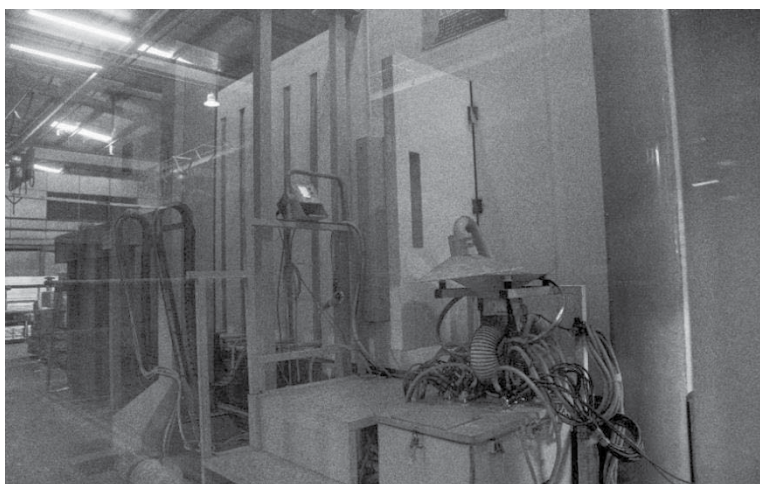


7. BUSINESS OVERVIEW (Cont'd)



Extruded aluminium profiles entering the automated powder coating room



Inside the automated powder coating room

Examples of the aluminium products that are produced using our Group's extruded aluminium profiles are as follows:



Casement window



Sliding window



Swing door



Sliding door

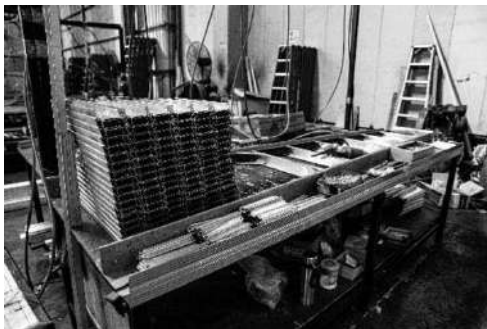
7. BUSINESS OVERVIEW (Cont'd)

Fabrication and assembly

Our aluminium extrusion activities produce extruded aluminium profiles which can then undergo further fabrication activities such as bending, cutting and riveting to be transformed into finished products.

Our Group only undertakes cutting and riveting processes to fabricate and assemble aluminium ladders as well as aluminium solar PV mounting structures. We distribute the aluminium ladders under our own “Asteri” brand and as an OEM for hardware wholesalers. The ladders that we fabricate and assemble include one-sided and double-sided ladders as well as multipurpose two-way ladders. Meanwhile, we utilise the aluminium solar PV mounting structures in our solar PV system installation services.

Aluminium ladders

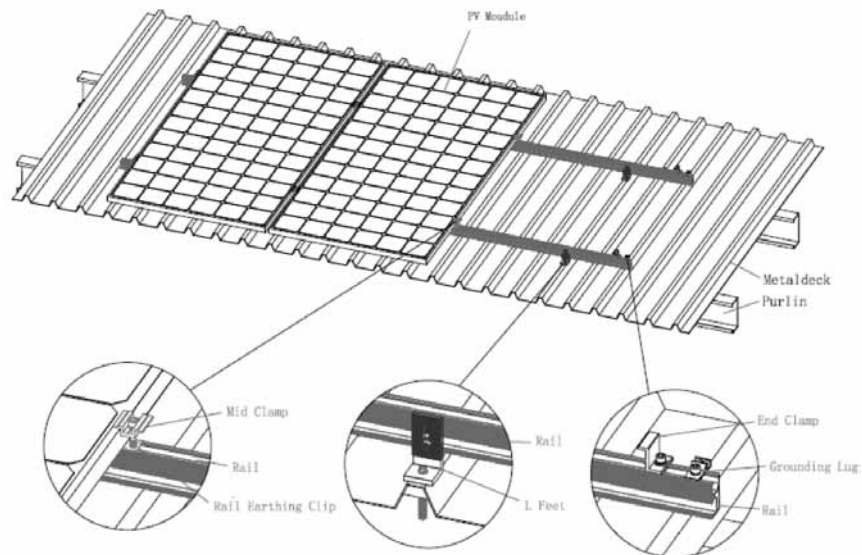


Fabrication and assembly of ladders



Finished ladders

Aluminium solar PV mounting structures



Sample render of a solar PV mounting frame where the aluminium solar PV mounting structures include the railing, mid clamp, L feet, and end clamp.

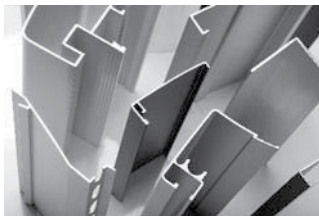
7. BUSINESS OVERVIEW (Cont'd)

7.2.2 Trading and distribution of building materials

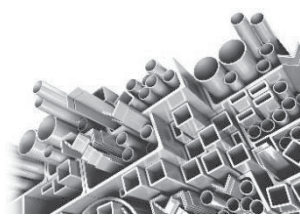
We trade and distribute building materials such as extruded aluminium profiles, stainless-steel products, aluminium products, silicone sealants, ironmongery products, among others, for our customers in the construction, property development, and manufacturing industries as well as to wholesalers. We purchase the building materials in bulk from our suppliers and store them at our facilities. We also trade and distribute extruded aluminium profiles from our suppliers when we are unable to cope with the demand from customers at the prevailing time. The extruded aluminium profiles traded and distributed by our Group are of the same specifications and quality as our Group's internally extruded aluminium profiles. We can also assist our customers in procuring additional building materials that we do not normally stock.

Upon our customers' purchase, we will deliver our products to our customers in the Central, Northern and Southern region of Peninsular Malaysia through our fleet of delivery vehicles. We utilise third-party logistics service providers to deliver our products to the Eastern region of Peninsular Malaysia and East Malaysia. As at the LPD, we have approximately 3,400 stock keeping units (SKU) of products under our trading and distribution of building materials segment.

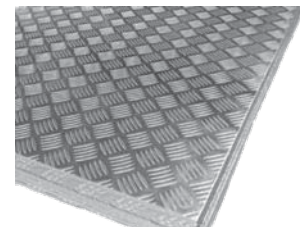
Some of the building materials which our Group distributes are as follows:



Extruded aluminium profiles



Stainless-steel products



Aluminium products



Silicone sealants



Ironmongery products

7.2.3 Solar PV system installation services

Our expansion into the provision of solar PV system installation services began with the emergence of Vafe System, a subsidiary of Sunview Group Berhad, as our corporate shareholder. The Sunview Group is involved in the provision EPCC of solar PV facilities, solar PV construction and installation services, as well as solar power generation and supply.

7. BUSINESS OVERVIEW (Cont'd)

The relationship between our Group and the Sunview Group has enabled our Group to explore the potential of providing solar PV system installation services. This had also led to our Group's venture into the fabrication of aluminium solar PV mounting structures. Currently, our projects under the solar PV system installation services segment of our business were awarded by Fabulous Sunview, a subsidiary of Sunview Group Berhad and the holding company of Vafe System, in view of our Group's capability and experience in supplying building materials, which includes solar PV mounting structures and accessories, to our customers. We intend to bid or tender for additional projects in the solar PV industry. In providing solar PV system installation services, we procure cables, wires, and related accessories, while overseeing the entire solar PV system installation process, which we subcontract.

The main equipment and components of the solar PV facility such as solar PV systems, inverters, and transformers will be procured by the main contractors or the owners of the solar PV facility whilst we provide the aluminium solar PV mounting structures through our in-house aluminium extrusion services.



Mechanical installation works of the structure and mounting frames for the development of 50 megawatt alternating current (MWAC) solar PV facility located in Pekan, Pahang



Installation works for solar PV panels on a rooftop in Kuala Langat, Selangor



Installation works for solar PV on a car park in Shah Alam, Selangor

7. BUSINESS OVERVIEW (Cont'd)

7.3 PRINCIPAL MARKET AND BUSINESS SEGMENT

Our Group's revenue is solely generated from Malaysia. The breakdown of our Group's revenue by business segment for the FYE Under Review and FPE 2024 are as follows:

	FYE 2021		FYE 2022		FYE 2023		FPE 2024	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Core business								
Aluminium extrusion	56,528	62.98	62,925	57.25	87,936	57.22	68,004	62.98
Trading and distribution of building materials ⁽¹⁾	33,227	37.02	46,985	42.75	64,640	42.06	37,494	34.72
Non-core business								
Solar PV system installation services	-	-	-	-	1,109	0.72	2,486	2.30
Total	89,755	100.00	109,910	100.00	153,685	100.00	107,984	100.00

Note:

(1) Includes trading and distribution of extruded aluminium profiles which were purchased from our suppliers.

The breakdown of our Group's revenue by geographical region for the FYE Under Review and FPE 2024 are as follows:

	FYE 2021		FYE 2022		FYE 2023		FPE 2024	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Core business								
Aluminium extrusion								
West Malaysia								
Central region	46,504	51.81	52,472	47.74	74,441	48.44	56,834	52.63
Southern region	5,597	6.24	7,101	6.46	9,634	6.27	7,424	6.88
Northern region	2,766	3.08	2,504	2.28	3,469	2.26	2,750	2.55
Eastern region	429	0.48	439	0.40	112	0.07	420	0.39
East Malaysia	1,232	1.37	409	0.37	280	0.18	576	0.53
	56,528	62.98	62,925	57.25	87,936	57.22	68,004	62.98

7. BUSINESS OVERVIEW (Cont'd)

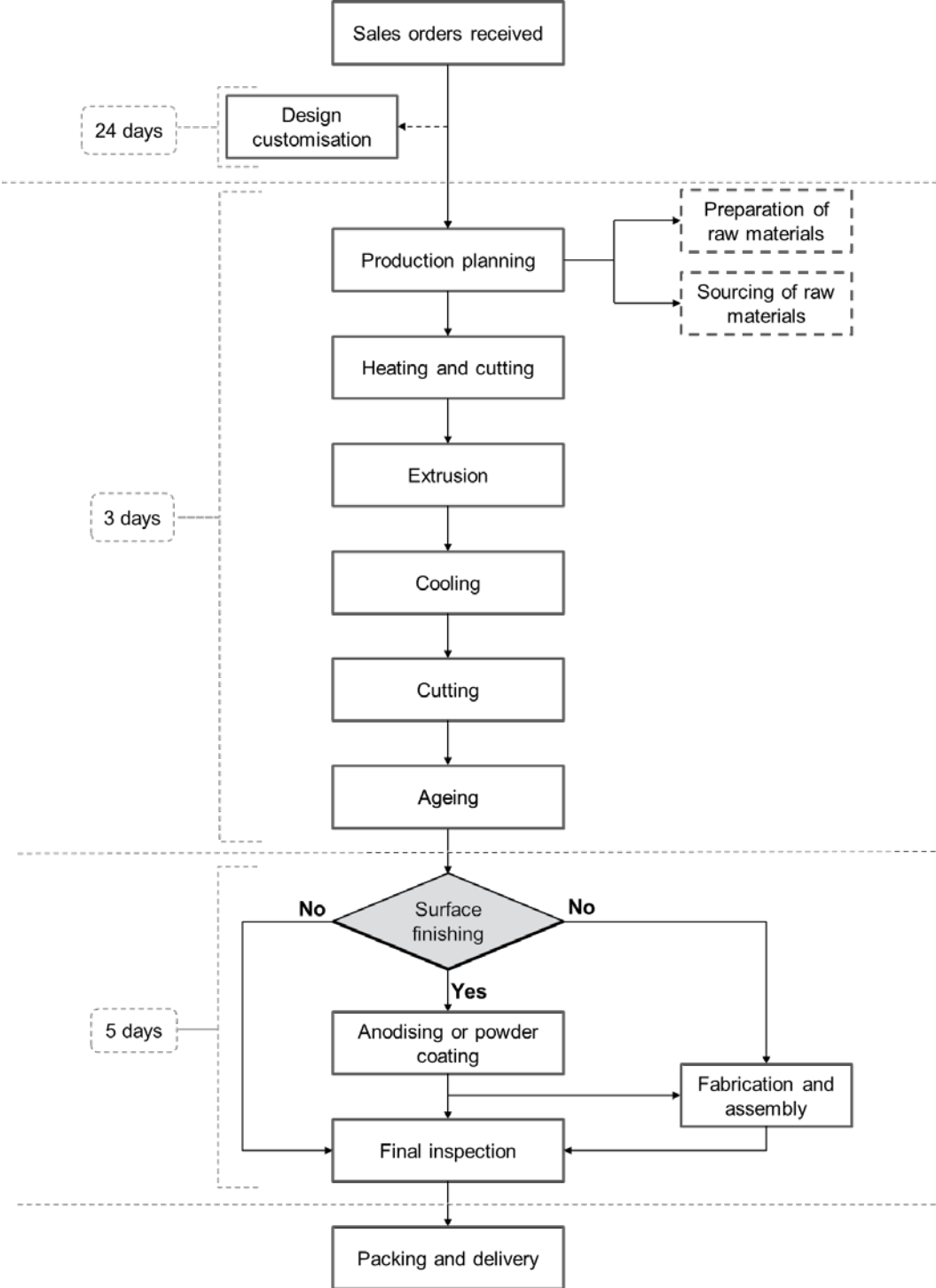
	FYE 2021		FYE 2022		FYE 2023		FPE 2024	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Trading and distribution of building materials								
West Malaysia								
Central region	28,817	32.11	38,063	34.64	46,433	30.21	26,912	24.92
Southern region	3,161	3.52	6,434	5.85	13,745	8.95	8,111	7.51
Northern region	749	0.83	1,968	1.79	2,733	1.78	764	0.71
Eastern region	143	0.16	389	0.35	1,202	0.78	1,634	1.51
East Malaysia	357	0.40	131	0.12	527	0.34	73	0.07
	33,227	37.02	46,985	42.75	64,640	42.06	37,494	34.72
Non-Core business								
Solar PV system installation services								
West Malaysia								
Central region	-	-	-	-	825	0.54	205	0.19
Southern region	-	-	-	-	-	-	1,461	1.35
Eastern region	-	-	-	-	284	0.18	820	0.76
	-	-	-	-	1,109	0.72	2,486	2.30
Total	89,755	100.00	109,910	100.00	153,685	100.00	107,984	100.00

7. BUSINESS OVERVIEW (Cont'd)

7.4 BUSINESS PROCESS

7.4.1 Aluminium extrusion

The process flow of our aluminium extrusion is as depicted below:



7. BUSINESS OVERVIEW (Cont'd)

(i) Sales orders received

Once a sales order for extruded aluminium profiles is received, we will engage with the customer to further understand the detailed requirements and specifications of the extruded aluminium profiles which include, among others, material requirement, finishing requirement and criteria for product acceptance.

(ii) Design customisation

For some customers, we will assist in developing and designing the extruded aluminium profiles based on their respective requirements and specifications. We will propose various designs for the extruded aluminium profiles until such design is accepted by our customer. During this step, we will also work together with our customer to determine the design of the die for the extrusion process.

(iii) Production planning

Upon confirmation on the requirement and specifications as well as the design of the extruded aluminium profiles, we will begin the production planning process which includes the preparation and sourcing of raw materials, sourcing of die, and determining the production schedule and delivery timeline. We will ensure that the necessary type and amount of aluminium billets are readily available in our inventory to complete the sales order. In the event that we do not have the specific aluminium billets or we have insufficient aluminium billets to complete the sales order, we will proceed to source and procure the necessary aluminium billets. If a custom die is required based on the custom design from a customer, we will engage a third party to produce the die.

For extruded aluminium profiles that are fast moving, we will generally maintain three months of stock in our facilities.

(iv) Heating and cutting

The aluminium billets will be heated to approximately 500 degrees Celcius until it is soft enough to be cut into smaller lengths.

(v) Extrusion

The heated cut aluminium billet will be extruded through a shaped die to obtain the desired shape of the extruded aluminium profile.

(vi) Cooling

Upon obtaining the desired shape of the extruded aluminium profile, the extruded aluminium profile will be cooled on the cooling table. This will allow the extruded aluminium profile to solidify and retain its desired shape.

(vii) Cutting

The extruded aluminium profile will then be cut according to the required lengths by adjusting the jig on the cutting machine. Cutting is undertaken to remove the excess aluminium to achieve the desired shape and dimension of the extruded aluminium profile. The extruded aluminium profiles will then be inspected prior to being arranged on racks in preparation for the ageing process.

7. BUSINESS OVERVIEW (Cont'd)

(viii) Ageing

After the extruded aluminium profiles are cut to size, they are required to undergo ageing. The ageing process involves controlled heating of the extruded aluminium which causes it to harden and strengthen. The extruded aluminium profiles are placed on racks and then placed into an ageing tower which is heated to temperatures of between 185 degrees Celsius and 205 degrees Celsius for several hours. Subsequently, the heated extruded aluminium profiles are then removed from the oven and cooled. After the extruded aluminium profiles are cooled, we will test the hardness of the aluminium to ensure that the ageing process has been conducted properly.

(ix) Anodising or powder coating

Depending on the sales order, some of the extruded aluminium profiles will undergo a secondary process such as anodising or powder coating to enhance the aesthetic appeal and add an additional layer of protection for the extruded aluminium profiles.

(x) Fabrication and assembly

We will perform fabrication and assembly to form aluminium ladders as well as aluminium solar PV mounting structures using the extruded aluminium profiles. This includes cutting the extruded aluminium profiles into shorter lengths, as well as hole punching and machine pressing in accordance to the specifications of the products. The holes are accurately punched by setting the pin at the desired locations of the holes on the punching machine or by setting the jig on the punching machine.

