) Foreign currency risk (cont'd)**

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity to a reasonably possible change in the USD, SGD and CNY, with all other variables held constant on the Group's total equity and profit for the financial year.

		Group	
		2025	2024
		RM	RM
USD/RM	- strengthened 10% (2024: 10%)	15,944	33,053
	- weakened 10% (2024: 10%)	(15,944)	(33,053)
SGD/RM	- strengthened 10% (2024: 10%)	7,891	85,330
	- weakened 10% (2024: 10%)	(7,891)	(85,330)
CNY/RM	- strengthened 10% (2024: 10%)	(76)	-
	- weakened 10% (2024: 10%)	76	-

**(iii) Interest rate risk**

Interest rate risk is the risk of fluctuation in fair value or future cash flows of the Group's financial instruments as a result of changes in market interest rates.

The Group's exposure to interest rate risk arises primarily from its loans and borrowings with floating interest rates.

The Group adopts a strategy of mixing fixed and floating rate borrowing to minimise exposure to interest rate risk. The Group also reviews its debt portfolio to ensure favourable rates are obtained.

Sensitivity analysis for interest rate risk

If the interest rate had been 50 basis point higher/lower and all other variables held constant, the Group's total equity and profit net of tax for the financial year ended 31 December 2025 would decrease/increase by RM64,049 (2024: RM64,092) as a result of exposure to floating rate borrowings.

**(iv) Liquidity risk**

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations when they fall due. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities between financial assets and liabilities. The Group's and the Company's exposure to liquidity risk arise principally from trade and other payables and loans and borrowings.

The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through use of stand-by credit facilities. The Group and the Company actively manage their operating cash flows and the availability of funding so as to ensure that all repayment and funding needs are met. As part of its overall prudent liquidity management, the Group and the Company maintain sufficient levels of cash to meet their working capital requirements.



**NOTES TO THE  
FINANCIAL STATEMENTS**  
(Cont'd)

**26. FINANCIAL INSTRUMENTS (cont'd)**

**(b) Financial risk management (cont'd)**

**(iv) Liquidity risk (cont'd)**

Maturity analysis

The maturity analysis of the Group's and the Company's financial liabilities by their relevant maturity at the reporting date based on contractual undiscounted repayment obligations are as follows:

	← Contractual cash flows →			Total RM
	Carrying amount RM	On demand or within 1 year RM	Between 1 and 5 years RM	
<b>Group</b>				
<b>At 31 December 2025</b>				
Trade and other payables, net of GST payable	20,235,062	20,235,062	-	20,235,062
Term loans	2,447,143	1,587,944	877,064	2,465,008
Lease liabilities	211,290	156,570	70,100	226,670
Hire purchase payables	114,096	65,904	54,921	120,825
Bank overdrafts	4,167,639	4,167,639	-	4,167,639
Bankers' acceptances	8,240,264	8,240,264	-	8,240,264
Revolving credits	2,000,000	2,000,000	-	2,000,000
	<b>37,415,494</b>	<b>36,453,383</b>	<b>1,002,085</b>	<b>37,455,468</b>
<b>At 31 December 2024</b>				
Trade and other payables, net of GST payable	18,773,384	18,773,384	-	18,773,384
Term loans	4,152,840	1,876,481	2,587,667	4,464,148
Lease liabilities	293,233	171,120	140,270	311,390
Hire purchase payables	363,465	185,470	147,369	332,839
Bank overdrafts	2,661,005	2,661,005	-	2,661,005
Bankers' acceptances	8,052,390	8,052,390	-	8,052,390
Revolving credits	2,000,000	2,000,000	-	2,000,000
	<b>36,296,317</b>	<b>33,719,850</b>	<b>2,875,306</b>	<b>36,595,156</b>
<b>Company</b>				
<b>At 31 December 2025</b>				
Other payables and accruals	49,710	49,710	-	49,710
Financial guarantee*	-	16,855,046	-	16,855,046
<b>At 31 December 2024</b>				
Other payables and accruals	290,154	290,154	-	290,154
Financial guarantee*	-	16,866,235	-	16,866,235

\* The Company provides unsecured corporate guarantee to banks in respect of credit and banking facilities granted to certain subsidiaries. The potential exposure of the financial guarantee is equivalent to the amount of the banking facilities being utilised by the said subsidiaries.



**26. FINANCIAL INSTRUMENTS (cont'd)**

**(c) Fair value measurement**

The carrying amounts of deposits, cash and bank balances, short-term receivables and payables and short-term borrowings reasonably approximate to their fair value due to the relatively short-term nature of these financial instruments.

The carrying amount of long-term floating rate term loans are reasonable approximation of fair values as the loans will be re-priced to market interest rate on or near reporting date.

There have been no transfers between Level 1 and Level 2 during the financial year (2024: no transfer in either directions).

The following table provides the fair value measurement hierarchy of the Group's financial instruments:

	Note	Carrying Amount RM	Fair value of financial instruments not carried at fair value			Total RM
			Level 1 RM	Level 2 RM	Level 3 RM	
<b>Group</b>						
<b>At 31 December 2025</b>						
<b>Financial liabilities:</b>						
Hire purchase payables	19	114,096	-	-	115,363	115,363
<b>At 31 December 2024</b>						
<b>Financial liabilities:</b>						
Hire purchase payables	19	363,465	-	-	367,933	367,933

**27. CAPITAL MANAGEMENT**

The primary objective of the Group's capital management is to ensure that it maintains a healthy capital ratio in order to support its business and maximise shareholders' value. The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies and processes during the financial years ended 31 December 2025 and 31 December 2024.