For aluminium ladders, we will then attach and secure the ladder's steps, ladder head, ladder head connector, hinges, support bar to the frame as well as attach the rubber shoes to the bottom of the ladder to prevent slipping. Depending on the type of ladder, we will also attach accessories such as brackets, blind rivets or extension hooks in accordance with the specifications of the products. For aluminium solar PV mounting structures, we will then add nuts and bolts.

(xi) Final inspection and packing

We will conduct a final visual inspection on the finished product to ensure that the aluminium products' design and specification are in accordance with the requirements and specifications of the customer.

Finished aluminium products which pass the final inspection will be sorted and a sticker will be pasted to indicate that the product has passed our quality control process. Some of our products such as our ladders will be pasted with our "Asteri" brand sticker, warning label and usage instructions. Subsequently, the products will be wrapped with plastic, packed and stored in our storage facility whilst awaiting delivery to the customer.

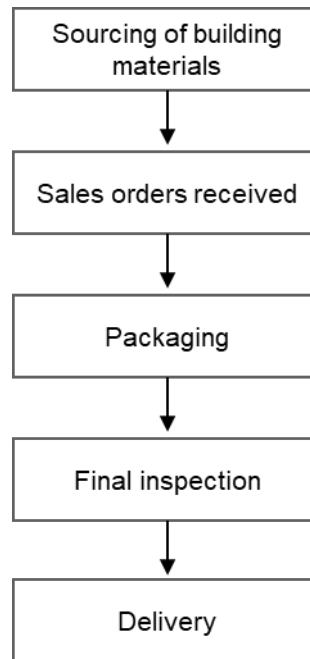
(xii) Delivery

The finished aluminium products will be loaded onto lorries to be delivered to the customer. For customers in the Northern, Central and Southern region of Peninsular Malaysia, the products will be delivered with our lorries. For customers in the Eastern region of Peninsular Malaysia and East Malaysia, we will appoint third-party logistics service providers to deliver the products.

7. BUSINESS OVERVIEW (Cont'd)

7.4.2 Trading and distribution of building materials

The process flow of our trading and distribution of building materials is as depicted below:



(i) Sourcing of building materials

We will source for building materials which we maintain in our inventory to ensure that the building materials are readily available once sales orders are received. We will usually take the monthly average sales volume for the past 12 months and maintain three months of stock in our facilities. For new products, we will generally undertake an internal market survey with our customers to gauge the demand for said products.

(ii) Sales order received

Once a sales order for building materials is received, we will confirm with the customer on the details and requirements of the sales order which include, among others, type of building material, specification, quantity and delivery information.

If we receive a sales order for products that we do not normally stock, we will source and procure such products for our customers.

(iii) Packaging

We will select the necessary building materials based on the sales order and package them for delivery to our customers.

(iv) Final inspection

We will conduct a final inspection to ensure that the packaged building materials are in accordance with the details and requirements of the sales order.

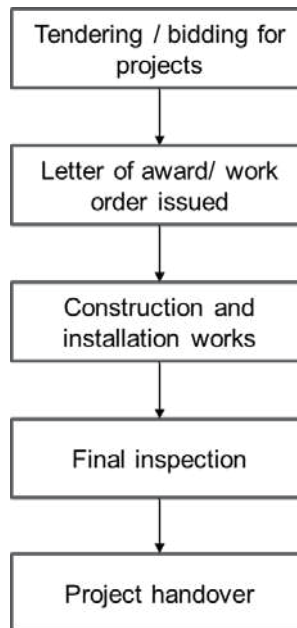
7. BUSINESS OVERVIEW (Cont'd)

(v) Delivery

The building materials will be delivered to the customer in accordance with the delivery information provided. For customers in the Northern, Central and Southern region of Peninsular Malaysia, the products will be delivered with our own lorries. For customers in the Eastern region of Peninsular Malaysia and East Malaysia, we will appoint third-party logistics service providers to deliver the products.

7.4.3 Solar PV system installation services

The process flow of our solar PV system installation services is as depicted below:



(i) Tendering / bidding for projects

We will identify potential projects via tenders and invitations to bid for projects. During this stage, we will review the project requirements and prepare the necessary tender/bid documents. We will also source for subcontractors to carry out the installation works, as well as source for the necessary materials such as cables and wires for the project. We will then submit the finalised tender/bid documents, based on the project size, job scope and project value.

(ii) Letter of award issued

Upon reviewing our tender/bid documents, our potential customer will hold discussions with us regarding the details of the tender/bid documents and the project requirements. We may be required to amend the tender/bid documents several times in accordance with the requirements of our potential customer. Upon finalising the agreement between our Group and our potential customer, we will then be issued with a letter of award.

7. BUSINESS OVERVIEW (Cont'd)

(iii) Installation works

We will commence the project by appointing a subcontractor, and issuing a letter of award or a work order to the appointed subcontractor, and then furnishing them with the project requirements. We will then provide the subcontractor with the required materials such as cables and wires for the project which we had sourced during the tendering/bidding process. Our Group outsources the installation works to subcontractors as we focus on project management. As the project manager, we will manage and supervise the installation works on site to ensure the smooth and timely implementation of the project. We will also require our subcontractor to submit their project claims on a regular basis. These project claims will also be shared with our customer to update them on the progress of the project.

(iv) Final testing and commissioning

Upon completion of the installation works, we will conduct the necessary tests on the solar PV system together with the customer to verify that the installed system meets their requirements.

(v) Project handover

The handover process involves handing over the solar PV system to our customer. During this process, the handover documents are provided to our customer for their acknowledgement.

7.5 COMPETITIVE STRENGTHS

7.5.1 We have an established track record and reputation in the aluminium extrusion market

We have a track record of over 20 years in the aluminium extrusion market. Since we commenced operations in 2002, we have been manufacturing, fabricating, processing, and selling aluminium products as well as building materials. In 2008, we expanded to include fabrication and assembly of various types of aluminium ladders as an OEM and subsequently distributed our own "Asteri" brand from 2016. Our Group has also in 2023 ventured into the provision of solar PV system installation services.

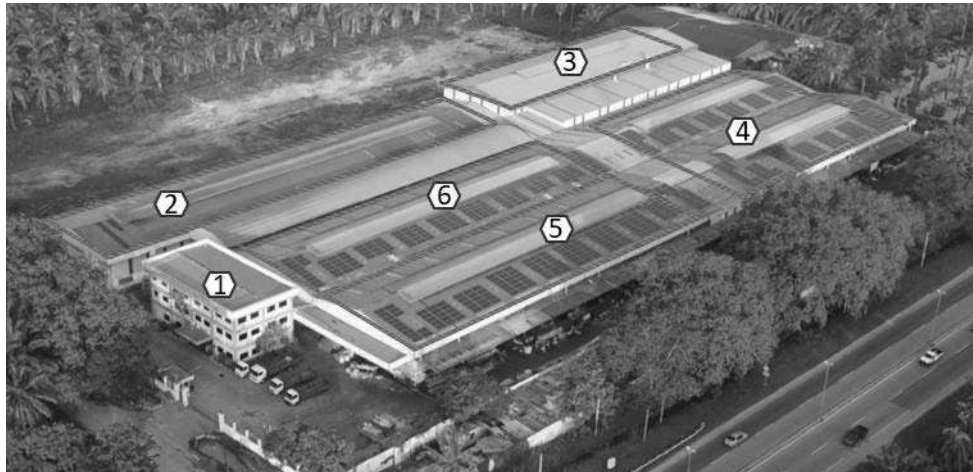
Over the years, our aluminium products have been used in multiple buildings such as The Conlay (Kuala Lumpur), Bloomsvale Residence, The Vue @ Monterez and Papyrus @ North Kiara. We have transacted with a total of 2,377, 2,408, 2,575 and 3,150 customers during the FYEs 2021, 2022, 2023 and FPE 2024, respectively.

Our established track record and reputation has enabled us to continuously secure orders from our customers and generate revenue to further expand our products and services.

7.5.2 We have a comprehensive manufacturing facility

As at the LPD, we undertake our aluminium extrusion, fabrication and assembly activities at our Ijok Manufacturing Facility. We have established a comprehensive manufacturing infrastructure at our Ijok Manufacturing Facility which houses our four aluminium extrusion lines, one automated powder coating line, four anodising lines, 10 fabrication and assembly tables for aluminium ladders, as well as an on-site warehouse. By having our key processes in one facility, we are able to control the quality of our products and efficiency of our operations. An aerial view of our Ijok Manufacturing Facility is shown below:

7. BUSINESS OVERVIEW (Cont'd)



Legends:

- | | |
|--------------------|---|
| 1. Office | 4. Aluminium extrusion lines |
| 2. Warehouse | 5. Aluminium ladder and solar PV mounting structure fabrication and assembly tables |
| 3. Anodising lines | 6. Powder coating line |

Further, we also have the necessary tools and technical manpower to customise the aluminium extrusion based on our customers' required specifications and choice of finishing which includes, among others, mill finish, natural anodised and powder coated finishing. Our fully automated powder coating production process enables us to apply fine powder to our extruded aluminium profiles electrostatically with minimal need for human labour.

7.5.3 We offer a wide range of products

We offer a wide range of extruded aluminium profiles that can be customised according to our customers' requirement. Our engineering department works together with our customers to design the die to be used to create the required extruded aluminium profile. We will then engage a third-party supplier to produce the die.

Under our trading and distribution of building materials segment, we offer building materials such as extruded aluminium profiles, stainless-steel products, aluminium products, silicone sealants, ironmongery products, among others, to our customers.

As at the LPD, we have a total of approximately 5,300 stock keeping units (SKU) for our aluminium extrusion segment, and trading and distribution of building materials segment.

In addition, our wide range of products of extruded aluminium profiles and other building materials enable us to effectively serve our customers, especially from the construction industry, as we can provide convenience where we are able to offer both internally extruded aluminium profiles and building materials for construction works which tend to complement one another. For example, the silicone sealants from our trading and distribution of building materials segment are commonly used by our customers in the installation of the finished aluminium products such as window frames and door frames.

Further, we generally maintain a stock level of three months for fast-moving products to ensure availability of supply to our customers.

7. BUSINESS OVERVIEW (Cont'd)

7.5.4 We have an experienced management team

Our Key Senior Management are dedicated, with each having more than 10 years of experience in their respective fields.

Name	Designation	Years of relevant working experience
Chua Nyok Chong	Non-Independent Executive Vice Chairman	31
Chua Boon Hong	Non-Independent Executive Director and CEO	13
Lee Yong Zhi	Non-Independent Executive Director and COO	14
Khoo Nee Cheng	CMO	22
Sheng Toy Sei	CFO	14
Chong Jun Kang	CSO	13

Our experienced management team comprises of a team of individuals with diverse work experiences which allows us to continuously cater and adapt to the changes in the aluminium extrusion market in Malaysia, as well as to provide customised solutions to our customers. Hence, we are of the opinion that our experienced management team will enable us to execute our future plans and further grow our business operations.

Further details on our Key Senior Management and our future plans and business strategies are set out in Section 9.4.3 and Section 7.20 of this Prospectus, respectively.

7.6 TYPES, SOURCES AND AVAILABILITY OF SUPPLIES

The following are the breakdown of the inputs purchased by our Group for the FYE Under Review and FPE 2024:

	FYE 2021		FYE 2022		FYE 2023		FPE 2024	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
<u>Aluminium extrusion</u>								
Aluminium billets	32,741	48.47	41,361	44.28	52,050	42.19	37,389	41.26
Surface finishing materials ⁽¹⁾	1,035	1.53	916	0.98	1,460	1.18	1,043	1.15
Others ⁽²⁾	1,818	2.69	409	0.44	1,687	1.37	1,869	2.06
<u>Trading and distribution of building materials</u>								
Extruded aluminium profiles	4,477	6.63	18,314	19.61	23,299	18.88	23,642	26.09
Stainless-steel products	4,909	7.27	7,979	8.54	18,908	15.32	11,067	12.21
Aluminium products	6,870	10.17	7,593	8.13	10,450	8.47	8,171	9.02
Silicone sealants	4,059	6.01	6,510	6.97	8,331	6.75	6,109	6.74
Ironmongery products	3,793	5.61	5,747	6.15	3,253	2.64	269	0.30
Others ⁽³⁾	7,853	11.62	4,577	4.90	3,945	3.20	1,062	1.17
Total purchases	67,555	100.00	93,406	100.00	123,383	100.00	90,621	100.00

7. BUSINESS OVERVIEW (Cont'd)

Notes:

- (1) Comprises materials such as powder coats, colour coats, and anodising chemicals.
- (2) Comprises tooling services, purchase of aluminium scraps, and packaging materials.
- (3) Comprises safe care products, PVC gaskets, glass hardware and accessories.

The majority of our purchases comprises aluminium billets which we utilise in our aluminium extrusion segment.

For the FYE Under Review and FPE 2024, we have not experienced any difficulties in sourcing our raw materials and inputs, nor have we experienced interruption in the supply of our raw materials and inputs.

Save for aluminium billets, extruded aluminium profiles and stainless-steel products, we have not experienced volatility in the prices of our raw materials and inputs. As aluminium and stainless-steel are globally traded commodities, their prices may fluctuate due to changes in supply and demand factors which are outside of our control. Please refer to Section 5.2.1 of this Prospectus for further details on the fluctuations of the price of aluminium.

7.7 OPERATING CAPACITY, OUTPUT AND STORAGE

(i) Aluminium extrusion and fabricating activities

Extruded aluminium profiles

We utilise various machinery and equipment to produce extruded aluminium profiles. Our production capacity and utilisation rate for extruded aluminium profiles for the FYE 2023 is as follows:

Aluminium extrusion press machine and equipment	No. of units as at 31 December 2023	Estimated maximum annual capacity	Actual annual output	Annual production capacity utilisation rate
		Tonnes	Tonnes	%
700 UST extruder	1	⁽¹⁾ 1,320	1,090	82.58
780 UST extruder	1	⁽²⁾ 525	457	87.05
1,100 UST extruder	1	⁽³⁾ 1,860	1,780	95.70
1,800 UST extruder	1	⁽⁴⁾ 3,000	1,249	⁽⁵⁾ 41.63
Total	4	6,705	4,576	68.25

Notes:

(1) Estimated maximum annual capacity = number of units x maximum production capacity per shift^(a) x 300 days per year^(b). The maximum production capacity per shift is based on production capacity per shift, 2 shifts per day.

(a) Based on an average of 2.2 tonnes per shift.

(b) Based on 365 days a year and subtracting 52 days for Sundays and 13 days for public holidays.

7. BUSINESS OVERVIEW (Cont'd)

(2) *The 780 UST extruder began operations in August 2023 and was operational from August 2023 to December 2023. As such, the estimated maximum capacity of the 780 UST extruder as at December 2023 = number of units x maximum production capacity per shift^(a) x 125 days^(b). The maximum production capacity per shift is based on production capacity per shift, 2 shifts per day.*

(a) *Based on an average of 2.1 tonnes per shift.*

(b) *Based on 365 days a year and subtracting 52 days for Sundays and 13 days for public holidays, prorated for 5 months.*

For a full year, the estimated maximum annual capacity = number of units x maximum production capacity per shift^(a) x 300 days per year^(b) = 1,260 tonnes. The maximum production capacity per shift is based on production capacity per shift, 2 shifts per day.

(a) *Based on an average of 2.1 tonnes per shift.*

(b) *Based on 365 days a year and subtracting 52 days for Sundays and 13 days for public holidays.*

(3) *Estimated maximum annual capacity = number of units x maximum production capacity per shift^(a) x 300 days per year^(b). The maximum production capacity per shift is based on production capacity per shift, 2 shifts per day.*

(a) *Based on an average of 3.1 tonnes per shift.*

(b) *Based on 365 days a year and subtracting 52 days for Sundays and 13 days for public holidays.*

(4) *Estimated maximum annual capacity = number of units x maximum production capacity per shift^(a) x 300 days per year^(b). The maximum production capacity per shift is based on production capacity per shift, 2 shifts per day.*

(a) *Based on an average of 5.0 tonnes per shift.*

(b) *Based on 365 days a year and subtracting 52 days for Sundays and 13 days for public holidays.*

(5) *The utilisation rate of the 1,800 UST extruder is lower compared to the other extruders as our Group generally utilises this extruder for larger aluminium profiles due to the higher force it generates. Additionally, operating the 1,800 UST extruder requires more careful handling and monitoring to minimise errors and aluminium wastage, and as such, this extruder only operates at 1 shift per day under the supervision of experienced operation workers in the FYE 2023 despite its ability to operate at 2 shifts per day. For illustration purposes, the annual production capacity utilisation rate of our 1,800 UST extruder would be 83.28% for the FYE 2023 if it was computed based on 1 shift per day.*

Starting in March 2024, our Group has hired additional experienced operation workers to monitor the said extruder's operations for 2 shifts per day. The utilisation rate of our 1,800 UST extruder computed based on 2 shifts per day for the period from 1 March 2024 to 31 July 2024 (excluding April 2024 as the operation of the extruder was temporarily halted due to a minor fire incident) was 80.07%. Given the high utilisation rate coupled with the anticipated increase in demand for aluminium profiles of larger diameter, we plan to purchase an additional 1,800 UST extruder for installation at our Lot 903 Facility in the second quarter of 2026.

7. BUSINESS OVERVIEW (Cont'd)

Our production capacity and utilisation rate for extruded aluminium profiles for the FPE 2024 is as follows:

Aluminium extrusion press machine and equipment	No. of units as at 31 July 2024	Estimated maximum annual capacity	Actual annual output	Annual production capacity utilisation rate
		Tonnes	Tonnes	%
700 UST extruder	1	⁽¹⁾ 770	623	80.91
780 UST extruder	1	⁽²⁾ 735	600	81.63
1,100 UST extruder	1	⁽³⁾ 1,085	1,024	94.38
1,800 UST extruder	1	⁽⁴⁾ 1,750	1,101	⁽⁵⁾ 62.91
Total	4	4,340	3,348	77.14

Notes:

- (1) *Estimated maximum capacity = number of units x maximum production capacity per shift^(a) x 175 days^(b). The maximum production capacity per shift is based on production capacity per shift, 2 shifts per day.*
- (a) *Based on an average of 2.2 tonnes per shift.*
- (b) *Based on 213 days during the FPE 2024 and subtracting 30 days for Sundays and 8 days for public holidays.*
- (2) *Estimated maximum capacity = number of units x maximum production capacity per shift^(a) x 175 days^(b). The maximum production capacity per shift is based on production capacity per shift, 2 shifts per day.*
- (a) *Based on an average of 2.1 tonnes per shift.*
- (b) *Based on 213 days during the FPE 2024 and subtracting 30 days for Sundays and 8 days for public holidays.*
- (3) *Estimated maximum annual capacity = number of units x maximum production capacity per shift^(a) x 175 days^(b). The maximum production capacity per shift is based on production capacity per shift, 2 shifts per day.*
- (a) *Based on an average of 3.1 tonnes per shift.*
- (b) *Based on 213 days during the FPE 2024 and subtracting 30 days for Sundays and 8 days for public holidays.*
- (4) *Estimated maximum annual capacity = number of units x maximum production capacity per shift^(a) x 175 days^(b). The maximum production capacity per shift is based on production capacity per shift, 2 shifts per day.*
- (a) *Based on an average of 5.0 tonnes per shift.*
- (b) *Based on 213 days during the FPE 2024 and subtracting 30 days for Sundays and 8 days for public holidays.*
- (5) *The utilisation rate of the 1,800 UST extruder is lower compared to the other extruders as our Group generally utilises this extruder for larger aluminium profiles due to the higher force it generates. Additionally, operating the 1,800 UST extruder requires more careful handling and monitoring to minimise errors and aluminium wastage, and as such, this extruder only operates at 1 shift per day under the supervision of experienced operation workers in the FPE 2024 despite its ability to operate at 2 shifts per day.*

7. BUSINESS OVERVIEW (Cont'd)

Aluminium ladders

As the ladders we fabricate and assemble come in different types (i.e. single-sided and double-sided ladders) and heights (i.e. from 4-step ladders to 20-step ladders ranging between 1 metre to more than 4 metres), our Group calculates the production capacity of the fabrication and assembly of aluminium ladders through the number of steps.

Our production capacity and utilisation rate for the fabrication and assembly of aluminium ladders for the FYE 2023 is as follows:

	Estimated maximum annual capacity	Actual annual output	Annual production capacity utilisation rate
	Steps	Steps	%
Aluminium ladder fabrication and assembly	(1)1,140,000	912,000	80.00

Note:

(1) *Estimated maximum annual capacity = number of steps per day^(a) x 300 days per year^(b) x 10 fabrication and assembly tables*

(a) *Based on an average of 380 steps per day.*

(b) *Based on 365 days a year and subtracting 52 days for Sundays and 13 days for public holidays.*

Our production capacity and utilisation rate for the fabrication and assembly of aluminium ladders for the FPE 2024 is as follows:

	Estimated maximum capacity	Actual annual output	Annual production capacity utilisation rate
	Steps	Steps	%
Aluminium ladder fabrication and assembly	(1)665,000	528,000	79.40

Notes:

(1) *Estimated maximum capacity = number of steps per day^(a) x 175 days x 10 fabrication and assembly tables*

(a) *Based on an average of 380 steps per day.*

7. BUSINESS OVERVIEW (Cont'd)

Aluminium solar PV mounting structures

As our Group did not commence fabrication of aluminium solar PV mounting structures until early 2024, there was no production output for aluminium solar PV mounting structures in the FYE 2023.

Our production capacity and utilisation rate for the fabrication of aluminium solar PV mounting structures for the FPE 2024 is as follows:

	Estimated maximum capacity	Actual output	Production capacity utilisation rate
	Pieces	Pieces	%
Fabrication of aluminium solar PV mounting structures	390,000	230,000	58.97

Note:

(1) *Estimated maximum capacity = number of pieces per day^(a) x 100 days^(b) x 6 fabrication stations*

(a) *Based on an average of 650 pieces per day.*

(b) *We commenced fabrication of aluminium solar PV mounting structures in April 2024 resulting in 100 days of operations.*

(ii) Storage capacity

Our storage facilities are utilised to store our raw materials and building materials. Our storage facility utilisation rate based on the availability of our floor space as at 31 December 2023 are as follows:

Location	Type of materials stored	Storage area Capacity ⁽¹⁾ sq. ft.	Usage ⁽²⁾	Utilisation rate ⁽²⁾ %	
Ijok Manufacturing Facility		23,121	379	350	92.35
	• Raw materials	1,281	21	15	71.43
	• Extruded aluminium profiles and aluminium ladders	21,840	358	335	93.58
Kepong Facility and Building No. 196, Jalan 1, Taman Perindustrian Ehsan Jaya, Kepong 52100 Kuala Lumpur	Building materials	20,387	350	332	94.86

7. BUSINESS OVERVIEW (Cont'd)

Location	Type of materials stored	Storage area sq. ft.	Capacity⁽¹⁾	Usage⁽²⁾	Utilisation rate⁽²⁾ %
No. 202, Jalan 1, Taman Perindustrian Ehsan Jaya, 52100 Kepong, Kuala Lumpur	Building materials	6,795	109	96	88.07
Total		50,303	838	778	92.84

Our storage facility utilisation rate based on the availability of our floor space as at 31 July 2024 are as follows:

Location	Type of materials stored	Storage area sq. ft.	Capacity⁽¹⁾	Usage⁽²⁾	Utilisation rate⁽²⁾ %
Ijok Manufacturing Facility		23,121	379	352	92.88
	• Raw materials	1,281	21	17	80.95
	• Extruded aluminium profiles and aluminium ladders	21,840	358	335	93.58
Kepong Facility and No. 196, Jalan 1, Taman Perindustrian Ehsan Jaya, Kepong 52100 Kuala Lumpur	Building materials	20,387	350	332	94.86
No. 202, Jalan 1, Taman Perindustrian Ehsan Jaya, 52100 Kepong, Kuala Lumpur	Building materials	6,795	109	102	93.58
Total		50,303	838	786	93.79

Notes:

(1) Calculated based on storage space available in the warehouse to store the maximum units of standard size rack (measurement of 5.5 cubic meter).

(2) Calculate based on actual number of standard size rack utilised.

The utilisation of our Group's storage capacity ranged from 88.07% to 94.86% as at 31 December 2023 and 80.95% to 94.86% as at 31 July 2024. Upon the completion of the Lot 903 Facility, we expect to increase our storage capacity by approximately 34,175 sq. ft.

7. BUSINESS OVERVIEW *(Cont'd)*

7.8 SALES AND MARKETING

The sales and marketing strategies of our Group are as follows:

7.8.1 Direct approach

We provide our products and services directly through our sales team who will engage with customers through emails, phone calls, virtual meetings and face-to-face meetings.

7.8.2 Online marketing

Our website, <https://www.winstargroup.com.my>, serves as a medium to introduce our Group, as well as to promote our products and services to potential customers. In light of the current digital era, our website enables us to have a wider and faster market reach and exposure.

We also leverage on our social media presence on social media platforms such as Facebook and Instagram to market our Group's products. In addition, we engage in electronic commerce through platforms such as Lazada and Shopee to sell our products.

7.8.3 Exhibitions and roadshows

We participate in exhibitions and roadshows to introduce our products and services, as well as to enhance our market exposure and reputation within the aluminium extrusion market. Through our participation in exhibitions and trade fairs, we are able to identify potential customers, as well as keep abreast with the industry's latest trends. During the FYE Under Review, some of the exhibitions and roadshows participated by our Group are HOMEDEC Kuala Lumpur in Kuala Lumpur and MF3 Home Expo in Kuala Lumpur.

7. BUSINESS OVERVIEW (Cont'd)

7.9 TOP 5 CUSTOMERS

For the FYE Under Review and FPE 2024, none of our customers contributed more than 10.00% of our total revenue, and as such, we have no major customers and are not dependent on any of our customers. Our customers comprise contractors, property developers, manufacturers and wholesalers. Our top 5 customers for the FYE Under Review and FPE 2024, which are all incorporated in Malaysia, are as follows:

FYE 2021

Customer	Type of products sold	Length of relationship as at the LPD	Revenue	% of Group's total revenue
		Years	RM'000	
Sunway Winstar Sdn Bhd ⁽¹⁾	Aluminium ladders and other building materials	20	6,044	6.73
Kerjaya Prospek Group ⁽²⁾	Extruded aluminium profiles and other building materials	4	4,726	5.27
KBA Dynamic (M) Sdn Bhd	Building materials	4	1,328	1.48
Puwei Hardware Trading Sdn Bhd	Extruded aluminium profiles and other building materials	16	1,312	1.46
Glimex Corporation Sdn Bhd	Extruded aluminium profiles and other building materials	3	1,106	1.23
		Total	14,516	16.17

7. BUSINESS OVERVIEW (Cont'd)**FYE 2022**

Customer	Type of products sold	Length of relationship as at the LPD	Revenue	% of Group's total revenue
		Years	RM'000	
Kerjaya Prospek Group ⁽²⁾	Extruded aluminium profiles and other building materials	4	9,305	8.47
Sunway Winstar Sdn Bhd ⁽¹⁾	Aluminium ladders and other building materials	20	5,659	5.15
KBA Dynamic (M) Sdn Bhd	Building materials	4	2,285	2.08
Puwei Hardware Trading Sdn Bhd	Extruded aluminium profiles and other building materials	16	1,875	1.70
Hitti Aluminium Sdn Bhd	Extruded aluminium profiles and other building materials	8	1,527	1.39
		Total	20,651	18.79

FYE 2023

Customer	Type of products sold	Length of relationship as at the LPD	Revenue	% of Group's total revenue
		Years	RM'000	
Hitti Aluminium Sdn Bhd	Extruded aluminium profiles and other building materials	8	9,566	6.22
Kerjaya Prospek Group ⁽²⁾	Extruded aluminium profiles and other building materials	4	6,441	4.19
Sunway Winstar Sdn Bhd ⁽¹⁾	Aluminium ladders and other building materials	20	6,059	3.94
Lynox Industries Sdn Bhd	Building materials	4	4,987	3.25
KD Facade Sdn Bhd	Extruded aluminium profiles and other building materials	5	2,551	1.66
		Total	29,604	19.26

7. BUSINESS OVERVIEW (Cont'd)**FPE 2024**

Customer	Type of products sold	Length of relationship as at the LPD	Revenue	% of Group's total revenue
		Years	RM'000	
Kerjaya Prospek Group ⁽²⁾	Extruded aluminium profiles and other building materials	4	5,235	4.85
Fabulous Sunview Sdn Bhd	Solar PV system installation services and supply of solar PV mounting structures and related accessories	1	5,030	4.66
SA Aluminium & Glass Sdn Bhd	Extruded aluminium profiles and other building materials	1	4,900	4.54
Sunway Winstar Sdn Bhd ⁽¹⁾	Aluminium ladders and other building materials	20	4,173	3.86
Lynox Industries Sdn Bhd	Building materials	4	3,237	3.00
		Total	22,575	20.91

Notes:

- (1) Prior to 2015, Sunway Winstar Sdn Bhd was a related party to the Winstar Group by virtue of being partially owned by persons connected to the Promoters of Winstar, namely Khoo Chai Heng who is the father of Khoo Nee Cheng, Khoo Ah Thim @ Khoo Chai Thiam, Khoo Chai Ee, Khoo Chai Kiat and Khoo Chai Pek who are uncles of Khoo Nee Cheng, and Peng Gai Hock who is the father-in-law of Lee Yong Zhi. Sunway Winstar Sdn Bhd became a subsidiary of Sunway Holdings Sdn Bhd since 2015 and subsequently, a wholly-owned subsidiary of Sunway Holdings Sdn Bhd on 14 September 2021.
- (2) Includes Kerjaya Prospek Group Berhad's subsidiaries, namely Kerjaya Prospek (M) Sdn Bhd, Permatang Bakti Sdn Bhd and Advance Industries Sdn Bhd.

The top 5 customers accounted for RM14.52 million (or 16.17%), RM20.65 million (or 18.79%), RM29.60 million (or 19.26%) and RM22.58 million, or 20.91% of our Group's total revenue for the FYEs 2021, 2022, 2023 and FPE 2024, respectively. For the FYEs 2021, 2022, 2023 and FPE 2024, we had transacted with a total of 2,377, 2,408, 2,575 and 3,150 customers, respectively.

7. BUSINESS OVERVIEW (Cont'd)

7.10 TOP 5 SUPPLIERS

For the FYE Under Review and FPE 2024, save for Formosa and PTM Stainless Steel Industry Sdn Bhd, none of our suppliers contributed more than 10.00% of our total purchases. Our top 5 suppliers for the FYE Under Review and FPE 2024, which are all incorporated in Malaysia, are as follows:

FYE 2021

<u>Supplier</u>	<u>Type of products and services</u>	<u>Length of relationship as at the LPD</u>	<u>Purchases</u>	<u>% of Group's total purchases</u>
		<u>Years</u>	<u>RM'000</u>	
Formosa	Aluminium billets and tooling services ⁽¹⁾	20	33,574	49.70
JS Multi Supply Trading (M) Sdn Bhd	Extruded aluminium profiles and other building materials	6	4,257	6.30
Supplier A ⁽²⁾	Building materials	6	3,638	5.38
Excel Metal Industries Sdn Bhd	Building materials	3	3,032	4.49
Vital Distribution Sdn Bhd	Building materials	8	2,850	4.22
		Total	47,351	70.09

7. BUSINESS OVERVIEW (Cont'd)**FYE 2022**

Supplier	Type of products and services	Length of relationship as at the LPD	Purchases	% of Group's total purchases
		Years	RM'000	
Formosa	Aluminium billets and tooling service ⁽¹⁾	20	42,324	45.31
Mestron Engineering Sdn Bhd	Extruded aluminium profiles and other building materials	2	7,105	7.61
Yi-Lai Marketing Sdn Bhd	Extruded aluminium profiles	2	6,092	6.52
Supplier A ⁽²⁾	Building materials	6	5,436	5.82
JS Multi Supply Trading (M) Sdn Bhd	Extruded aluminium profiles and other building materials	6	5,195	5.56
		Total	66,152	70.82

FYE 2023

Supplier	Type of products and services	Length of relationship as at the LPD	Purchases	% of Group's total purchases
		Years	RM'000	
Formosa	Aluminium billets and tooling services ⁽¹⁾	20	53,549	43.40
PTM Stainless Steel Industry Sdn Bhd	Extruded aluminium profiles	2	11,251	9.12
Part Quality Sdn Bhd	Extruded aluminium profiles and other building materials	2	8,669	7.03
JS Multi Supply Trading (M) Sdn Bhd	Extruded aluminium profiles and other building materials	6	8,528	6.91
Vital Distribution Sdn Bhd	Building materials	8	6,668	5.40
		Total	88,665	71.86

7. BUSINESS OVERVIEW (Cont'd)**FPE 2024**

Supplier	Type of products and services	Length of relationship as at the LPD	Purchases	% of Group's total purchases
		Years	RM'000	
Formosa	Aluminium billets and tooling services ⁽¹⁾	20	38,571	42.56
PTM Stainless Steel Industry Sdn Bhd	Extruded aluminium profiles	2	⁽³⁾ 18,787	20.73
Part Quality Sdn Bhd	Extruded aluminium profiles and other building materials	2	7,493	8.27
Vital Distribution Sdn Bhd	Building materials	8	5,076	5.60
Mestron Engineering Sdn Bhd	Extruded aluminium profiles and other building materials	2	3,386	3.74
		Total	73,313	80.90

Notes:

- (1) A process of converting aluminium extrusion wastage into new aluminium billets.
- (2) Supplier A, which principally operates in Malaysia, is a company engaged in the marketing, selling, supplying and installing of products relating to door control, automatic movable wall, glass fitting products as well as entrance security control products and accessories. Supplier A is a subsidiary of a company listed on the SIX Swiss Exchange, Switzerland. We are unable to disclose the name of this supplier as we are subject to confidentiality agreement.
- (3) Towards the end of FPE 2024, we had increased the purchase of extruded aluminium profiles from PTM Stainless Steel Industry Sdn Bhd to ensure sufficient inventory in anticipation of an increase in customer orders during the second half of 2024. Notwithstanding the increased purchase of extruded aluminium profiles in FPE 2024, our Group is not dependent on PTM Stainless Steel Industry Sdn Bhd due to the availability of extruded aluminium profiles from other suppliers. In addition, we expect our purchases of extruded aluminium profiles to reduce after we commence production at the Lot 903 Facility during the third quarter of 2025.

7. BUSINESS OVERVIEW (Cont'd)

Our Group is dependent on our major supplier, Formosa, for the supply of aluminium billets for our aluminium extrusion activities. Formosa has been a supplier of our Group for approximately 20 years as at the LPD and had contributed approximately 49.70%, 45.31%, 43.40% and 42.56% of our Group's total purchases for the FYEs 2021, 2022, 2023, and FPE 2024 respectively. While there are other local and overseas suppliers of aluminium billets, our aluminium billets are sourced almost exclusively from Formosa as we have built a long-term working relationship with Formosa and as such, we are provided with aluminium billets at competitive prices and on good credit terms. With the commissioning of our Lot 903 Facility and the consequential increase in our Group's production capacity, we intend to continue sourcing aluminium billets from Formosa. In the event Formosa is unable to meet our demand for aluminium billets, we will source from other aluminium billet suppliers.