**NOTES TO THE  
FINANCIAL STATEMENTS**  
(Cont'd)

**27. CAPITAL MANAGEMENT (cont'd)**

The Group monitors capital using gearing ratio, which is total external borrowings divided by total equity. The gearing ratio as at 31 December 2025 and 31 December 2024, which are within the Group's objectives of capital management are as follows:

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
Total external borrowings	<b>17,180,432</b>	17,522,933
Total equity	<b>165,091,093</b>	151,369,402
Gearing ratio	<b>0.10</b>	0.12

A subsidiary of the Group is required to maintain a gearing ratio not exceeding 1.50 to comply with a bank covenant. The subsidiary has complied with this requirement.

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



We, **Lee Chin Yen** and **Tan Hong Cheng**, being two of the directors of CAM Resources Berhad, do hereby state that in the opinion of the directors, the accompanying financial statements set out on pages 76 to 122 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of their financial performance and cash flows for the financial year then ended.

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

**LEE CHIN YEN**  
Director

**TAN HONG CHENG**  
Director

Teluk Intan

Date: 8 April 2026

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



I, **LEE CHIN YEN**, being the director primarily responsible for the financial management of CAM Resources Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements set out on pages 76 to 122 are correct, and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

**LEE CHIN YEN**

Subscribed and solemnly declared by the abovenamed at Teluk Intan in the State of Perak Darul Ridzuan on 8 April 2026.

Before me,



**INDEPENDENT AUDITORS' REPORT**  
TO THE MEMBERS OF CAM RESOURCES BERHAD  
(Incorporated in Malaysia)

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS**

**Opinion**

We have audited the financial statements of CAM Resources Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of 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 76 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 31 December 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

**Basis for Opinion**

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

*Independence and Other Ethical Responsibilities*

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

**Key Audit Matters**

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

**Group**

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**Inventories (Notes 4(a) and 14 to the financial statements)**

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The Group evaluates the adequacy of write-down of its slow moving inventories based on the assessment of their estimated net selling price. Inventories are written down when events or changes in circumstances indicate that the carrying amounts may not be recoverable. The management specifically analyses sales trends and current economic trends when making a judgement to evaluate the adequacy of the write-down of slow moving inventories. Where expectations differ from the original estimates, the differences will impact the carrying amount of inventories.

We focus on this area because the review of the saleability and valuation of these inventories at the lower of cost and net realisable value by the Group is a major source of estimation uncertainty.

**Our response:**

Our audit procedures included, among others:

- observing year end physical inventory count to examine the physical existence and condition of the inventories;
- checking the Group's costing calculations on selected inventory items;
- checking subsequent sales and evaluating the Group's assessment on the estimated net realisable values on selected inventory items; and
- discussion with the Group whether the inventories have been written down to their net realisable value for inventory items with net realisable value lower than their cost.



## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (cont'd)

### Key Audit Matters (cont'd)

#### Group (cont'd)

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#### **Trade receivables (Notes 4(b) and 15 to the financial statements)**

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The Group has trade receivables as at 31 December 2025 which include certain amounts which are long outstanding. The directors calculated the impairment based on the Group's past history and existing market conditions at the end of the reporting period. We focused on this area because the Group made judgements over assumptions at this area.

#### **Our response:**

Our audit procedures included, among others:

- understanding the significant credit exposures which were significantly overdue or deemed to be in default through analysis of ageing reports prepared by management;
- obtaining confirmation of balances from selected receivables;
- checking subsequent receipts, customer correspondence, and considering level of activity with the customer and management's explanation on recoverability; and
- assessing the reasonableness and calculation of expected credit losses as at the end of the reporting period.

#### Company

We have determined that there are no key audit matters to be communicated in our report which arose from 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 conclusion thereon.

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

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

### Responsibilities of the Directors for the Financial Statements

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

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



**INDEPENDENT AUDITORS' REPORT**  
**TO THE MEMBERS OF CAM RESOURCES BERHAD**  
(Incorporated in Malaysia)  
(Cont'd)

**REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (cont'd)**

**Auditors' Responsibilities for the Audit of the Financial Statements**

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

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

- identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

**INDEPENDENT AUDITORS' REPORT**  
*TO THE MEMBERS OF CAM RESOURCES BERHAD*  
*(Incorporated in Malaysia)*  
*(Cont'd)*



**Other Matters**

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

**Baker Tilly Monteiro Heng PLT**  
201906000600 (LLP0019411-LCA) & AF 0117  
Chartered Accountants

**Ng Boon Hiang**  
No. 02916/03/2028 J  
Chartered Accountant

Kuala Lumpur

Date: 8 April 2026



**DISCLOSURE OF FINANCIAL DATA**  
FOR SHARIAH SCREENING

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

**(A) Group Total Income and Total Assets**

	Remarks	Group	
		2025 (RM)	2024 (RM)
<b>Total Income</b>			
Revenue		473,590,539	408,113,261
Other income		8,211,980	7,710,111
Interest income		451,899	331,611
<b>Total</b>		<b>482,254,418</b>	<b>416,154,983</b>
<b>Total Assets</b>		<b>207,696,779</b>	<b>193,061,815</b>

**(B) Business Activities**

Shariah Non-Compliant Activities	Remarks	Group	
		2025 (RM)	2024 (RM)
Interest income		444,189	308,759
<b>Total</b>		<b>444,189</b>	<b>308,759</b>