Nevertheless, there can be no assurance that we will be able to maintain our relationship with Formosa. Any adverse change in the business relationship between our Group and Formosa may result in our supplier ceasing supply of aluminium billets to our Group at a competitive price or supplying the aluminium billets on terms less favourable to our Group. Notwithstanding the above, we believe that aluminium billets are readily available commodity and can be sourced from other local and foreign suppliers in the market. As such, we will be able to purchase aluminium billets from other suppliers in the event Formosa is unable to meet our needs.

7.11 SEASONALITY OF BUSINESS

Our Group's operations is not subject to seasonal trends.

7.12 TECHNOLOGY USED

<u>Technology used</u>	<u>Description of technology used</u>
Enterprise resource planning software	Software to manage the main business processes of our Group such as accounting, asset management, customer management, project planning activities, project documentation control as well as procurement and inventory.
Computer aided design ("CAD") software	Software such as AutoCAD and Solidworks that enables us to create 2-dimensional or 3-dimensional computer models according to our customers specifications.

7.13 QUALITY CONTROL AND ASSURANCE

As a testament to our commitment towards providing our customers with satisfactory quality products, we have been accredited with the following accreditations:

<u>Company</u>	<u>Standard</u>	<u>Certificate No. / Approval No.</u>	<u>Scope</u>	<u>Issuing party</u>	<u>Validity period</u>
Winstar Aluminium	MS 2289:2010	PC005318	Aluminium and aluminium alloy – extruded shapes for windows and sliding doors	SIRIM QAS International Sdn Bhd	23 October 2020 - 23 October 2025

7. BUSINESS OVERVIEW (Cont'd)

Company	Standard	Certificate No. / Approval No.	Scope	Issuing party	Validity period
Winstar Aluminium	ISO 9001:2015 (Quality management system)	ISO 9001 – 00026141	Manufacturing of aluminium extrusion parts	LRQA Malaysia Sdn Bhd and LRQA Limited	13 July 2023 - 12 July 2026
Winstar Aluminium	ISO 14001:2015 (Environmental management system)	ISO 14001 – 00045237	Manufacturing of aluminium extrusion parts	LRQA Malaysia Sdn Bhd and LRQA Limited	21 June 2024 - 12 July 2026
Winstar Aluminium	ISO 45001:2018 (Occupational health and safety management system)	HG24S0217R0M	Manufacturing of aluminium extrusion parts	Crown Certification Testing Co. Ltd.	11 October 2024 - 10 October 2027

The quality control and assurance procedures conducted by our Group are as follows:

(a) Aluminium extrusion (in compliance with the MS 2289:2010, ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 standards)

Stage	Quality control and assurance procedures
Pre-production	We will undertake inspection of the aluminium billets by checking the specifications against the mill certificate and weigh the weight of the aluminium billets.
Production	We undertake in-process quality control during each stage of the aluminium extrusion process such as checking the temperature of the oven, checking that the extruded aluminium profiles are cut to size, checking the extruded aluminium profiles' dimensions against the specifications, and checking that the finishing on the extruded aluminium profiles meet the required specifications. We will also undertake final inspection prior to storage and delivery to customers.
Post-production	We undertake a final visual check on the extruded aluminium profiles to ensure no visible defects, as well as check the required quantity prior to delivering to our customers.

7. BUSINESS OVERVIEW (Cont'd)

(b) Aluminium fabrication (in compliance with the ISO 9001:2015 standard)

<u>Stage</u>	<u>Quality control and assurance procedures</u>
Pre-production	We inspect the extruded aluminium profiles by checking the profiles against the specifications required for the aluminium ladders and aluminium solar PV mounting structures.
Production	We undertake in-process quality control during the fabrication and assembly of aluminium ladders and aluminium solar PV mounting structures by measuring the length of cut extruded aluminium profiles, checking that holes are accurately punched prior to attaching the necessary nuts, bolts, brackets or rivets.
Post-production	We undertake a final visual check on the aluminium ladders and aluminium solar PV mounting structures to ensure there are no visible defects as well as check the required quantity prior to delivering them to our customers.

(c) Trading and distribution

<u>Stage</u>	<u>Quality control and assurance procedures</u>
Incoming stock	We inspect the products for visible defects and check the quantity against the amount ordered.
Order received	Once we receive an order from customers, we will check the availability of the products and the required quantity and specifications. If the products are not in stock, we will procure them from our suppliers.
Outgoing stock	We undertake a final visual check on the products to ensure no visible defects, as well as check the required quantity prior to delivering to our customers.

(d) Solar PV system installation services

To ensure the quality of our Group's services, our subcontractors are evaluated through pre-qualification reviews such as company profiles and track record. Over the course of the installation services, we monitor the activities carried out by our subcontractors and perform verification of tasks performed by our subcontractors through status reports and project progress claims at specific intervals during the installation process.

7.14 DESIGN AND DEVELOPMENT

We do not undertake any research and development activities. However, we are involved in design and development activities with our customers, particularly for the design of extruded aluminium profiles for the fabrication of our customers' products such as window frames and door frames. Depending on the features of our customer's products (e.g. windows that open from the side or from the top versus sliding windows), we will work together with our customers to design the aluminium profile and the necessary die design. We will also undertake simulation of the sample extruded aluminium profile using CAD software to test the properties of the extruded aluminium profiles against factors such as wind loads and stress, as well as to ensure the design of the extruded aluminium profiles enables no wind or water leakage. For clarity, we do not generate revenue from our design and development activities.

7. BUSINESS OVERVIEW (Cont'd)

7.15 MATERIAL DEPENDENCY

As at the LPD, our Group is not materially dependent on any contracts, arrangements or any matters that could affect our business or profitability.

7.16 APPROVALS, MAJOR LICENCES, PERMITS AND REGISTRATIONS

Save as disclosed below, there are no other major licences, permits and registrations which our Group is materially dependent on for our business as at the LPD:

No.	Approving authority / Issuer	Type of approvals / licences / permits	Licence / Permit / Account / Reference no.	Date of issuance / Validity	Major conditions imposed	Status of compliance
1.	MITI	Manufacturing licence to perform aluminium extrusion and conduct anodising activities	A025037	<u>Issuance Date</u> 1 June 2023 <u>Validity Period</u> Valid from 21 March 2023 until revoked	1. Any disposal of the company's shares must be notified to the MITI and MIDA. 2. The company must train Malaysians to promote the transfer of technology and expertise at all levels of positions. 3. This company shall implement its projects as approved and in accordance with the laws and regulations of Malaysia.	Noted Complied Complied

7. BUSINESS OVERVIEW (Cont'd)

No.	Approving authority / Issuer	Type of approvals / licences / permits	Licence / Permit / Account / Reference no.	Date of issuance / Validity	Major conditions imposed	Status of compliance
2.	Majlis Perbandaran Kuala Selangor	Business Licence in respect of the following: (i) Manufacturing/Processing aluminium, copper, gold, silver, pewter, iron, white clay, steel or other metals; (ii) Advertisement board, at Lot 902, Batu 29, Jalan Kepong, Ijok, 45600 Batang Berjuntai, Selangor.	00352	<u>Issuance Date</u> 6 January 2017 <u>Expiry Date</u> 31 December 2025	Nil	N/A
3.	Majlis Perbandaran Kuala Selangor	Business Licence in respect of manufacturing/processing of aluminium, copper, gold, silver, pewter, iron, white clay, steel or other metals, at Lot 901, Batu 29, Jalan Kepong, Ijok, 45600 Batang Berjuntai, Selangor.	1682	<u>Issuance Date</u> 6 January 2017 <u>Expiry Date</u> 31 December 2024 ⁽²⁾	Nil	N/A

7. BUSINESS OVERVIEW (Cont'd)

No.	Approving authority / Issuer	Type of approvals / licences / permits	Licence / Permit / Account / Reference no.	Date of issuance / Validity	Major conditions imposed	Status of compliance
4.	Majlis Perbandaran Selayang	Business Licence in respect of the following: (i) Manufacturing/Processing aluminium, copper, gold, silver, pewter, iron, white tin, steel and other metals; (ii) Storage of aluminium, brass, amalgam, and other metals, at 195 ⁽¹⁾ & 196, Jalan 1 Taman Perindustrian Ehsan Jaya, Kepong 52100 Kuala Lumpur.	202400009303	<u>Issuance Date</u> 10 November 2023 <u>Expiry Date</u> 31 December 2024 ⁽²⁾	Nil	N/A
5.	Majlis Perbandaran Selayang	Business Licence in respect of the following: (i) Sale and services in relation to aluminium, copper, gold, silver, pewter, iron, white tin, steel and other metals; (ii) Storage of iron and aluminium, (iii) Advertisement board for aluminium equipment and goods supplier, at the Kepong Facility.	202400005503	<u>Issuance Date</u> 10 November 2023 <u>Expiry Date</u> 31 December 2024 ⁽²⁾	Nil	N/A

7. BUSINESS OVERVIEW (Cont'd)

No.	Approving authority / Issuer	Type of approvals / licences / permits	Licence / Permit / Account / Reference no.	Date of issuance / Validity	Major conditions imposed	Status of compliance
6.	Majlis Perbandaran Selayang	Business Licence in respect of wholesale and storage of aluminium and other construction and building materials at No. 202, Jalan 1, Taman Perindustrian Ehsan Jaya, 52100 Kepong, Kuala Lumpur.	202400018174	<u>Issuance Date</u> 10 November 2023 <u>Expiry Date</u> 31 December 2024 ⁽²⁾	Nil	N/A
7.	Majlis Perbandaran Klang	Business Licence in respect of metal hardware store and storage at No. 186B & 188A, Jalan Sg Putus, 41050 Klang, Selangor.	LL010134824	<u>Issuance Date</u> 18 November 2023 <u>Expiry Date</u> 31 December 2024 ⁽²⁾	Nil	N/A
8.	Majlis Perbandaran Subang Jaya	Business Licence in respect of the following: (i) Supplier of mechanical equipment, aluminium equipment and goods; (ii) Advertisement boards, at 59, Jalan Utama 2/7, Taman Perindustrian Puchong Utama, 47100 Puchong, Selangor.	2120150600132	<u>Issuance Date</u> 17 May 2024 <u>Expiry Date</u> 28 July 2025	Nil	N/A

7. BUSINESS OVERVIEW (Cont'd)

No.	Approving authority / Issuer	Type of approvals / licences / permits	Licence / Permit / Account / Reference no.	Date of issuance / Validity	Major conditions imposed	Status of compliance
9.	CIDB	CIDB Compliance Certificate for construction material (aluminium and aluminium alloy - extruded shapes)	1201221SL0549	<u>Issuance Date</u> 21 March 2024 <u>Expiry Date</u> 20 March 2025	1. This certificate is non-transferable. 2. The board has the right at any time to carry out an inspection of any party dealing with any building material. 3. To provide a copy of the certificate to buyers during supply, marketing, transfer, and sales transactions as evidence that the construction material has been certified. 4. To inform the board if there is any intention to terminate, transfer, or make any changes related to operations and locations.	Noted Noted Complied Noted

7. BUSINESS OVERVIEW (Cont'd)

No.	Approving authority / Issuer	Type of approvals / licences / permits	Licence / Permit / Account / Reference no.	Date of issuance / Validity	Major conditions imposed	Status of compliance
10.	CIDB	Grade 5 Registered Contractor	0120230921-WP124998	<u>Issuance Date</u> 26 September 2023 <u>Expiry Date</u> 25 September 2025	1. This certificate is non-transferable. 2. The contractor shall not undertake to construct any construction project exceeding the value of construction works stated under the registration grade and shall not execute any construction project beyond its registered category. (Not more than RM5 million). 3. The contractor shall submit information regarding any construction work or contract within fourteen days after award or before commencing work or any earlier.	Noted Noted Complied

Notes:

- (1) As at the LPD, our Group had ceased operations at this premise.
- (2) Our Group will submit the application for renewal approximately one month prior to the expiry date.

7. BUSINESS OVERVIEW (Cont'd)**7.17 MATERIAL MACHINERY AND EQUIPMENT**

The material machinery and equipment used and owned by us are as follows:

Machinery and equipment	No. of units as at 31 July 2024	Average age of machinery	Brief description	Audited NBV as at 31 July 2024
		Years		RM'000
Extrusion press machines – 700-UST	1	6	The extrusion press machine forces the aluminium through a die to crease continuous lengths of shapes or profiles with consistent cross-sections	208
Extrusion press machines – 780-UST	1	2	The extrusion press machine forces the aluminium through a die to crease continuous lengths of shapes or profiles with consistent cross-sections	673
Extrusion press machines – 1,100-UST	1	17	The extrusion press machine forces the aluminium through a die to crease continuous lengths of shapes or profiles with consistent cross-sections	(¹)Nil
Extrusion press machines – 1,800-UST	1	13	The extrusion press machine forces the aluminium through a die to crease continuous lengths of shapes or profiles with consistent cross-sections	(¹)Nil
Anodise colour refiner machine	2	8	Anodise colour refiner machine is used to anodise the aluminium product to enhance the aluminium product's corrosion resistance and allow the aluminium product to be coloured	519
Powder coating machine	2	9	The power coating machine is used for aesthetic appeal and for additional protection of the aluminium product	217
Wood grain machine	1	8	The wood grain machine is used to replicate the appearance of natural wood grains on the surface of the aluminium products	27
Air compressor	6	6	The air compressor is used for the cooling process to solidify and retain the aluminium products' desired shape	16

7. BUSINESS OVERVIEW (Cont'd)

Machinery and equipment	No. of units as at 31 July 2024	Average age of machinery	Brief description	Audited NBV as at 31 July 2024
		Years		RM'000
Cooling tower	6	8	The cooling tower is used to transfer excess heat from the operating facility to the atmosphere	25
Ageing tower	1	20	The ageing tower is used to heat the aluminium products to enhance its strength and hardness	(1)Nil

Note:

(1) The machinery/equipment is fully depreciated.

7.18 ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Our Group is committed to act responsibly in our business operations and maintain sound ESG practices. We have formalised a sustainability framework and established a Sustainability Working Committee to formulate sustainability strategies and monitor ESG practices within our Group.

Our Group has implemented and committed to the following ESG practices:

(i) Environment

Our Group is committed to minimise any potential negative impact to the environment arising from our business operations.

(a) Reuse and recycle

We emphasise the efficient use of materials in our production processes. Any excess cuts from our aluminium extrusion are reused wherever possible, contributing to waste minimisation and resource efficiency. The remaining aluminium scraps, which cannot be reused directly within our processes, are collected and sent to our aluminium billet supplier who will recycle these scraps into new aluminium billets for us.

By implementing reuse and recycle practices, our Group is committed to sustainable operations. We aim to maximise resource utilisation and minimise wastage.

(b) Waste management

Our Group's aluminium extrusion activities generate scheduled waste namely sludges containing metals which we are committed to managing responsibly. We ensure such disposal is carried on a regular basis through our licensed waste contractors, strictly adhering to the EQSWR. This process complies with regulatory requirements by ensuring that scheduled wastes are handled and disposed safely. In addition to scheduled waste management, we also rent three roll-on, roll-off bins to ensure our general wastes are disposed of responsibly.

By implementing responsible waste management practices, our Group is committed to minimising any adverse impact to the environment and reducing our environmental footprint.

7. BUSINESS OVERVIEW (Cont'd)

(c) Adoption of clean energy

In order to further reduce our environmental impact, we are committed to minimise our overall carbon footprint and align with the Malaysian Government's goal of achieving net-zero carbon emission by 2050. In this regard, our Ijok Manufacturing Facility was installed with a 565 kWp rooftop solar PV system at our Ijok Manufacturing Facility in December 2022. This has enabled us to reduce our electricity cost by an average of RM13,000.00 per month while decreasing our carbon footprint. Our subsidiary, Winstar Aluminium is the consumer under two supply agreements for renewable energy dated 25 March 2022 and 18 April 2022 entered into with TNB (being the billing agent) and Mestron Energy Sdn Bhd (being the asset owner) ("**Supply Agreements**").

As the asset owner, Mestron Energy Sdn Bhd ("**Mestron Energy**") owns the solar PV system that was installed at the Ijok Manufacturing Facility. Our Group utilises the energy that is generated from the solar PV system as well as energy supplied by TNB through the electricity grid. We will then pay TNB for the energy used through both the solar PV system and the electricity grid. TNB will in turn pay Mestron Energy a percentage of the solar energy cost used by our Group.

The salient terms of the Supply Agreements state that, among others:

- (i) the Supply Agreements commenced on 26 December 2022 and will continue to be valid for a period of 21 years. Upon expiry of the Supply Agreements, Mestron Energy and TNB shall transfer the solar PV energy generating system and solar energy meter to Winstar Aluminium;
- (ii) Mestron Energy is required to design, construct, install, own, operate and maintain a solar PV energy generating system at the Ijok Manufacturing Facility, and to generate and supply solar PV energy to Winstar Aluminium;
- (iii) Winstar Aluminium to purchase and accept the solar PV energy generated by the solar PV energy generating system;
- (iv) TNB shall prepare and deliver the monthly bill to Winstar Aluminium;
- (v) Winstar Aluminium shall make the solar energy payments in full to TNB in accordance to the monthly bill for such solar PV energy; and
- (vi) Winstar Aluminium shall take all steps necessary to ensure that no damage or tampering is cause to the solar PV energy generating system and the solar energy meter.

As at the LPD, all necessary permits, licences and/or approvals for our consumption purpose have been obtained.

This initiative demonstrates our commitment to sustainable practices and supports the broader national objective of environmental conservation.

7. BUSINESS OVERVIEW (Cont'd)

(ii) Social

Our Group is committed to provide a safe and healthy working environment, maintain good labour practices and foster the welfare and development of local communities.

(a) Safe and healthy workplace

Our Health and Safety Committee and Emergency Response Team are established to oversee the health and safety matters within our workplace, ensuring compliance with the OSHA. These teams operate under the overall responsibility of our Group's Health, Safety and Environmental Officer, who ensures that all health and safety protocols are followed and that our workplace remains safe and compliant with regulatory standards. This includes providing our employees with appropriate personal protective equipment and comprehensive occupational health and safety information.

In maintaining high standards of safety awareness, we conduct periodic safety and health briefings and trainings sessions to ensure that all employees are well informed and prepared to adhere to safe work practices.

In addition, we engage independent professionals to perform audiometric testing, noise risk assessments and chemical health risk assessments. Internally, we conduct regular hazard identification, risk assessment, and risk control at our Ijok Manufacturing Facility. These measures are implemented to maintain a safe and healthy working environment for our employees.

(b) Corporate social responsibility

During the FYE Under Review, our Group has taken initiatives to foster the welfare and development of local communities. These include providing employment opportunities, volunteering at multiple welfare homes to offer assistance and distribute food items while extending cash donations to those in need.

(iii) Governance

Our Board is dedicated to maintaining a high corporate governance standard across our Group with the aim of preserving long-term value for stakeholders.

(a) Corporate governance

In seeking to maintain high standards of corporate governance, our Group is progressively adopting the principles and practices as promulgated in the MCCG, where applicable and appropriate, which covers the following:

- Board leadership and effectiveness;
- Effective audit and risk management; and
- Integrity in corporate reporting and establishing meaningful relationship.

Our Board comprises of three Executive Directors, four Independent Non-Executive Directors, and one Non-Independent Non-Executive Director, thus at least half of the Board comprises of independent directors. Furthermore, four of our eight Board members are female, which represent more than 30.0% women directors in place.

Moving forward, our Group shall continue to adopt applicable good corporate governance practices as promulgated in the MCCG.

7. BUSINESS OVERVIEW (Cont'd)

(b) Enterprise risk management

In accordance with our Group's Risk Management Framework, we document all pertinent risks categorised into strategic, operational, regulatory and financial risks in our Risk Register. The Risk Register also encompasses relevant risk rankings, mitigation strategies, and assigned personnel. The Risk Register is updated regularly to ensure that the relevant risks and mitigation plans remain current and relevant.

(c) Integrity in corporate reporting

Our Group's financial statements are audited by independent auditors so as to ensure that the financial statements of the entities within our Group provide a true and fair view.

AGMs are also held to review and approve the audited financial statements and to deliberate on the prospects and performance of our Group, and other matters of interest.

(d) Anti-corruption policies and procedures

In seeking to conduct our business ethically, our Group has adopted a zero-tolerance policy against all forms of bribery and corruption in our business dealings. We have put in place an Anti-Bribery and Anti-Corruption Policy that is in line with the Malaysian Anti-Corruption Commission Act 2009 as our commitment to uphold anti-corruption practices.

(e) Whistle-blowing policy

Our Board is dedicated to uphold high standards of transparency and ethical conduct across our Group. We have instituted a Whistleblowing Policy which serves as an avenue for all stakeholders, including our employees, to voice concerns or disclose any improper behaviour or malpractice within our Group.

Our Board recognises the fact that our Group's business environment is dynamic and that our Group's ESG practices are to continuously evolve to keep abreast with the challenging business environment. Therefore, our Board will, and when necessary, direct and formulate initiatives and action plans to further elevate our Group's ESG practices.

Moving forward, the ESG practices of our Group will be disclosed via the Sustainability Statement in our annual report which will be prepared in accordance with the standards and requirements set out in the Sustainability Reporting Guide issued by Bursa Securities.

7.19 INTERRUPTIONS TO BUSINESS AND OPERATIONS

We have not experienced any interruptions to our business and operations during the FYE Under Review and up to the LPD that had a material adverse impact on our operations and financial performance.

7. BUSINESS OVERVIEW (Cont'd)

7.20 FUTURE PLANS AND BUSINESS STRATEGIES

7.20.1 Expansion of manufacturing facility

(i) Construction of new manufacturing facilities

Currently, our aluminium extrusion and fabrication activities are conducted at our Ijok Manufacturing Facility. As at the LPD, we have commenced construction on Lot 903 which is adjacent to our Ijok Manufacturing Facility with the intention of expanding our production capacity. The Lot 903 Facility with an approximate built-up area of 80,000 sq. ft. is expected to house 4 aluminium extrusion lines and additional storage space. The estimated timeline for the construction of the Lot 903 Facility is as follows:

<u>Milestones</u>	<u>Estimated Timeline</u>
Commencement of construction	April 2024
Completion of construction	First quarter 2025
Obtaining the CCC	Second quarter 2025
Installation of two aluminium extrusion lines	Second quarter 2025 ^(a)
Commencement of operations	Third quarter 2025
Installation of two aluminium extrusion lines	Second quarter 2026 ^(a)

Note:

(a) *Our Group intends to install the new aluminium extrusion lines in two different phases to ensure that our Group's workers are adequately trained before operating all four new aluminium extrusion lines at optimal capacity. This will also enable our Group to reduce the potential risks associated with operating the new aluminium extrusion lines whilst we gradually extrude more aluminium profiles to replace the aluminium profiles which are currently supplied by third-party suppliers. In addition, this will also allow us to better manage our working capital as installing and operating four aluminium extrusion lines simultaneously will require higher working capital.*

The total estimated construction cost of the Lot 903 Facility of approximately RM14.50 million will be funded through bank borrowings and internally generated funds. As at the LPD, we have secured bank borrowings of RM11.60 million for the construction.

Although we acquired Lot 904, a three-acre plot of land adjacent to Lot 903 in 2023, we intend to focus our expansion through our Lot 903 Facility for the time being. We will consider using Lot 904 as and when the need arises for further expansion of our production and/or storage capacity. Currently, we are in the midst of converting Lot 904 from agricultural to industrial land.

(ii) Purchase of aluminium extrusion lines

In line with our business strategy to expand our production capacity, we intend to purchase four additional aluminium extrusion lines with a combined capacity of 8,580 tonnes to be installed at the Lot 903 Facility to increase our aluminium extrusion capacity. As at the LPD, we have four existing aluminium extrusion lines with a total annual capacity of 6,705 tonnes. The four new aluminium extrusion lines are expected to increase our total manufacturing operating capacity from approximately 6,705 tonnes per annum to 15,285 tonnes per annum.

7. BUSINESS OVERVIEW (Cont'd)

The total estimated cost of the four aluminium extrusion lines is approximately RM9.55 million which we will fund through the proceeds of our Public Issue. In the event that additional funding is required, the costs will be funded by bank borrowings and/or internally generated funds. Kindly refer to Section 4.6.1 of this Prospectus for the breakdown of the estimated cost.

7.20.2 Expansion of extruded aluminium products to be used in the solar PV industry

During the FYE 2023, we secured several purchase orders for the supply of aluminium solar PV mounting structures and were awarded three contracts to provide installation services for solar PV systems by Fabulous Sunview, where the installation works were subcontracted. We were able to supply Fabulous Sunview with the required aluminium solar PV mounting structures and related accessories by sourcing the products from local suppliers.

While we continue to subcontract installation works, we have begun to fabricate the aluminium solar PV mounting structures and related accessories in early 2024 by leveraging on our existing capabilities without having to procure additional equipment nor upskill our existing workforce. For the period from 1 January 2024 up to the LPD, revenue generated from the extrusion of aluminium profiles for rails of solar PV systems and fabrication of aluminium solar PV mounting structures amounted to a total of RM9.52 million.

Moving forward, we intend to increase our focus on the fabrication of aluminium solar PV mounting structures and expand our fabrication activities to include other solar PV related aluminium accessories such as brackets and clamps. As at LPD, we have secured purchase orders for fabrication of aluminium solar PV mounting structures and solar PV related aluminium accessories amounting to RM11.11 million (excluding solar PV system installation works), of which approximately RM4.76 million was awarded by third parties, while the remaining portion was contributed by Fabulous Sunview.

8. INDUSTRY OVERVIEW

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Protégé
 ASSOCIATES

BRAND | FINANCE | MARKET

The information in this Section 8 is based on the market research conducted by Protégé Associates commissioned by Winstar Capital Berhad for the purpose of the IPO.

The Board of Directors
 Winstar Capital Berhad
 Lot 901 & 902
 Batu 29, Jalan Kepong
 Ijok, 45600 Batang Berjuntai
 Selangor

Date: 12 November 2024

Dear Sirs/Madams,

Independent Market Research Report on the Aluminium Extrusion Market in Malaysia ("IMR Report")

Protégé Associates Sdn Bhd ("Protégé Associates") has prepared this IMR Report for inclusion in the prospectus of Winstar Capital Berhad ("Winstar" or the "Company") in relation to its listing on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities").

We have been engaged to provide an independent market research of the abovementioned industry in which Winstar and its subsidiaries ("Winstar Group" or the "Group") operate. The market research process undertaken involved secondary research as well as detailed primary research when required, which involves interviews with the relevant stakeholders of the industry to discuss the state of the industry. Quantitative market information could be sourced from such interviews and therefore, the information is subject to fluctuations due to changes in business, industry and economic conditions.

We have prepared this IMR Report in an independent and objective manner and have taken adequate care to ensure the accuracy and completeness of this IMR Report. We believe that this IMR Report presents a balanced view of the industry within the boundaries and limitations of secondary statistics, primary research, and continued industry movements. Our research has been conducted to present an overall view of the industry and may not necessarily reflect the performance of individual companies in this industry. Protégé Associates is not responsible for the decisions and/or actions of the readers of this IMR Report. This IMR Report should also not be considered as a recommendation to buy or not to buy the shares of any company or companies as mentioned in this IMR Report.

Thank you.
 Yours sincerely,



Seow Cheow Seng
 Managing Director

About Protégé Associates Sdn Bhd

Protégé Associates is an independent market research and business consulting company. Our market research reports provide an in-depth industry and business assessment for companies raising capital and funding in the financial markets; covering their respective market dynamics such as market size, key competitive landscape, demand and supply conditions, government regulations, industry trends and the outlook of the industry.

Profile of signing partner, Seow Cheow Seng

Seow Cheow Seng is the Managing Director of Protégé Associates. He has 24 years of experience in market research, having started his career at Frost & Sullivan where he spent 7 years. He has a Master in Business Administration from Charles Sturt University, Australia and Bachelor of Business majoring in Marketing from RMIT University, Australia.

8. INDUSTRY OVERVIEW (Cont'd)

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The research for this IMR Report was completed in October 2024

For further information, please contact:

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8. INDUSTRY OVERVIEW (Cont'd)



1.0 Overview of the Aluminium Extrusion Market in Malaysia

Introduction

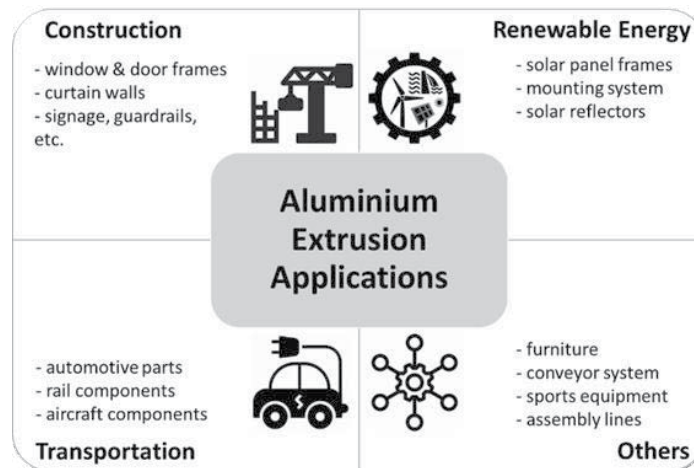
Aluminium is a silvery-white, soft, non-magnetic, and ductile metal. It is the most abundant metallic element in the Earth's crust and the most widely used non-ferrous (i.e. not iron-based) metal. It is extracted from minerals such as bauxite and cryolite through mining. Aluminium has good electrical and thermal conductivity, high reflectivity, and resistance to oxidation. It is an excellent material for framing structures, wiring and window frames given that it is a lightweight metal that is strong, malleable, and non-magnetic. Aluminium is a very commonly specified material for use in extrusions due to its mechanical characteristics which makes it ideally suited for the shaping and forming of metal from billet sections.

Aluminium extrusion is a manufacturing process employed to produce aluminium products with a fixed, cross-sectional profile. The process involves forcing heated aluminium through a die – a shaped opening that gives the resulting extruded material its desired shape. Generally, aluminium billets are heated to a certain high temperature, then pushed or pulled through a die utilising a hydraulic press or ram. This process is highly versatile and can create complex, intricate shapes with a high degree of consistency and accuracy. Moreover, aluminium extrusion process has a relatively low energy footprint which translates to lower tooling and manufacturing costs. Given the malleability of aluminium, it can be readily shaped into a variety of sections without expending significant energy on both the tooling or forming process, while the melting point of aluminium is also typically significantly lesser than ordinary steel.

There is a wide variety of intricate aluminium extrusion profile types that can be produced at varying thicknesses. These profiles can feature various intricate void spaces as required to facilitate a wide range of applications while concurrently satisfying performance-to-weight requirements. The more common type of aluminium extrusion is the hollow beam profile which is simply a variation of the square profile. There are also other profile types like triangular, radius, single and L-shaped profile. These profiles could undergo secondary processing to achieve further customisation based on specific requirements.

Aluminium extrusion products can be used in multiple applications across industries. Under construction applications, aluminium extrusion products are mainly used in window and door frames, guardrails, curtain walls or other building materials. Aluminium extrusion products are also used in transportation, renewable energy ("RE") and other sectors.

Figure 1: Selected aluminium extrusion application and products



Source: Protégé Associates

Aluminium Extrusion Market in Malaysia

In Malaysia, the aluminium extrusion market falls under the non-ferrous metal products sub-sector within the basic metal products industry.

Malaysia's **basic metal products industry** is a crucial supplier of the precursor materials essential to various manufacturing segments including engineering goods, construction material, defence, medical equipment, communication devices and scientific equipment, among others. The industry also plays a critical role in economic development, as it processes metals that can be indefinitely recycled into products that are used in most economic sectors. Specifically, the Malaysian basic metal products industry has played a major part in the development of the manufacturing (e.g. machinery & equipment ("M&E"), electrical & electronical ("E&E"), transport equipment) and construction sectors.

The basic metal products industry covers primary processing and downstream manufacturing of both ferrous (iron and steel) and non-ferrous (e.g. aluminium, tin, copper, zinc, lead) metal products. A wide range of ferrous and non-ferrous products produced by the Malaysian basic metal products industry includes primary steel products (direct reduced iron (DRI) and hot

8. INDUSTRY OVERVIEW (Cont'd)



briquetted iron (HBI), billets and blooms), rolling/finished products (bars, wire rods, sections, hot rolled coils, plates and sheets, cold-rolled coils), secondary long products (wire and wire products), secondary flat products (pipes and pipe fittings, tinplate), aluminium sheets/foils, aluminium finstock, aluminium ingots (recycled) and aluminium rods, aluminium extruded profiles, copper rods/wires, copper strips, copper tubes/extrusions, and tin.

In 2023, a total of 4 projects were approved in the Malaysian basic metal products industry with investments of RM2.4 billion, compared with 31 projects with investments of RM2.0 billion in 2022. Of the 4 projects, 1 was a new project with investments of RM26.5 million, while 3 were expansion/diversification projects with investments of over RM2.3 billion. Of the approved investments, over RM2.3 billion or 98.9% was foreign investments, while RM26.4 million was domestic investments.

According to the Malaysian Industrial Development Authority (“MIDA”), the basic metal industry is transitioning its focus from the construction sector towards higher-end industries such as medical devices, aerospace, oil & gas, advanced engineering, and others. For this purpose, the Malaysian Government is pushing companies within the basic metal industry to produce steel of higher grade and quality to enable them to support higher-end manufacturing activities further up the value chain. MIDA further asserted that investors have shown steady interest in the non-ferrous metal products sub-sector, especially in the production and processing of aluminium. Currently, the Sarawak-based Press Metal Aluminium Holdings Berhad is the sole Malaysian company venturing into aluminium smelting in the country. In recent years, the company has increased its capacity and this has generated various business opportunities to many downstream players, including aluminium extrusion manufacturers, to commercialise aluminium-related products for high value-added applications such as E&E, energy storage and aircraft components.

Malaysia is endowed with abundant bauxite reserves (estimated at around 170,000,000 tonnes by the U.S. Geological Survey, 2021), a primary raw material for aluminium production, and has strategically developed this resource to become a major producer and exporter of aluminium products. Malaysia is a key producer of aluminium in Southeast Asia, with an estimated smelter production of 980,000 tonnes in 2023. At the same time, Malaysia is also a major trader of aluminium products.

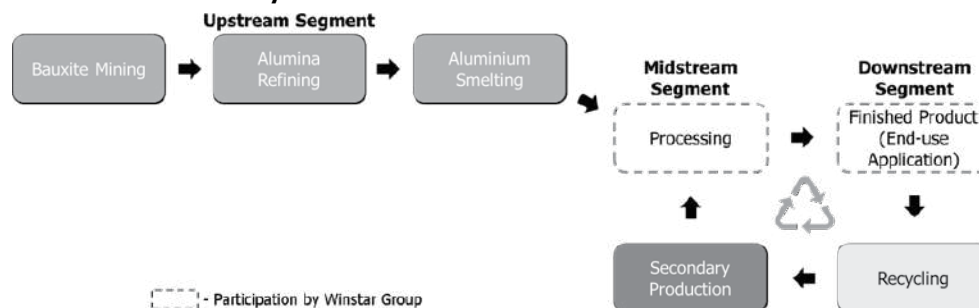
Figure 2: Trade Value of Selected Aluminium Products, 2021-2023

Product	2021		2022		2023	
	Import (RM million)	Export (RM million)	Import (RM million)	Export (RM million)	Import (RM million)	Export (RM million)
Unwrought Aluminium	4,621.9	22,221.7	7,314.5	23,575.8	12,026.3	19,843.8
Aluminium Waste or Scrap	4,714.0	234.8	2,305.5	56.6	1,962.3	24.5
Aluminium Bars, Rods and Profiles	1,089.6	1,262.2	1,225.5	1,487.1	1,409.2	1,578.9
Aluminium Plates, Sheets and Strips	2,603.2	514.2	3,121.8	680.9	2,110.7	416.6
Aluminium Foil	1,022.9	792.8	1,478.9	1,017.1	1,168.2	898.9
Aluminium Tubes and Pipes	178.1	54.9	184.5	56.3	160.3	31.2

Source: Department of Statistics Malaysia

The aluminium industry’s value chain can be categorised into three segments; upstream, midstream, and downstream segments (Figure 3). The upstream segment involves mining of bauxite ore which is the primary source of aluminium and its subsequent production of aluminium. The bauxite ore is chemically processed/refined using the Bayer process to produce alumina (aluminium oxide). The final stage in the upstream segment involves the extraction of pure aluminium metal from alumina to produce aluminium in form of ingots and billets.