**(C) Component of Financial Position**

**(i) Cash Component**

Islamic Account/Instruments	Remarks	Group	
		2025 (RM)	2024 (RM)
Cash at bank (exclude cash in hand)		1,606	116,259
Cash in hand		31,505	42,180
Deposits with licensed bank		544,211	531,716
Money market instruments		12,000,000	3,000,000
<b>Total</b>		<b>12,577,322</b>	<b>3,690,155</b>
<b>Conventional Account/Instruments</b>			
Cash at bank (exclude cash in hand)		13,980,485	6,033,043
Deposits with licensed bank		4,266,099	3,623,081
Money market instruments		1,500,000	1,100,000
<b>Total</b>		<b>19,746,584</b>	<b>10,756,124</b>

**DISCLOSURE OF FINANCIAL DATA**  
**FOR SHARIAH SCREENING**  
*(Cont'd)*



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

**(ii) Debt Component**

<b>Islamic Financing</b>	<b>Remarks</b>	<b>Group</b>	
		<b>2025</b>	<b>2024</b>
		<b>(RM)</b>	<b>(RM)</b>
<b>Current</b>			
Bank overdrafts		2,000,840	-
Banker's acceptances		3,005,264	3,007,390
Islamic Hire purchase payables		-	10,972
Term financing		837,497	1,005,279
<b>Non-Current</b>			
Term financing		-	837,730
<b>Total</b>		<b>5,843,601</b>	<b>4,861,371</b>

<b>Conventional Borrowing</b>	<b>Remarks</b>	<b>Group</b>	
		<b>2025</b>	<b>2024</b>
		<b>(RM)</b>	<b>(RM)</b>
<b>Current</b>			
Bank overdrafts		2,166,799	2,661,005
Banker's acceptances		5,235,000	5,045,000
Hire purchase payables		60,638	158,903
Revolving credit and loans		2,000,000	2,000,000
Term loans		733,303	697,873
<b>Non-Current</b>			
Hire purchase payables		53,458	193,590
Term loans		876,343	1,611,958
<b>Total</b>		<b>11,125,541</b>	<b>12,368,329</b>



**ANALYSIS OF  
SHAREHOLDINGS**  
AS AT 27 MARCH 2026

Issued Share Capital	:	196,800,000 Ordinary Shares (including 14,167,256 treasury shares)
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) vote for each ordinary share
Number of shareholders	:	1,208

**DISTRIBUTION OF SHAREHOLDINGS**

Size of Shareholdings	No. of Shareholders	%	No. of Shares Held	%
1 - 99	75	6.208	3,337	0.001
100 – 1,000	118	9.768	47,824	0.026
1,001 – 10,000	403	33.360	2,189,729	1.198
10,001 – 100,000	474	39.238	15,124,923	8.281
100,001 – 9,131,636 <sup>*(1)</sup>	134	11.092	97,669,761	53.478
9,131,637 and above <sup>*(2)</sup>	4	0.331	67,597,170	37.012
<b>TOTAL</b>	<b>1,208</b>	<b>100.0</b>	<b>182,632,744<sup>#</sup></b>	<b>100.0</b>

# Adjusted capital after netting treasury shares of 14,167,256 ordinary shares.

**Note:**

<sup>\*(1)</sup> Less than 5% of Issued Shares

<sup>\*(2)</sup> 5% and above of Issued Shares

**LIST OF SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS:**

Name of Shareholders	Direct Interest		Indirect Interest	
	No of Shares	%	No of Shares	%
Lee Chin Yen	28,550,240	15.63	30,490,104*	16.69
Tan Hong Cheng	23,287,350	12.75	1,950,355**	1.07
Sunleap Industries Sdn. Bhd.	21,228,891	11.62	-	-
Lee Poh Choo	4,411,093	2.42	21,228,891^	11.62
Lee Poh Hong	4,085,260	2.24	21,228,891^	11.62
Lee Poh Nai	764,860	0.42	21,228,891^	11.62
Lee Teng Kok	-	-	21,228,891^	11.62
Lee Teng Hui	-	-	21,228,891^	11.62
Hia Wan Kiga	20,895,374	11.44	-	-

**ANALYSIS OF  
SHAREHOLDINGS**  
AS AT 27 MARCH 2026  
(Cont'd)



**LIST OF DIRECTORS' SHAREHOLDINGS**

Name of Directors	Direct Interest		Indirect Interest	
	No of Shares	%	No of Shares	%
Lee Chin Yen	28,550,240	15.63	30,490,104*	16.69
Tan Hong Cheng	23,287,350	12.75	1,950,355**	1.07
Hia Wan Kiga	20,895,374	11.44	-	-
Lee Poh Choo	4,411,093	2.42	21,228,891^	11.62
Tan Kim Hong	557,700	0.31	-	-
Teh Sin Chay	-	-	-	-
Zaharatul Nadzirah Binti Azizul	-	-	-	-
Chia Song Ming				

**Notes:-**

\* Deemed interested by virtue of shareholdings held by his daughters and sons.

\*\* Deemed interested by virtue of shareholdings held by his son and daughter(s)

^ Deemed interested by virtue of shareholdings held in Sunleap Industries Sdn. Bhd.