Figure 3: The Aluminium Industry Value Chain



Source: Protégé Associates

8. INDUSTRY OVERVIEW (Cont'd)



The midstream segment mainly involves the converting of aluminium ingots and billets into primary aluminium products. Some of the primary aluminium products manufactured in the midstream segment are aluminium bars, aluminium coils, aluminium plates, aluminium tubes and pipes, aluminium sheet, aluminium strip, aluminium wire, aluminium rods, and **aluminium extrusions**. These aluminium products come in different grades such as 1000 series (pure aluminium), 2000 series (copper alloys) and 3000 series (magnesium alloys), depending on its intended usage. These aluminium alloys have varying characteristics that make them suitable for different purposes such as formability, weldability, machining, strength, heat treating and corrosion resistance.

Finally, the downstream segment involves the conversion of these primary aluminium products via value-added processes such as cutting, pressing, and uncoiling into shapes and dimensions that are later transformed into end-products that are found in our daily lives such as door and window frames, electronic components, and automotive components. The downstream segment also includes the recycling of aluminium, whereby the metal is one of the most recycled and recyclable materials in the world. Secondary production is the process of recycling aluminium scrap into aluminium metal that can be reused. Other activities within the aluminium industry's value chain are the trading and distribution of aluminium products across the three segments.

The **aluminium extrusion market** in Malaysia is one of the midstream activities under the aluminium industry. Once aluminium is achieved in its primary form, extrusion is the transformative step that gives the metal its final shape and functionality. This midstream process is characterised by heating the aluminium billets and forcing it through a shaped die to produce profiles tailored to specific application. Some midstream market participants are also involved in downstream activities such as transforming the aluminium extrusions into end-products.

2.0 Performance of the Aluminium Extrusion Market in Malaysia

Figure 4: Historical Market Size & Growth Forecast: Aluminium Extrusion Market in Malaysia, 2020-2028

Year	Market Size (RM billion)	Growth Rate (%)
2020	1.88	-
2021	2.35	24.8
2022	3.04	29.4
2023	3.22	6.0
2024 ^f	3.45	7.0
2025 ^f	3.72	8.0
2026 ^f	4.02	8.0
2027 ^f	4.34	8.0
2028 ^f	4.69	8.0

Compound Annual Growth Rate ("CAGR") (2024-2028) (base year of 2023): 7.8%

Note: ^f denotes forecast

Source: Protégé Associates

In 2022, the aluminium extrusion market grew by 29.4% to approximately RM3.04 billion as the country began transitioning towards the endemic phase on 1st April 2022 after two years of battling the COVID-19 pandemic. In tandem with the easing of restriction measures and resumption of economic activities, demand for aluminium extrusion products rose sharply driven by robust construction and manufacturing activities. Concurrently, aluminium prices rose to a high of approximately USD3,538 per tonne in March 2022 as war broke out between Russia and Ukraine in February 2022. Aluminium prices have since trended downwards, as the increased geopolitical risks associated with the Russia-Ukraine war along with slower demand from China due to its prolonged lockdowns and zero-COVID-19 policy, weighed on industrial activities globally. Nonetheless, aluminium prices in 2022 remained at an elevated level when compared to prices in 2019 which ranged between USD1,700 to USD1,800 per tonne.

In 2023, growth in the aluminium extrusion market is expected to decelerate to 6.0% amounting to RM3.22 billion in the face of slower global and domestic economy and continued down trending of aluminium prices. The effects of the slower global economy can be seen in the manufacturing sector. The manufacturing sector in Malaysia achieved sales value amounting to an estimated RM1.8 trillion in 2023, which represents a marginal year-on-year growth of 0.2% only as compared to the preceding year's growth of 15.8%. Meanwhile, prices of aluminium which began the year at USD2,395 ended lower at USD2,174 in December 2023, representing a drop of around 12.6%.

The aluminium extrusion market is projected to grow between 6% and 8% throughout the forecast period from 2024 to 2028. Expansion will mainly be driven by increasing demand and utilisation of aluminium extrusion products by the various end-user industries namely, transportation, RE and construction sectors. These end-user industries, each with its unique set of demands and challenges, collectively contribute to the sustained growth and expanding market for aluminium extrusion products. The material's versatility, coupled with its ability to meet the diverse requirements of these industries,

8. INDUSTRY OVERVIEW (Cont'd)



positions aluminium extrusions as a foundation in shaping the trajectory of modern industrial and construction practices. In particular, the global shift towards lower carbon emissions and sustainable practices is expected to augment demands for aluminium extrusion across industries going forward. Meanwhile, competition from substitute materials such as conventional steel, composites and plastics, and the global economic slowdown are expected to present challenges to the aluminium extrusion market. In terms of supply conditions, the aluminium extrusion market will benefit from the positive support from the Malaysian Government and technological advancement in aluminium extrusion throughout the forecast period. On the flip side, fluctuations in commodity prices may affect production of aluminium extrusion products.

3.0 Competitive Landscape

In 2023, it is estimated that there are around 40 market participants operating within the aluminium extrusion market in Malaysia. The aluminium extrusion market in Malaysia comprises both aluminium extrusion manufacturers and distributors. Manufacturers are principally involved in transforming aluminium into customised extrusions according to the specifications and requirements of end-user industries. Certain manufacturers not only produce standard aluminium extrusions, but also offer a range of value-added services to cater for specific client requirements. Some focus on producing customised aluminium shapes, while others specialise in making extrusions for certain sectors such as construction or automotive sectors. In addition, some manufacturers also provide additional services like adding finishes such as powder coating or anodising to give the final products better aesthetic finishing and greater durability. Essentially, aluminium extrusions manufacturers in Malaysia compete by developing new and improved designs, making custom, quality products to meet specific needs, offering competitive pricing, building strong relationships with clients, staying updated with advanced technologies, and collaborating with other industry players.

Distributors, on the other hand, typically act as intermediaries between manufacturers and end-users. They purchase aluminium extrusion products in bulk from various manufacturers, and distribute them to a diverse range of end-users. By collaborating with multiple manufacturers, distributors are more flexible and can offer a comprehensive range of aluminium extrusion products to meet varying specifications and requirements from their wide clientele. They may also offer other aluminium products or other hardware related products to attract and cater for a wider customer base. Distributors typically source products from local manufacturers, while some may also engage in importing products from abroad.

Within the aluminium extrusion market in Malaysia, the barriers to entry are considered relatively high, with prospective market entrants facing various challenges. One notable barrier lies with the high capital required to set up manufacturing facilities and acquiring the required equipment for extrusion processes. Technical expertise and specialised knowledge in aluminium extrusion processes is crucial as well. Compliance with regulations and quality standards related to the respective end-user industries and applications for aspects such as design, durability, safety, strength, corrosion resistance, etc. also pose as deterrents to potential market entrants. Meanwhile, building reputation and establishing relationship with customers and suppliers will take time. Lastly, competition within the market can also make it difficult for new players to gain a foothold in the aluminium extrusion market in Malaysia.

3.1 Competitor Analysis

Winstar Group is principally involved in the extrusion of aluminium profiles and fabrication of aluminium ladders. Winstar Group is also involved in the trading and distribution of building materials, and provision of solar photovoltaic ("PV") system installation services. For the purpose of this report, Protégé Associates has selected the following industry players to provide a comparison with Winstar Group based on the following criteria:

- A company registered in Malaysia and is involved in the aluminium extrusion industry; and
- Recorded an annual turnover of above RM50.0 million based on latest publicly available financial information.

It needs to be highlighted that the list of industry players is not exhaustive, and only serves as a reference.

Figure 5: Comparison between Winstar Group and Selected Industry Players

Company Name	Principal Activities	Latest Available Financial Year	Revenue (RM)	Gross Profit (RM)	Profit/ (Loss) After Tax (RM)	Gross Profit Margin* (%)	Profit/ (Loss) After Tax Margin** (%)
Winstar Aluminium Manufacturing Sdn Bhd	Manufacturing, fabricating, processing and selling of aluminium, metal and alloy	31/12/2023	153,684,717	30,353,567	8,017,419	19.8	5.2
Aluworld Extrusion Sdn Bhd	Manufacturing, producing and assembling in aluminium products	31/12/2023	54,883,806	3,485,431	239,356	6.4	0.4

8. INDUSTRY OVERVIEW (Cont'd)

Company Name	Principal Activities	Latest Available Financial Year	Revenue (RM)	Gross Profit (RM)	Profit/ (Loss) After Tax (RM)	Gross Profit Margin* (%)	Profit/ (Loss) After Tax Margin** (%)
	and other related activities						
Everlast Access Technologies Sdn Bhd ⁽¹⁾	Manufacturing and marketing of aluminium and other related products	31/12/2023	73,227,886	5,271,262	673,864	7.2	0.9
Everpress Aluminium Industries Sdn Bhd ⁽²⁾	Business of manufacturing and trading of all types of aluminium products, and transportation	31/12/2023	94,135,808	5,864,107	4,323,472	6.3	4.6
Genesis Aluminium Industries Sdn Bhd	Manufacturing aluminium extrusions of various surface finishes and other related products	28/02/2023	195,902,835	34,891,533	20,010,660	17.8	10.2
JS Aluminium Extruder Sdn Bhd	Principally engaged in manufacturing and trading of aluminium extrusions and its related products	31/8/2023	120,711,664	6,036,411	881,924	5.0	0.7
Kamco Aluminium Sdn Bhd	Manufacturing and trading of aluminium products	31/12/2023	56,078,931	3,998,785	(12,266,999)	7.1	(21.9)
LB Aluminium (Sarawak) Sdn Bhd ⁽³⁾	Manufacturing, marketing and trading of aluminium extrusion	30/04/2023	53,973,978	5,003,905	3,669,399	9.3	6.8
Milleon Extruder Sdn Bhd	Manufacturing of aluminium products	31/12/2023	76,558,356	1,210,130	58,508	1.6	0.1
P.A. Extrusion (M) Sdn Bhd ⁽⁴⁾	Aluminium extrusion & fabrication	30/06/2023	535,500,304	45,657,220	27,036,866	8.5	5.0
PMB Aluminium Sdn Bhd ⁽²⁾	Production of aluminium from alumina; activities of holding companies	31/12/2023	591,312,000	57,443,000	28,033,000	9.7	4.7
Superb Aluminium Industries Sdn Bhd	Manufacturing of aluminium products	31/7/2023	93,575,619	11,563,977	2,158,553	12.4	2.3
Tong Heer Aluminium Industries Sdn Bhd ⁽⁵⁾	Extrusion and fabrication of aluminium products	31/12/2023	145,773,262	18,160,683	6,712,421	12.5	4.6
Zenshin Industries Sdn Bhd	Engaged in manufacturing, exporting and as a dealer in all types of aluminium extrusion products	28/2/2024	63,316,874	11,966,710	9,706,186	18.9	15.3

8. INDUSTRY OVERVIEW (Cont'd)



Notes:

- The above companies are considered directly comparable as they provide aluminium extrusion services similar to the Winstar Group. However, these comparable companies may not be identical to the Winstar Group due to the following reasons:
 - Not all companies have the same financial year end; and
 - Not all companies carry out activities that are completely the same with one another. Revenue of these companies may include revenue from other activities aside from manufacturing and sales of aluminium extrusion products such as manufacturing and sales of other aluminium related products, other materials, real estate activities, etc.
 - Financial information of comparable market players and the Winstar Group such as revenue, gross profit and profit/loss after tax was based on information from the Companies Commission of Malaysia ("CCM") and the Winstar Group while the financial ratios in the table were computed by Protégé Associates.
 - * Gross Profit Margin = Gross Profit over Revenue
 - ** Profit/(Loss) After Tax Margin = Profit/(Loss) After Tax over Revenue
- (1) A subsidiary of PMB Technology Berhad, a company listed on the Main Market of Bursa Securities
 (2) A subsidiary of Press Metal Aluminium Holdings Berhad, a company listed on the Main Market of Bursa Securities
 (3) A subsidiary of LB Aluminium Berhad, a company listed on the Main Market of Bursa Securities
 (4) A subsidiary of P.A. Resources Berhad, a company listed on the Main Market of Bursa Securities
 (5) A subsidiary of Tong Herr Resources Berhad, a company listed on the Main Market of Bursa Securities

Sources: CCM, Winstar Group and Protégé Associates

3.2 Winstar's Market Share Analysis

For the FYE 31 December 2023, the Winstar Group generated revenue of approximately RM87.94 million from its aluminium extrusion business segment, which was equivalent to approximately 2.73% share of the RM3.22 billion market size of the Malaysian aluminium extrusion market in 2023.

4.0 Demand and Supply Conditions

Demand Conditions

Figure 6: Demand Conditions Affecting the Aluminium Extrusion Market in Malaysia, 2024-2028

Impact	Conditions	Short-Term	Medium-Term	Long-Term
		2024-2025	2026-2027	2028
+	Expansion in end-user industries drives demand for aluminium extrusion products			
	- Transportation sector	High	High	High
	- RE sector	High	High	High
	- Construction sector	Medium	Medium	High
	- Others	Medium	Medium	Medium
-	Global economic slowdown	Medium	Low	Low
-	Competition from substitute materials	Low	Low	Low

Source: Protégé Associates

Expansion in End-user Industries Drives Demand for Aluminium Extrusion Products

Expansion in the aluminium extrusion market in Malaysia are mainly driven by demand and utilisation of aluminium extrusion products by various end-user industries. The key selected end-user industries are detailed in the sub-sections as follow:

Transportation Sector

The automotive industry's pivot towards aluminium extrusions is underpinned by a strategic response to global imperatives such as fuel efficiency, emissions compliance and structural innovation. Driven by stringent global regulations, aluminium's lightweight attribute proved pivotal in achieving fuel efficiency targets without compromising structural integrity. Aluminium extrusions play a diverse role as structural components in vehicles encompassing body frames, chassis, elaborate decorative parts and crash management systems. Its versatility allows intricate shapes and designs, while at the same time ensuring overall structural integrity of the vehicle, which are critical factors in the consumer-driven automotive markets.

The surge in popularity of electric vehicles ("EV") has amplified the significance of aluminium extrusions. As the industry transitions towards sustainability, the lightweight nature of aluminium contributes to extending the driving range of EVs; a critical metric in their widespread adoption. Beyond weight reduction, aluminium's excellent heat dissipation properties further make it indispensable in EV components which are subject to high temperatures i.e., braking system. Concurrently, the recyclability of aluminium aligns seamlessly with the automotive industry's growing emphasis on sustainable practices, offering a more environmentally friendly production process.

8. INDUSTRY OVERVIEW (Cont'd)



The Malaysian Government had announced various incentives to promote the development of the EV industry in the country. Some of these incentives include tax exemptions for imports, excise and sales for EV producers in Malaysia. Furthermore, consumers can also claim tax relief for owning an EV. More recently, in July 2023, the Malaysian Government had launched the National Energy Transition Roadmap ("NETR") with green mobility being one of the ten flagship catalyst projects identified to address the significant emissions from the transportation sector and advocating for cleaner urban transportation. By 2050, the stated NETR targets for green mobility are: (i) to elevate public transport modal share to reach 60%; (ii) to accelerate the penetration of EVs, including hybrids ("xEV") four-wheel vehicle share of the vehicle fleet to 80%; (iii) to accelerate the penetration of electric two-wheelers share of the vehicle fleet to 80%; (iv) to foster robust local EV manufacturing capabilities to achieve 90% local xEV manufacturing; and lastly, (v) to continue improvements in the internal combustion engine fuel economy.

The transportation sector, in particular, the automotive industry's increasing integration of aluminium extrusions in tandem with broader shifts towards sustainability and continued governmental support are expected to drive expansion of the aluminium extrusion market in Malaysia, going forward.

RE Sector

The accelerating transition to RE sources has sparked a significant uptick in demand for aluminium extrusion products. As countries worldwide pivot toward solar and wind power, aluminium extrusion is emerging as a critical enabler. Aluminium extrusion plays a fundamental role in the fabrication of critical RE components such as solar panels and wind turbines given its lightweight, durable and versatile properties. The intrinsic properties of the material align seamlessly with the sustainability goals of harnessing cleaner and more efficient energy sources.

Specifically for solar energy applications, aluminium's corrosion resistance and lightweight characteristics makes it an ideal choice to be used as framing structures for solar panels. Solar panel frames, designed to support and protect PV modules, require materials that are not only durable but also resistant to corrosion under various weather conditions to reduce the need for frequent maintenance and replacements. This is particularly crucial given the outdoor exposure of solar panels to elements like rain and ultraviolet radiation. Its durability enhances the sustainability of infrastructure thereby aligning with the overall goals of minimising the environmental impact of energy production. Moreover, the lightweight nature of aluminium facilitates ease of transportation and installation, reducing the overall energy footprint of solar projects.