**LIST OF THIRTY (30) LARGEST SHAREHOLDERS AS AT 27 MARCH 2026**

Name of Shareholders	No of Shares	%
1. Tan Hong Cheng	20,153,791	11.035
2. Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Sunleap Industries Sdn. Bhd.</i>	14,102,150	7.722
3. HLIB Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lee Chin Yen (M)</i>	12,547,000	6.870
4. Hia Wan Kiga	9,632,942	5.274
5. Lee Chin Yen	8,633,240	4.727
6. Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lee Chin Yen (508382011883)</i>	7,370,000	4.035
7. Sunleap Industries Sdn. Bhd.	7,126,741	3.902
8. Chew Beng Huat	4,630,050	2.535
9. Hia Wan Kiga	3,984,208	2.182
10. Hia Wan Kiga	3,826,680	2.095
11. Hia Wan Kiga	3,350,344	1.834
12. Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lee Poh Choo</i>	3,315,493	1.815
13. Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lee Poh Hong</i>	3,300,000	1.807
14. CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Tan Hong Cheng (MM1103)</i>	3,133,504	1.716
15. Phillip Nominees (Tempatan) Sdn. Bhd. <i>Exempt An For Phillip Securities Pte Ltd (Client Account)</i>	2,685,000	1.470
16. Loo Hooi Chen	2,640,000	1.446
17. Koo Fong Ling	2,627,460	1.439
18. Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Teo Tien Ding</i>	2,014,900	1.103



## ANALYSIS OF SHAREHOLDINGS

AS AT 27 MARCH 2026

(Cont'd)

### LIST OF THIRTY (30) LARGEST SHAREHOLDERS AS AT 27 MARCH 2026 (cont'd)

	Name of Shareholders	No of Shares	%
19.	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Kho Ping</i>	1,824,000	0.999
20.	Kong Kok Choy	1,791,100	0.981
21.	RHB Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Chia Guan Seng</i>	1,752,510	0.960
22.	Chew Beng Huat	1,670,510	0.915
23.	CIMB Group Nominees (Asing) Sdn. Bhd. <i>Exempt An For DBS Bank Ltd (SFS)</i>	1,531,300	0.838
24.	Cheong You Chin	1,524,600	0.835
25.	Lee Teng Hee	1,341,800	0.735
26.	RHB Capital Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Su Ming Keat</i>	1,304,160	0.714
27.	Lee Kok See	1,159,800	0.635
28.	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Teh Sing Huat</i>	1,117,500	0.612
29.	Public Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Kong Kok Choy (SRB/NPS)</i>	1,100,000	0.602
30.	Lee Poh Choo	1,095,600	0.600
	<b>Total</b>	<b>132,286,383</b>	<b>72.433</b>

**LIST OF  
PROPERTIES**  
AS AT 31 DECEMBER 2025



Title Location	Description Existing use	Tenure Age of building	Land area Built-up area sq.ft.	Year of acquisition / revaluation* / completion#	Net book value RM
<b>Central Aluminium Manufactory Sdn Bhd</b>					
GM 612 Lot 48 Mukim Hutan Melintang (3/4 share)	Vacant land	Freehold	143,748	2000*	198,000
GM 624 Lot 3516 Mukim Hutan Melintang (1/10 share)	Vacant land Quarter	Freehold 30 years	281,506 11,664	2000* 1996#	55,000 22,127
GM 550 Lot 889 Mukim Changkat Jong	Vacant land	Freehold	72,658	2000*	70,000
GM 544 Lot 51 Mukim Hutan Melintang	Factory land Factory	Freehold 27 years	155,455 70,152	2000* 2000*	643,000 2,021,404
GM 846 Lot 49 GM 875 Lot 2486 Mukim Hutan Melintang	Factory land Factory Office	Freehold 41 years 22 years	278,784 141,165 6,400	2000* 2000* 2003#	1,075,000 3,196,209 304,166
Geran 3843 Lot 5298 Mukim Hutan Melintang	Factory land	Freehold	224,062	2000*	547,023
Geran 3844 Lot 5299 Mukim Hutan Melintang	Factory land Factory	Freehold 15 years	324,250 34,880	2000* 2011	786,393 1,189,862
Geran 3843 Lot 5298 and Geran 3844 Lot 5299 Mukim Hutan Melintang	Factory Quarter Factory cum warehouse	22 years 22 years 20 years	64,000 10,384 48,000	2003# 2003# 2005#	1,635,569 71,523 780,450
Geran 27879 Lot 12208 Mukim Durian Sebatang	Factory land Factory	Freehold 14 years	281,261 44,496	2010 2010	3,014,517 5,177,890
PN 104453 Lot 17094 Mukim Durian Sebatang	Factory land	Leasehold expiring 12/5/2087	320,549	2010	2,214,033
PN 104454 Lot 17095 Mukim Durian Sebatang	Vacant land  Quarter	Leasehold expiring 12/5/2087  14 years	870,800  3,000	2010  2011	2,557,465  16,518
					<b>25,576,149</b>



## LIST OF PROPERTIES

AS AT 31 DECEMBER 2025  
(Cont'd)