The aluminium extrusion market is expected to benefit from Malaysia's push towards RE, in particular solar energy. According to the NETR, Malaysia's energy system is primarily dominated by non-renewable sources of energy namely, natural gas, oil and coal. Together they contributed around 96% of Malaysia's total primary energy supply ("TPES") in 2023. Under the NETR's responsible transition scenario, Malaysia is expected to shift from traditional, fossil fuel-based energy systems to a greener, low carbon energy framework. Recognising the significance of energy in sustaining economic growth and socioeconomic development, the NETR aims to ensure progressive scaling up of RE in the power mix by 2050. Under this transition, coal will be phased-out, while RE will increase from 4% of Malaysia's TPES in 2023 to 22% by 2050.

Malaysia is endowed with significant RE resources, boasting an estimated technical potential of nearly 290 gigawatt ("GW") nationwide. In particular, the technical potential for solar PV alone is projected to be 269 GW. Currently, only a small fraction of this RE potential has been tapped, with just over 9 GW of installed capacity realised, thereby signalling the vast amount of potential yet untapped within the RE industry. Meanwhile, the total RE installed capacity in Malaysia is projected to expand to approximately 12.4 GW by 2025, with hydro, solar PV and bioenergy expanding to approximately 6.4 GW, 5.5 GW and 0.5 GW respectively. By 2050, RE is projected to make up the majority share of installed capacity; solar PV (~56 GW), hydro (~10.7 GW) and bioenergy (~1 GW). Going forward, the main contributor to the growth of RE share of installed capacity will be solar PV installation.

The outlook for the RE sector in Malaysia is positive, driven by population growth and increased urbanisation. Malaysia's population is projected to increase from 33.7 million in 2023 to an estimated 40 million by 2050 while the urbanisation rate is expected to increase from 75% in 2020 to 85% by 2040. Economic and population growth along with rapid urbanisation will drive expansion in energy demand, which is expected to rise by 2% annually until 2050. As demand for electricity increases, there is a growing focus on RE as an opportunity for power generation. On the supply side, growth in the RE industry is mainly shaped by the Malaysian Government's commitment towards low-carbon development aimed at restructuring the economic landscape to a more sustainable one. Given the promising outlook for the RE sector, the aluminium extrusion market is expected to benefit from expansion in demand, in particular, aluminium extrusion products used in solar energy applications.

Construction Sector

The global shift towards sustainable and environmentally conscious construction practices has propelled an increase in demand for materials that align with green building principles. Initiatives such as standards, building codes and rating systems have been put in place with the aim of reducing the impact of building construction on the environment, and promoting the inclusion of sustainable practices at a design level.

8. INDUSTRY OVERVIEW (Cont'd)



In Malaysia, the Green Building Index ("GBI") established in 2009 by the Malaysian Institute of Architects and the Association of Consulting Engineers Malaysia, is a globally recognised green building tool with the primary objective of fostering a more sustainable future and environment. As a result, the number of green buildings and sustainable development projects across the country are on an uptrend with total certified GBI projects rising from 513 in September 2019 to 696 in June 2024. The continued support from the Malaysian Government has also helped in further elevating environmental awareness not only among developers, but also among future homeowners.

The surge in green building initiatives and shift towards sustainable construction practices has resulted in heightened demand for aluminium extrusion products. The lightweight yet robust nature of aluminium extrusions aligns seamlessly with the core tenets of green building. Aluminium's high strength-to-weight ratio contributes to structurally sound components, reducing overall building weight and energy consumption during transportation and installation, thereby increasing energy efficiency. Furthermore, aluminium extrusions allow the incorporation of thermal breaks which can enhance thermal performance in key architectural elements such as window frames and curtain walls, thereby minimising heat loss and bolstering energy conservation efforts. Meanwhile, the recyclability of aluminium further underscores its appeal in green building projects, aligning with circular economy principles. The ability to recycle aluminium without compromising its quality supports sustainability goals, making aluminium extrusions an eco-friendly choice for building construction.

Given the expected increase in demand for aluminium extrusion products in line with the shift towards sustainable and environmentally conscious construction practices, the aluminium extrusion market is expected to benefit from the expanding construction sector in Malaysia. The outlook for Malaysia's construction sector, in particular, real estate construction is positive with the total value of real estate construction activities in Malaysia having forecasted to reach RM31.68 billion in 2028, registering a CAGR of 5.32% for the forecast period of 2024 to 2028 (base year of 2023). Growth will mainly be driven by factors such as accommodative policies, ongoing economic expansion and implementation of additional government-led housing and infrastructure projects, all contributing to the momentum for industry advancement.

Others

In addition to the end-user industries already stated, the aluminium extrusion market in Malaysia also stands to benefit from growth in demand for aluminium extrusions applications in various other end-user industries. Aluminium extrusions are suitable to be utilised in modern furniture design, offering a wide range of applications. Given its high strength-to-weight ratio, it is often used as aluminium frames for chairs, tables and desks. Its malleability also makes it ideal to be shaped into unique and custom furniture designs. Meanwhile, aluminium extrusions are also employed in electrical and electronic applications due to its lightweight and conducive properties. From supporting wiring systems to safeguarding electronic devices, aluminium extrusions contribute to the efficiency, safety and longevity of various electrical and electronic applications such as power distribution panels, battery housings and electrical connectors. In terms of industrial equipment applications, aluminium extrusions are often used as frames and structures for machinery, conveyors and manufacturing systems due to its strength-to-weight ratio and corrosion resistance properties. In summary, these end-user industries, each with its unique set of demands and challenges, collectively contribute to the sustained growth and expanding market for aluminium extrusion products.

Global economic slowdown

As part of the global supply chain, any deceleration in the worldwide economy is poised to exert a detrimental influence on Malaysia, with particular repercussions for its aluminium product exports, including aluminium extrusions. In 2023, the value of exported aluminium products (including unwrought aluminium, aluminium waste or scrap, aluminium bars, rods and profiles, aluminium plates, sheets and strips, aluminium foil as well as aluminium tubes and pipes) stood at RM22.79 billion (2022: RM26.87 billion).

Despite facing significant challenges such as the lingering impacts of COVID-19, Russia's invasion of Ukraine and the pervasive cost-of-living crisis, the global economy exhibits resilience as it undergoes a gradual recovery. Notably, the disruptions in energy and food markets - stemming from the war, coupled with the unparalleled measures taken to address soaring inflation through global monetary policy tightening, have not thwarted the overall growth trajectory. According to the International Monetary Fund, global growth - estimated at 3.2% in 2023, is projected to continue at the same pace of 3.2% in 2024 and 2025. The pace of expansion is slower than historical standards as it approaches a soft landing. This is attributed to both near-term factors such as still-high borrowing costs and withdrawal of fiscal support, as well as longer-term effects from the COVID-19 pandemic and geopolitical conflict, weak growth in productivity, and increasing geoeconomic fragmentation. As such, there remain concerns over lower spending by businesses and industries, and consumers alike, which in turn, could translate into reduced demand for a variety of products utilising aluminium extrusions. Accordingly, this may moderate demands for aluminium extrusion products, at least in the medium term.

Competition from Substitute Materials

Demand for aluminium extrusion products may face challenges in the form of intensifying competition from substitute materials. Various materials including conventional steel, composites and plastics could be positioned as substitutes for aluminium, with each potentially offering distinct competitive advantages such as lower costs and lighter weight in specific applications.

8. INDUSTRY OVERVIEW (Cont'd)



Cost competitiveness is a crucial deciding factor in driving industries towards the adoption of substitute materials which could impact the demand for aluminium extrusions. Global economic conditions and fluctuations in raw material prices can influence the cost competitiveness of different materials. If substitute materials become more economically viable, industries may pivot towards utilising them to optimise production costs, hence, impacting demand for aluminium extrusions.

Meanwhile, plastic and composite products are lightweight and are known to be competing materials with aluminium extrusions in various applications, particularly in the construction and automotive industries. Factors influencing the choice of materials used typically includes strength requirements, weight considerations, design flexibility, cost and specific application needs. Additionally, future technological advancements in material science and manufacturing processes could emerge and lead to the development of substitutes that can rival or outperform aluminium in certain applications, thereby prompting industries to reassess their material preferences. In addition, regulatory factors also play a crucial role in shaping the landscape of material choices. Any shifts in regulations favouring the use of specific materials or conversely, restricts the use of certain materials can have a profound impact on the demand for aluminium extrusions. In response to these challenges, the aluminium extrusion market must focus on continuous innovation, cost efficiency, and environmental sustainability to maintain its competitiveness.

Supply Conditions

Figure 7: Supply Conditions Affecting the Aluminium Extrusion Market in Malaysia, 2024-2028

Impact	Conditions	Short-Term	Medium-Term	Long-Term
		2024-2025	2026-2027	2028
+	Positive Support from the Malaysian Government	Medium	Medium	Medium
+	Technological Advancement	Medium	Medium	Medium
-	Fluctuations in Commodity Prices May Affect Production of Aluminium Products	Medium	Low	Low

Source: Protégé Associates

Positive Support from the Malaysian Government

The National Mineral Industry Transformation Plan 2021-2030 was launched in 2021 to streamline the management of the mineral industry to achieve sustainable growth and strengthen the economic fundamentals by making minerals the country's new source of wealth. The plan is based on five main thrusts, namely governance and legislation, mineral industry value chain development, mineral resources mapping and inventory, technology and innovation, as well as human capital development. The plan is envisioned to help establish a complete ecosystem throughout the entire value chain for the next 10 years. To achieve this, the Malaysian Government has set key target indicators, as implementation of the plan progresses. These include increasing the contribution of mining and quarrying sub-sectors to the country's gross domestic product from 0.7% to 1% by 2030, establishing a Malaysian Mineral Industry Development Board, reducing trade imbalances and developing the entire mineral industry value chain, from upstream to downstream. The policy support by the Malaysian Government to establish a more robust ecosystem and promote sustainable growth in the mineral industry is expected to create a more favourable supply condition for the aluminium extrusion market going forward.

Technological Advancement

Over the years, aluminium extrusion has undergone various advances and developments which has led to a more efficient and cost-effective procedure. The future of aluminium extrusion is bright as new technologies and developments promise to further modernise the aluminium extrusion process. Emerging technological advancements such as three-dimensional printing, hot extrusion, hybrid extrusion, nanostructured aluminium, recycling technologies, artificial intelligence, and robotics will continue to shape the future of the aluminium extrusion market. These technologies allow more design flexibility, greater efficiency and cost-effectiveness, and better quality control, which makes aluminium extrusion even more attractive and in turn, finds more applications in various industries. The ability to supply aluminium extrusion products with new features may increase usage in other industries, which augers well for the aluminium extrusion market moving forward.

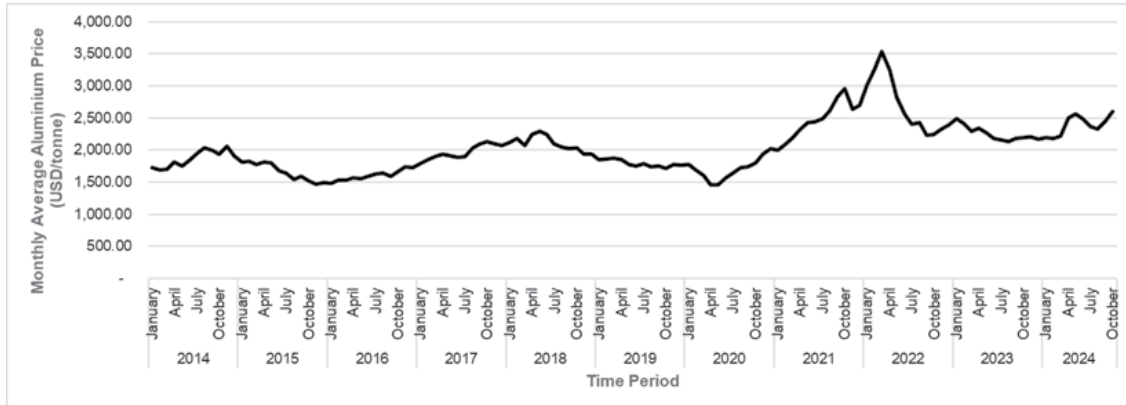
Fluctuations in Commodity Prices May Affect Production of Aluminium Extrusion Products

The price of aluminium can have a significant impact on the aluminium extrusion market. The cost of aluminium, which is a primary raw material in aluminium extrusion, plays a crucial role in determining the overall production costs and, in turn, the pricing of aluminium extrusion products. When aluminium prices rise, the cost of manufacturing aluminium extrusion products increases, potentially impacting profit margins should they be unable to pass on the costs increase to the customers. Customers in turn, may also switch to alternative materials or seek other cost-effective solutions, if they are price-sensitive. Companies that can efficiently manage their costs or secure a stable supply of raw materials may gain a competitive advantage. Some companies may enter into long-term contracts for the supply of aluminium. However, while this can provide stability in the face of price fluctuations, it may also limit the ability to take advantage of lower prices in the open market. The figure below depicts the global average aluminium price from January 2014 up to October 2024.

8. INDUSTRY OVERVIEW (Cont'd)



Figure 8: Global average aluminium price, January 2014 to October 2024



Source: Protégé Associates

5.0 Substitute Products

The use of aluminium extrusions in various applications can be substituted with other materials such as conventional steel, composites and plastics depending on the specific characteristics and requirements of the intended use. The suitability of the substitute material is dependent on factors such as the specific application, required properties (e.g. corrosion resistance, conductivity, strength, aesthetic), cost considerations, and environmental impact. In addition, future technological advancements in material science may also lead to the introduction of new and innovative substitutes for aluminium.

6.0 Prospects and Outlook of the Aluminium Extrusion Market in Malaysia

The outlook for the aluminium extrusion market in Malaysia remains positive and is projected to expand at a CAGR of 7.8% from 2024 to 2028, reaching RM4.69 billion in 2028.

Going forward, expansion in the Malaysian aluminium extrusion market will mainly be driven by increasing demand and utilisation of aluminium extrusion products by various end-user industries namely, transportation, RE and construction sectors. The transportation sector, in particular, the automotive industry's increasing integration of aluminium extrusions in tandem with broader shifts towards sustainability and continued governmental support are expected to drive demand for more aluminium extrusion products. Meanwhile, the continued expansion of the RE sector, driven by population growth and increased urbanisation, and the Malaysian Government's commitment towards low-carbon development will benefit the aluminium extrusion market, particularly for those used in solar energy applications. At the same time, the shift towards sustainable and environmentally conscious construction practices within the construction sector will also drive increased use of aluminium extrusion products. These end-user industries, each with its unique set of demands and challenges, collectively contribute to the sustained growth and expanding market for aluminium extrusion products.

Meanwhile, the global economic slowdown and competition from substitute materials are expected to present challenges to the aluminium extrusion market. The envisaged slowdown in the global economy in the immediate term raises concerns about lower spending by businesses and industries, and consumers alike, which in turn is anticipated to translate into reduced demand for a variety of products utilising aluminium extrusions. Demand for aluminium extrusions may also face challenges in the form of intensifying competition from substitute materials such as conventional steel, composites and plastics.

In terms of supply, the positive support from the Malaysian Government is expected to underpin demand for aluminium extrusion products, particularly from the construction, transportation and RE sector, going forward. Meanwhile, technological advancements could make aluminium extrusion even more attractive and in turn, find more applications in various industries, thereby driving up demand for aluminium extrusion products. On the flip side, fluctuations in commodity prices may affect production of aluminium extrusion products.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

9.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

9.1.1 Particulars of our Promoters and/or substantial shareholders' shareholdings

The details of our Promoters and/or substantial shareholders, and their respective shareholdings in our Company before and after our IPO are as follows:

Name / Nationality / Country of Incorporation	Before our IPO				After our IPO			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Promoters and substantial shareholders								
Chua Nyok Chong / Malaysian	84,462,210	36.18	-	-	75,468,895	26.02	-	-
Chua Boon Hong / Malaysian	28,014,001	12.00	-	-	25,031,144	8.63	-	-
Lee Yong Zhi / Malaysian	27,477,065	11.77	-	-	24,551,380	8.47	-	-
Khoo Nee Cheng / Malaysian	23,461,725	10.05	-	-	20,963,582	7.23	-	-
Substantial shareholders								
Vafe System / Malaysia	(3)70,034,999	30.00	-	-	(3)70,034,999	24.15	-	-
Fabulous Sunview / Malaysia	-	-	(4)70,034,999	30.00	-	-	(4)70,034,999	24.15
Sunview Group Berhad / Malaysia	-	-	(5)70,034,999	30.00	-	-	(5)70,034,999	24.15
New Energy Capital Sdn Bhd / Malaysia	-	-	(6)70,034,999	30.00	-	-	(6)70,034,999	24.15
Chow Kian Hung / Malaysian	-	-	(7)70,034,999	30.00	-	-	(7)70,034,999	24.15
Ong Hang Ping / Malaysian	-	-	(7)70,034,999	30.00	-	-	(7)70,034,999	24.15
Khoo Kah Kheng / Malaysian	-	-	(7)70,034,999	30.00	-	-	(7)70,034,999	24.15

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

Notes:

- (1) *Based on our issued 233,450,000 Shares after the Acquisition and before our IPO.*
- (2) *Based on our enlarged issued 290,000,000 Shares upon our Listing.*
- (3) *46,690,000 Shares are held through Amsec Nominees (Tempatan) Sdn Bhd.*
- (4) *Deemed interested by virtue of its interests in Vafe System pursuant to Section 8 of the Act.*
- (5) *Deemed interested by virtue of its interests in Fabulous Sunview, the holding company of Vafe System, pursuant to Section 8 of the Act.*
- (6) *Deemed interest by virtue of its interests in Sunview Group Berhad, the holding company of Fabulous Sunview, pursuant to Section 8 of the Act.*
- (7) *Deemed interested by virtue of his interests in Sunview Group Berhad and/or New Energy Capital Sdn Bhd pursuant to Section 8 of the Act.*

The Shares held by our Promoters and substantial shareholders do not have different voting rights from our other shareholders.