Title Location	Description Existing use	Tenure Age of building	Land area Built-up area sq.ft.	Year of acquisition / revaluation* / completion#	Net book value RM
<b>Central Melamineware Sdn Bhd</b>					
LP 15142 PT 20041 Mukim Durian Sebatang	Vacant land	Freehold	1,308,020	2000*	1,441,000
Railway Wharf Jalan Maharaja Lela Teluk Intan	Factory building cum warehouse	29 years	16,000	1996#	3
	Factory building cum warehouse	16 years	7,670	2008	4
G.M. No.304 Lot 1078 Mukim Changkat Jong	Vacant land	Freehold	155,721	2013	1,001,000
					2,442,007
<b>Central Palm Oil Mill Sdn Bhd</b>					
Geran Mukim 22495 Lot 1107, Mukim Jebong, Larut & Matang, Perak	Vacant land	Freehold	514,547	2025	5,781,242
Geran 48789 Lot 1108 Mukim Jebong, Larut & Matang, Perak	Vacant land	Freehold	842,337	2012	3,417,204
Geran Mukim 1445 Lot 1109 Mukim Jebong, Larut & Matang, Perak	Vacant land	Freehold	420,912	2012	2,624,130
Geran Mukim 1446 Lot 1110 Mukim Jebong, Larut & Matang, Perak	Vacant land	Freehold	422,279	2012	2,652,015
GM721 Lot 1125 Mukim Jebong, Larut & Matang, Perak	Vacant land	Freehold	163,354	2012	1,005,510
Geran Mukim 1447 Lot 1128, Mukim Jebong, Larut & Matang, Perak	Vacant land	Freehold	175,333	2012	1,095,644
Geran Mukim 869 Lot 1553, Mukim Jebong, Larut & Matang, Perak	Vacant land	Freehold	411,913	2023	6,203,039
GM720 Lot 1129 Mukim Jebong, Larut & Matang, Perak	Factory land	Freehold	178,055	2012	1,780,000
	Factory	12 Years	101,923	2012	10,774,694
					35,333,478
<b>CAM Plastic Industry Sdn Bhd</b>					
PT 134916, HSD57885, Mukim Hulu Kinta, Kinta, Perak	Factory land	Leasehold expiring 5/3/2057	131,069	2014	655,544
	Factory	10 years	56,855	2015	2,253,998
					2,909,542
<b>Future Atlas Sdn Bhd</b>					
Geran Mukim 1446 Lot 1110, Mukim Jebong, Larut & Matang, Perak	Office	6 Years	864	2020	124,899
					124,899

# NOTICE OF ANNUAL GENERAL MEETING



**NOTICE IS HEREBY GIVEN** that the Twenty-Fifth Annual General Meeting (“**25<sup>th</sup> AGM**”) of CAM Resources Berhad (“**CAMRES**” or “**Company**”) will be held at Kairos 1 & 2, Level 1, Ibis Styles Kuala Lumpur Sri Damansara, 5, Jalan Cempaka SD 12/5, Jalan PJU 9, Bandar Sri Damansara, 52200 Kuala Lumpur on Thursday, 18 June 2026 at 11.00 a.m. or at any adjournment thereof, for the purposes of considering and if thought fit, passing the following businesses, with or without any modifications:

## AGENDA

### AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon. **[Please refer to Explanatory Note (i)]**
2. To approve the payment of Directors’ Fees of up to RM240,000 and Meeting Allowance of up to RM21,000 for the period from 1 July 2026 to 30 June 2027. **RESOLUTION 1**
3. To re-elect the following Directors retiring by rotation in accordance with Clause 97.1 of the Constitution of the Company, and being eligible have offered themselves for re-election:
  - (i) Mr Lee Chin Yen **RESOLUTION 2**
  - (ii) Ms Zaharatul Nadzirah Binti Azizul **RESOLUTION 3**
  - (iii) Ms Chia Song Ming **RESOLUTION 4**
4. To re-appoint Messrs Baker Tilly Monteiro Heng PLT (AF 0117) as Auditors of the Company until the conclusion of the next Annual General Meeting and to authorise the Directors to determine their remuneration. **RESOLUTION 5**

### AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions with or without modifications, as Ordinary Resolutions:

5. **Ordinary Resolution** **RESOLUTION 6**  
**Authority To Issue and Allot Shares**

“THAT subject always to the Companies Act 2016 (“the Act”), the Constitution of the Company and approvals from Bursa Malaysia Securities Berhad (“Bursa Securities”) and any other governmental or regulatory authorities, where such approval is required, authority be and are hereby given to the Directors pursuant to Section 75 of the Act to issue and allot not more than ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company at any time upon any such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit or in pursuance of offers, agreements or options to be made or granted by the Directors while this approval is in force until the conclusion of the next Annual General Meeting (“AGM”) of the Company pursuant to Section 76 of the Act.

THAT the Directors be and are hereby further authorised to make or grant offers, agreements or options which would or might require shares to be issued after the expiration of the approval hereof.

THAT pursuant to Section 85 of the Act to be read together with Clause 54 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 with new shares ranking equally to the existing issued shares of the Company arising from any issuance of new shares in the Company pursuant to this mandate.



## **NOTICE OF ANNUAL GENERAL MEETING**

*(Cont'd)*

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 other forms of distribution that which may be declared, made or paid before the date of allotment of such new shares.”

### **6. Ordinary Resolution**

### **RESOLUTION 7**

#### **Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature (“Proposed Renewal of Shareholders' Mandate”)**

“THAT, subject always to the Main Market Listing Requirements of Bursa Securities, approval be and is hereby given to the Company and/or its subsidiary to enter into all arrangements and/or transactions as specified in Section 1.4 of the Circular to Shareholders dated 30 April 2026, provided that such arrangements and/or transactions are:

- (a) recurrent transactions of a revenue or trading nature;
- (b) necessary for the day-to-day operations of the Company and/or its subsidiaries;
- (c) carried out in the ordinary course of business of the Company and/or its subsidiaries, made on an arm's length basis and on normal commercial terms with those generally available to the public; and
- (d) not detrimental to the interests of the minority shareholders of the Company.

AND THAT the authority conferred by this resolution shall commence upon passing of this resolution and shall continue to be in force until:

- (a) the conclusion of the next AGM of the Company following the general meeting, at which such mandate was passed, at which time the authority will lapse, unless the authority is renewed by a resolution passed at the next AGM; or
- (b) the expiration of the period within which the next AGM after that date is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extensions as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by a resolution passed by the shareholders of the Company at a general meeting;

whichever is earlier.

AND THAT the Directors of the Company be and are hereby empowered and authorised to complete and to do all such acts, deeds and things as they may deemed fit, consider, expedient, necessary and/or appropriate in order to implement the Proposed Renewal of Shareholders' Mandate, with full power to assent to all or any conditions, modifications, variations and/or amendments (if any) in any manner as may be required by any relevant authorities or otherwise and to deal with all matters relating thereto and to take all such steps and to execute, sign and deliver for and on behalf of the Company all such documents, agreements, arrangements, and/or undertakings, with any party or parties and to carry out any other matters as may be required to implement, finalise and complete, and give full effect to the Proposed Renewal of Shareholders' Mandate in the best interest of the Company.”

### **7. Ordinary Resolution**

### **RESOLUTION 8**

#### **Proposed Renewal of Share Buy-Back Authority for the Company to Purchase its Own Shares**

## **NOTICE OF ANNUAL GENERAL MEETING**

(Cont'd)



“THAT, subject always to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and all other applicable laws, guidelines, rules and regulations, the Company be and is hereby authorised, to the fullest extent permitted by law, to purchase such amount of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that:-

- (i) the aggregate number of shares purchased does not exceed ten per centum (10%) of the total number of issued shares of the Company as quoted on Bursa Securities as at the point of purchase;
- (ii) the maximum fund to be allocated by the Company for the purpose of purchasing the shares shall be backed by an equivalent amount of retained profits of the Company as at the time of the purchase(s); and
- (iii) the Directors of the Company may decide either to retain the shares purchased as treasury shares or cancel the shares or retain part of the shares so purchased as treasury shares and cancel the remainder or to resell the shares or distribute the shares as dividends or transfer the shares under employee share scheme or as purchase consideration.

THAT the authority conferred by this resolution will commence after the passing of this ordinary resolution and will continue to be in force until:

- (i) the conclusion of the next AGM following the general meeting at which such resolution was passed at which time it will lapse unless by ordinary resolution passed at the meeting, the authority is renewed, either unconditionally or subject to conditions; or
- (ii) the expiration of the period within which the next AGM after that date is required by law to be held; or
- (iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever occur first.

AND THAT authority be and are hereby given unconditionally and generally to the Directors of the Company to take all such steps as are necessary or expedient (including without limitation, the opening and maintaining of central depository account(s) under the Securities Industry (Central Depositories) Act 1991, and the entering into all other agreements, arrangements and guarantee with any party or parties) to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities and with the fullest power to do all such acts and things thereafter (including without limitation, the cancellation or retention as treasury shares of all or any part of the purchased shares or to resell the shares or distribute the shares as dividends or transfer the shares under an employee share scheme or as purchase consideration) in accordance with the Constitution of the Company and the requirements and/or guidelines of Main Market Listing Requirements of Bursa Securities and all other relevant governmental and/or regulatory authorities.”



## **NOTICE OF ANNUAL GENERAL MEETING**

(Cont'd)

- To transact any other ordinary business of which due notice shall have been given.

By Order of the Board

**QWIK TSAE YNG (SSM PC No. 202308000539) (MAICSA 7053568)**

**GOH XIN YEE (SSM PC No. 202008000375) (MAICSA 7077870)**

Company Secretaries

Kuala Lumpur

Dated this 30<sup>th</sup> day of April 2026

### **NOTES:**

- A member of the Company entitled to attend, participate, speak and vote at the meeting is entitled to appoint not more than two (2) proxies to attend, participate, speak and vote instead of him. A proxy may, but need not, be a member of the Company and there shall be no restriction as to the qualification of the proxy.
- Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy. A proxy appointed to participate and vote at the 25<sup>th</sup> AGM shall have the same rights as the member to participate at the 25<sup>th</sup> AGM.
- Where a member is an authorised nominee as defined in the Securities Industry (Central Depositories) Act, 1991, it may appoint not more than two (2) proxies in respect of each Securities Account it holds in ordinary shares of the Company standing to the credit of the said Securities Account.
- Where a member 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. Where the Exempt Authorised Nominee appoints two (2) or more proxies to attend and vote at the same meeting, such appointment shall be invalid unless the Exempt Authorised Nominee specifies the proportion of his holdings to be represented by each proxy.
- The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised.
- The instrument appointing a proxy must be deposited at the Company's Share Registrar's office, Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, submit electronically via *Vistra Share Registry and IPO (MY) portal at <https://srmy.vistra.com>*. not less than forty-eight (48) hours before the time for holding the meeting or at any adjournment thereof, otherwise the instrument of proxy shall not be treated as valid. Please refer to the Administrative Guide for the 25th AGM for further information on electronic submission of Proxy Form.
- Date of Record of Depositors for the purpose of determining Members' entitlement to participate and vote at the 25<sup>th</sup> AGM is 10 June 2026.
- Pursuant to Paragraph 8.29(A) of Main Market Listing Requirements of Bursa Securities, all the resolutions at the 25<sup>th</sup> AGM of the Company shall be put to vote by way of poll.

# NOTICE OF ANNUAL GENERAL MEETING

(Cont'd)



## EXPLANATORY NOTES ON ORDINARY AND SPECIAL BUSINESS:

### (i) **Item 1 of the Agenda** **Audited Financial Statements for the financial year ended 31 December 2025**

This Agenda is meant for discussion only, as the provision of Section 340 (i)(a) of the Act does not require a formal approval of the shareholders for the Audited Financial Statements. Hence, this Agenda is not put forward for voting.

### (ii) **Ordinary Resolution 1** **Directors' Fees and Benefits Payable**

Section 230(1) of the Act provides amongst others, that "the fees" of the directors and "any benefits" payable to the Directors of a listed company and its subsidiaries including any compensation for loss of employment of a director or former director of a public company or a listed company and its subsidiaries, shall be approved at a general meeting. In this respect, the Board agreed that the shareholders' approval shall be sought at the 25<sup>th</sup> AGM on the Directors' Fees and benefits payable for the financial period from 1 July 2026 to 30 June 2027. ("Relevant Period").

The Payment of Directors' Fees will only be made by the Company and its subsidiaries on a monthly basis and/or as and when incurred if the proposed Resolution 1 has been passed at the 25<sup>th</sup> AGM.

The estimated total amount of the Directors' benefits for the Relevant Period comprises of meeting allowance payable to the Non-Executive Directors which only be accorded based on actual attendance of meetings by the Non-Executive Directors. In determining the estimated total amount of the Directors' benefits, the Board considered various factors, including the number of scheduled meetings for the Board and Board Committee as well as the number of Directors involved in these meetings.

### (iii) **Ordinary Resolutions 2 to 4** **Re-election of Retiring Directors**

Mr Lee Chin Yen, Ms Zaharatul Nadzirah Binti Azizul and Ms Chia Song Ming, will retire in accordance with Clause 97.1 of the Constitution of the Company, and being eligible for re-election, have offered themselves for re-election at the 25<sup>th</sup> AGM.

Each of the Directors standing for re-election had undergone a performance evaluation and had provided his/her annual declaration on his/her fitness and propriety to continue acting as Directors of the Company in accordance with the Fit and Proper Policy of the Group.

The Nomination Committee ("NC") had assessed and considered the performance and suitability of each of the retiring Directors and was satisfied that the retiring Directors had demonstrated his/her commitment to the role and continues to be an effective and valuable member of the Board of Directors (the "Board").

Based on the above premise, the Board approved the NC's recommendation and recommended for the retiring Directors to be re-elected at the 25<sup>th</sup> AGM.

The profile of the retiring Directors can be found on pages 46 to 49 of the Annual Report 2025.

### (iv) **Ordinary Resolution 5** **Re-appointment of Auditors**

The Audit Committee ("AC") has assessed the suitability, objectivity and independence of the external auditors, Messrs Baker Tilly Monteiro Heng PLT ("Baker Tilly") and was satisfied with the suitability of Baker Tilly based on the quality of audit, performance, competency and sufficiency of resources the external audit team provided to the Group.

The Board therefore approved the AC's recommendation on the re-appointment of Baker Tilly as the external auditors of the Company to be put forward for the shareholders' approval at the forthcoming 25<sup>th</sup> AGM.



## **NOTICE OF ANNUAL GENERAL MEETING**

*(Cont'd)*

**(v) Ordinary Resolution 6  
Authority to Issue and Allot Shares**

The Proposed Resolution 6, if approved, will give flexibility to the Directors to issue and allot shares of up to a maximum of ten per centum (10%) of the total number of issued share capital (excluding treasury shares) of the Company at the time of such issuance of shares and for such purposes as they consider would be in the best interest of the Company without having to convene separate general meetings. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

The purpose of this general mandate is for possible fund-raising exercises including but not limited to placement of shares, for purpose of funding current and/or future investment projects, working capital, repayment of borrowings and/or acquisitions.

This is the renewal of the mandate obtained from the shareholders at the last AGM held on 19 June 2025 ("the Previous Mandate"). The Previous Mandate was not utilised and accordingly no proceeds were raised.

The proposed Resolution 6, if approved, will allow the Company to waive the statutory pre-emptive rights of the shareholders of the Company to be offered with the new shares ranking equally to the existing issued shares of the Company arising from any issuance of new shares in the Company pursuant to this mandate.

By voting in favour of the proposed resolution, the shareholders of the Company are deemed to have waived their pre-emptive rights pursuant to Section 85(1) of the Act and Clause 54 of the Constitution of the Company to be first offered any new shares ranking equally to the existing issued shares of the Company which will result in a dilution of their shareholding percentage in the Company.

**(vi) Ordinary Resolution 7  
Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

The proposed Resolution 7, if passed, will provide a renewed mandate for the Company and/or its subsidiaries to enter into Recurrent Related Party Transactions involving the interests of related parties, which are of a revenue or trading nature and necessary for the Group's day-to-day operations are undertaken in the ordinary course of business at arm's length basis, on normal commercial terms and transaction prices which are not more favourable to the related parties than those generally made available to the public and not to the detriment of the minority shareholders of the Company.

Please refer to the Circular to Shareholders dated 30 April 2026 for further information.

**(vii) Ordinary Resolution 8  
Proposed Renewal of Share Buy-Back Authority for the Company to Purchase its Own Shares**

The proposed Resolution 8, if passed, will empower the Company to purchase its own shares and/or hold up to ten per centum (10%) of the total number of issued shares of the Company by utilising the funds allocated which shall not exceed the retained profits of the Company.

Please refer to the Share Buy Back Statement dated 30 April 2026 for further information.

***STATEMENT ACCOMPANYING  
NOTICE OF ANNUAL GENERAL MEETING***



(Pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad's Main Market Listing Requirements)

No individual is standing for election as a Director at the forthcoming 25<sup>th</sup> Annual General Meeting of the Company.



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**CAM**

CAM RESOURCES BERHAD

Registration No. (200001032704 [535311-D])

(Incorporated in Malaysia)

*Form of Proxy*

No. of ordinary shares held	CDS Account No.

I/We \_\_\_\_\_ NRIC No./Passport No./Co. No. \_\_\_\_\_  
(full name in Block Letters)of \_\_\_\_\_  
(Full address)Tel No./Email Address \_\_\_\_\_ being a member(s) of **CAM RESOURCES BERHAD**  
**(Registration No. 200001032704 [535311-D])** hereby appoints

Name	Address	NRIC/ Passport No.	Proportion of Shareholdings (%)
1.			
*And/or (delete as appropriate)			
2.			

or failing \*him/her, the CHAIRMAN OF THE MEETING as \*my/our proxy(ies), to vote for me/us on \*my/us on my/our behalf at the 25<sup>th</sup> Annual General Meeting of CAM RESOURCES BERHAD to be held at Kairos 1 & 2, Level 1, Ibis Styles Kuala Lumpur Sri Damansara, 5, Jalan Cempaka SD 12/5, Jalan PJU 9, Bandar Sri Damansara, 52200 Kuala Lumpur on Thursday, 18 June 2026 at 11:00 a.m., or at any adjournment thereof.

(Please indicate with an "X" in the space provided below how you wish your proxy to vote. If no specific direction as to voting is given, the proxy will vote or abstain at his/her discretion.)

Item	Agenda	Resolution	For	Against
<b>Ordinary Business</b>				
1.	To approve the payment of Directors' Fees of up to RM240,000.00 and Meeting Allowance of up to RM21,000.00 for the period from 1 July 2026 to 30 June 2027.	Resolution 1		
2.	To re-elect Mr Lee Chin Yen as a Director of the Company.	Resolution 2		
3.	To re-elect Ms Zaharatul Nadzirah Binti Azizul as a Director of the Company.	Resolution 3		
4.	To re-elect Ms Chia Song Ming as a Director of the Company.	Resolution 4		
5.	To re-appoint Messrs Baker Tilly Monteiro Heng PLT as Auditors of the Company.	Resolution 5		
<b>Special Business</b>				
6.	Authority to Issue and Allot Shares.	Resolution 6		
7.	Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.	Resolution 7		
8.	Proposed Renewal of Share Buy-Back Authority for the Company to Purchase its Own Shares	Resolution 8		

Note: Please note that the short descriptions given above of the Resolutions to be passed do not in any way whatsoever reflect the intent and purpose of the Resolutions. The short descriptions have been inserted for convenience only. Shareholders are encouraged to refer to the Notice of Annual General Meeting for the full purpose and intent of the Resolutions to be passed.

Dated this \_\_\_\_\_ of \_\_\_\_\_ 2026

\_\_\_\_\_  
\*Signature(s)/Common Seal of Shareholder(s)

\* Delete whichever is not applicable

\* If you are an individual shareholder, please sign where indicated.

\* If you are a corporate shareholder which has a common seal, this proxy form should be executed under seal in accordance with the constitution of your corporation.

\* If you are a corporate shareholder which does not have a common seal, this proxy form should be affixed with the rubber stamp of your company (if any) and executed by:

(i) at least two(2) authorised officers, one of whom shall be a director; or

(ii) any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.

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**Notes:-**

- (1) A member of the Company entitled to attend, participate, speak and vote at the meeting is entitled to appoint not more than two (2) proxies to attend, participate, speak and vote instead of him. A proxy may, but need not, be a member of the Company and there shall be no restriction as to the qualification of the proxy.
- (2) Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy. A proxy appointed to participate and vote at the 25<sup>th</sup> AGM shall have the same rights as the member to participate at the 25<sup>th</sup> AGM.
- (3) Where a member is an authorised nominee as defined in the Securities Industry (Central Depositories) Act, 1991, it may appoint not more than two (2) proxies in respect of each Securities Account it holds in ordinary shares of the Company standing to the credit of the said Securities Account.
- (4) Where a member is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one Securities Account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds. Where the Exempt Authorised Nominee appoints two (2) or more proxies to attend and vote at the same meeting, such appointment shall be invalid unless the Exempt Authorised Nominee specifies the proportion of his holdings to be represented by each proxy.
- (5) The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised.

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AFFIX  
STAMP

The Share Registrar  
**Tricor Investor & Issuing House Services Sdn. Bhd.** (118401-V)  
Unit 32-01, Level 32,  
Tower A, Vertical Business Suite,  
Avenue 3, Bangsar South,  
No. 8, Jalan Kerinchi,  
59200 Kuala Lumpur.

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- (6) The instrument appointing a proxy must be deposited at the Company's Share Registrar's office, Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, submit electronically via Vistra Share Registry and IPO (MY) portal at <https://srmy.vistra.com>, not less than forty-eight (48) hours before the time for holding the meeting or at any adjournment thereof, otherwise the instrument of proxy shall not be treated as valid. Please refer to the Administrative Guide for the 25<sup>th</sup> AGM for further information on electronic submission of Proxy Form.
- (7) Date of Record of Depositors for the purpose of determining Members' entitlement to participate and vote at the 25<sup>th</sup> AGM is 10 June 2026.
- (8) Pursuant to Paragraph 8.29(A) of Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions at the 25<sup>th</sup> AGM of the Company shall be put to vote by way of poll.



**CAM**

**CAM RESOURCES BERHAD**

(200001032704 [535311-D])