Save for the above, there is no other person who is able to, directly or indirectly, jointly or severally, exercise control over our Company. As at the LPD, there is no arrangement between our Company and the Promoters and our substantial shareholders, with any third party which may result in a change in control of our Company at a date subsequent to our IPO and our Listing.

9.1.2 Profiles of our Promoters and/or substantial shareholders

The profiles of our Promoters and/or substantial shareholders are set out below:

(i) Chua Nyok Chong

Chua Nyok Chong, a Malaysian male aged 64, is our Promoter, substantial shareholder and Non-Independent Executive Vice Chairman. He was appointed to our Board on 15 December 2023.

Chua Nyok Chong joined the workforce since 1975, where he took on various jobs generally involved in the construction industry. His experiences then include renovation, fabrication, installation and welding works.

In 1993, an enterprising Chua Nyok Chong started Seng Cheong Aluminium & Glass, which principally carried out aluminium fabrication works. In 1995, he started C N C Engineering, which principally carried out steel structure work including welding services.

In 1998, he acquired Winstar Solar and was appointed as the director of the company. The company was then set up to carry out the business of aluminium trading.

In 2002, he founded Winstar Aluminium. The company was then set up to carry out the business of aluminium extrusion. Chua Nyok Chong had played a pivotal role in the growth of our Group. Presently, he is responsible for setting our Group's business direction and strategies.

Please refer to Section 9.2.3 of this Prospectus for further details of his involvement in other business.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(ii) Chua Boon Hong

Chua Boon Hong, a Malaysian male aged 34, is our Promoter, substantial shareholder, Non-Independent Executive Director and CEO. He was appointed to our Board on 15 December 2023.

He graduated with a London Chamber of Commerce and Industry (LCCI) certificate from Segi College Kuala Lumpur in 2009.

He began his career in 2011 when he joined Establish Trading as a sales executive, where he was responsible for carrying out general tasks for the day-to-day operations of the company. In the same year, he was promoted to sales manager where he was responsible for formulating business plans and strategies to grow the company. In 2015, he was appointed as the director of Establish Trading. During the same year, he founded MIM Industry to venture into the business of assembling and trading aluminium accessories where he acted as the director and was responsible for overseeing the day-to-day operations of the company.

In 2017, he joined Winstar Aluminium as an operation and sales manager where he was responsible for the day-to-day operations of the company as well as the sales and marketing of the company's products. Subsequently, he was appointed as a director of Winstar Aluminium in 2022, where he was tasked with streamlining business operations as well as overseeing the operation department.

On 1 April 2023, he was appointed as the CEO of our Group, where his responsibilities include overseeing the business operations of our Group as well as formulating and implementing our Group's business growth strategies.

Please refer to Section 9.2.3 of this Prospectus for further details of his involvement in other business.

(iii) Lee Yong Zhi

Lee Yong Zhi, a Malaysian male aged 41, is our Promoter, substantial shareholder, Non-Independent Executive Director and COO. He was appointed to our Board on 15 May 2024.

He graduated with a Bachelor of Engineering from Multimedia University in 2006.

He began his career in 2005 as a trainee with Geniursoft Sdn Bhd for a period of approximately three months where he was responsible for assisting the project team in the software testing process, which includes performing system setup as well as the preparation of database for testing. After he left Geniursoft Sdn Bhd in 2006, he joined Alps Electric (Malaysia) Sdn Bhd as an engineer where he was responsible for performing product design, design verification as well as overseeing production and customer support.

In 2007, he left Alps Electric (Malaysia) Sdn Bhd and joined O.Y.L. Manufacturing Company Sdn Bhd as a service engineer where he was responsible for providing researching, diagnosing, troubleshooting services as well as providing engineering training to the company's employee. Subsequently, he was seconded to Daikin Mcquay Middle East F.Z.E in 2009 as a product marketing engineer where he was responsible for rendering technical support and product marketing services to the company's client in the middle east and Africa region.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

In 2010, he left O.Y.L. Manufacturing Company Sdn Bhd and joined Winstar Trading Sdn Bhd (which was a related party to the Winstar Group prior to 2015, currently known as Sunway Winstar Sdn Bhd) as an assistant marketing manager. He was subsequently transferred to Hsing Yeat Sdn Bhd (which is a company within Winstar Trading Sdn Bhd's group of companies and was a related party to the Winstar Group prior to 2015) as a marketing manager where he was responsible for overseeing the marketing and business development of the company.

In 2015, he joined Winstar Aluminium as the operation manager. Subsequently, he was appointed as a director of Winstar Aluminium in 2016, as a director of Establish Trading in 2017, and as a director of MIM Industry in 2022. During his time at these companies, he was responsible for the day-to-day operations and processes of the business, strategising process improvement plans, and overseeing the operation department.

On 1 April 2023, he was appointed as the COO of our Group, where he is responsible for overseeing every aspect of our Group's operations, which includes implementing processes in ensuring our Group's compliance with the relevant regulatory requirements and industry standards as well as conducting regular reviews and assessments of operational processes.

Please refer to Section 9.2.3 of this Prospectus for further details of his involvement in other businesses.

(iv) Khoo Nee Cheng

Khoo Nee Cheng, a Malaysian male aged 39, is our Promoter, substantial shareholder and CMO.

He completed the Sijil Pelajaran Malaysia from Sekolah Menengah Jenis Kebangsaan Kwang Hua in 2002.

He began his career in 2002 as a storekeeper with Winstar Enterprise Sdn Bhd (which was a related party to the Winstar Group prior to 2015) where he was responsible for implementing inventory control and disposal procedures. Subsequently, he was promoted to a sales executive in 2004 and as an assistant manager in 2012, where he was responsible for the sales and marketing of the company's products.

In 2016, he left Winstar Enterprise Sdn Bhd and joined Sunway Winstar Sdn Bhd (which was a related party to the Winstar Group prior to 2015) as an assistant manager. In 2017, he was promoted as a manager, where he was responsible for managing the sale and marketing plans and strategies of the company.

In 2019, he left Sunway Winstar Sdn Bhd and joined Winstar Aluminium as an operation manager, where he was responsible for implementing marketing campaigns for the company. Subsequently, he was appointed as a director of the company in 2022 and later as the CMO of our Group in 2023. As our CMO, his responsibilities include formulating and implementing marketing strategies and plans for our Group as well as maintain proper relationship with our Group's customers.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

(v) Vafe System

Vafe System, our substantial shareholder, was incorporated on 24 December 2014 in Malaysia under the Companies Act 1965 as a private limited company and is deemed registered under the Act. Vafe System is principally involved in the business of solar power generation and supply.

As at the LPD, the issued share capital of Vafe System is RM1,800,000.00 comprising 1,800,000 ordinary shares and Fabulous Sunview (a wholly-owned subsidiary of Sunview Group Berhad, a company listed on the ACE Market of Bursa Securities) is the sole shareholder of Vafe System.

(vi) Fabulous Sunview

Fabulous Sunview, our indirect substantial shareholder, was incorporated on 1 March 2013 in Malaysia under the Companies Act 1965 as a private limited company and is deemed registered under the Act. Fabulous Sunview is principally involved in the EPCC of solar PV and other renewable energy facilities, provision of solar PV construction and installation services, and associated services and products.

As at the LPD, the issued share capital of Fabulous Sunview is RM40,249,437.24 comprising 1,661,274 ordinary shares and Sunview Group Berhad, a company listed on the ACE Market of Bursa Securities, is the sole shareholder of Fabulous Sunview.

(vii) Sunview Group Berhad

Sunview Group Berhad, our indirect substantial shareholder, was incorporated on 25 May 2021 in Malaysia under the Act. Sunview Group Berhad is an investment holding company while its subsidiaries are principally involved in the EPCC of solar PV construction and installation services, solar power generation and supply as well as associated services and products.

As at the LPD, the issued share capital of Sunview Group Berhad is RM137,317,425.00 comprising 567,730,100 ordinary shares. The directors of Sunview Group Berhad are Zulkifly Bin Zakaria, Ong Hang Ping, Chow Kian Hung, Khoo Kah Kheng, Ng Chee Yee, Yap Chui Fan, Professor Ir. Dr. Nasrudin Bin Abd Rahim and Norashikin Binti Abdul Rani.

(viii) New Energy Capital Sdn Bhd

New Energy Capital Sdn Bhd, our indirect substantial shareholder, was incorporated on 17 February 2021 in Malaysia under the Act as a private limited company. New Energy Capital Sdn Bhd is an investment holding company.

As at the LPD, the issued share capital of New Energy Capital Sdn Bhd is RM4,948,863.04 comprising 793,171 ordinary shares. The shareholders and directors of New Energy Capital Sdn Bhd are Chow Kian Hung, Ong Hang Ping and Khoo Kah Kheng.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

(ix) **Chow Kian Hung**

Chow Kian Hung, a Malaysian male aged 38, is our indirect substantial shareholder and Non-Independent Non-Executive Director. He is a corporate representative of the Sunview Group and was appointed to our Board on 15 May 2024.

He graduated with a Bachelor of Arts (Commerce) from Liverpool John Moores University, United Kingdom in 2008 and a Master in Business Administration from Liverpool John Moores University, United Kingdom in 2010.

He began his career in 2010 as a key account representative with Wipro Unza (Malaysia) Sdn Bhd where he was responsible for planning and executing promotional plans, ensuring good product merchandising and maintaining key account sales performance report. In 2012, he was promoted to the key account executive of the company where he was responsible for formulating and implementing sales plan, developing, planning and implementing business and promotion programs and preparing and conducting business review with designated key account customers.

In 2013, he left Wipro Unza (Malaysia) Sdn Bhd and joined Mileon Micron Precision Sdn Bhd as an assistant sales & project manager where he was responsible for supporting the project manager of the company in the planning and execution of a client's project.

In 2013, he left Mileon Micron Precision Sdn Bhd and joined Fabulous Sunview as the sales and project manager where he was responsible for resource allocation, developing detailed project plan to monitor and track projects' progress and building and maintaining business relationship with customers. Subsequently, he acquired shares in the company in 2015 and was later appointed as a director in 2018 where he was responsible for monitoring project progress and ensuring project quality, making strategic decisions and leading project managers in implementing the company's strategic plans. Upon the listing of Fabulous Sunview's holding company, namely Sunview Group Berhad, in 2022, he was appointed as the executive director cum COO of Sunview Group Berhad where he is responsible for overseeing the Sunview Group's day-to-day operations and project executions. In 2024, he was redesignated as Sunview Group's executive director cum COO.

Please refer to Section 9.2.3 of this Prospectus for further details of his involvement in other businesses.

(x) **Ong Hang Ping**

Ong Hang Ping, a Malaysian male aged 38, is our indirect substantial shareholder.

He graduated from Universiti Malaya, Malaysia with a Bachelor of Electrical Engineering in 2009. He is a registered Graduate Engineer of the Board of Engineers Malaysia since 2011. He holds a Grid-Connected Solar Photovoltaic (GCPV) certificate since 2014 and is accredited by the Institute for Sustainable Power Quality (ISPQ) for the design and installation of grid connected photovoltaic since 2010.

He started his career with Sharp Electronics (Malaysia) Sdn Bhd as a Solar Design Engineer in 2009 where he was mainly involved in solar system design, and coordination, inspection and supervision of solar system installation. In 2010, he left Sharp Electronics (Malaysia) Sdn Bhd and joined Grandpine Capital Sdn Bhd as an Investment Executive & Analyst for six months.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Subsequently, he joined Solar Sentinel Sdn Bhd in 2011 as a Solar System Integrator Managing Coordinator where his main responsibility was overseeing the company's day-to-day operations and the coordination and implementation of the company's EPCC works for solar PV facility projects. He left Solar Sentinel Sdn Bhd in 2013 and took an approximately 4 months break. In 2014, he joined Green Magnitude Sdn Bhd, a company principally involved in the installation of solar panels and related activities, as a director. He resigned as director of Green Magnitude Sdn Bhd in 2020 when the company was taken over by a new owner.

Since 2015, he has been a director and shareholder of Fabulous Sunview where he was instrumental in the growth and development of its business operations over the years. He was mainly involved in overseeing Fabulous Sunview's day-to-day operations, developing business strategies and providing technical advice for solar PV facility projects.

In 2021, he assumed his position as executive director cum CEO of Sunview Group Berhad where he is responsible for driving the future direction of the Sunview Group and the development of its business strategies. In 2024, he was redesignated as Sunview Group's executive director cum CEO.

(xi) Khoo Kah Kheng

Khoo Kah Kheng, aged 44, is our indirect substantial shareholder.

He graduated in 2006 from Edith Cowan University, Western Australia with a Bachelor of Business in Finance.

Khoo Kah Kheng began his career in 2006 with HSBC Electronics Data Processing (Malaysia) Sdn Bhd as a Global Support Executive where he was mainly responsible for trade investigation and settlement of Interest Rates Swap and Foreign Exchange Options. He left the bank in 2007 to join OCBC Bank (Malaysia) Berhad as a Management Associate. He was promoted to Manager in 2009 where he was responsible for managing the bank's foreign exchange and interest rates risk. He left OCBC Bank (Malaysia) Berhad in 2014 as Assistant Vice President. In the same year, he joined Suntech Energy Sdn Bhd, a company he co-founded in 2013 and was the director where he is responsible for building relationships with customers.

In 2021, Fabulous Sunview acquired Suntech Energy Sdn Bhd and he was appointed as Sunview Group Berhad's executive director and Chief Project Development Officer. In 2024, he was redesignated as Sunview Group's executive director and Chief Project Development Officer.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.1.3 Changes in our Promoters' and substantial shareholders' shareholdings in our Company

The changes in our Promoters' and our substantial shareholders' shareholdings in our Company since incorporation are as follows.

Name	As at 15 December 2023 (date of incorporation)				Before our IPO			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	(1)%	No. of Shares	(1)%
Promoters and substantial shareholders								
Chua Nyok Chong	1	50.00	-	-	84,462,210	36.18	-	-
Chua Boon Hong	1	50.00	-	-	28,014,001	12.00	-	-
Lee Yong Zhi	-	-	-	-	27,477,065	11.77	-	-
Khoo Nee Cheng	-	-	-	-	23,461,725	10.05	-	-
Substantial shareholders								
Vafe System	-	-	-	-	(3)70,034,999	30.00	-	-
Fabulous Sunview	-	-	-	-	-	-	(4)70,034,999	30.00
Sunview Group Berhad	-	-	-	-	-	-	(5)70,034,999	30.00
New Energy Capital Sdn Bhd	-	-	-	-	-	-	(6)70,034,999	30.00
Chow Kian Hung	-	-	-	-	-	-	(7)70,034,999	30.00
Ong Hang Ping	-	-	-	-	-	-	(7)70,034,999	30.00
Khoo Kah Kheng	-	-	-	-	-	-	(7)70,034,999	30.00

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name	After our IPO			
	Direct		Indirect	
	No. of Shares	⁽²⁾ %	No. of Shares	⁽²⁾ %
Promoters and substantial shareholders				
Chua Nyok Chong	75,468,895	26.02	-	-
Chua Boon Hong	25,031,144	8.63	-	-
Lee Yong Zhi	24,551,380	8.47	-	-
Khoo Nee Cheng	20,963,582	7.23	-	-
Substantial shareholders				
Vafe System	⁽³⁾ 70,034,999	24.15	-	-
Fabulous Sunview	-	-	⁽⁴⁾ 70,034,999	24.15
Sunview Group Berhad	-	-	⁽⁵⁾ 70,034,999	24.15
New Energy Capital Sdn Bhd	-	-	⁽⁶⁾ 70,034,999	24.15
Chow Kian Hung	-	-	⁽⁷⁾ 70,034,999	24.15
Ong Hang Ping	-	-	⁽⁷⁾ 70,034,999	24.15
Khoo Kah Kheng	-	-	⁽⁷⁾ 70,034,999	24.15

Notes:

- (1) Based on our issued 233,450,000 Shares after the Acquisition and before our IPO.
- (2) Based on our enlarged issued 290,000,000 Shares upon our Listing.
- (3) 46,690,000 Shares are held through Amsec Nominees (Tempatan) Sdn Bhd.
- (4) Deemed interested by virtue of its interests in Vafe System pursuant to Section 8 of the Act.
- (5) Deemed interested by virtue of its interests in Fabulous Sunview, the holding company of Vafe System, pursuant to Section 8 of the Act.
- (6) Deemed interest by virtue of its interests in Sunview Group Berhad, the holding company of Fabulous Sunview, pursuant to Section 8 of the Act.
- (7) Deemed interested by virtue of his interests in Sunview Group Berhad and/or New Energy Capital Sdn Bhd pursuant to Section 8 of the Act.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.1.4 Amounts/Benefits paid/given or proposed to be paid to our Promoters and/or substantial shareholders

Save for the issuance of our Shares as consideration for the Acquisition, dividends declared/paid to our Promoters and/or substantial shareholders as disclosed below and the aggregate remuneration and benefits in-kind paid or proposed to be paid to our Promoters who are also our Non-Independent Executive Directors as disclosed in Section 9.2.4 of this Prospectus, no amounts have been paid or benefits given or proposed to be paid or given to our Promoters and substantial shareholders for the FYEs 2022 and 2023, and from 1 January 2024 up to the LPD:

Name	Dividends declared and paid		
	⁽¹⁾ / ⁽²⁾ FYE 2022	FYE 2023	From 1 January 2024 up to the LPD
	RM'000	RM'000	RM'000
Promoters and substantial shareholders			
Chua Nyok Chong	1,324	-	-
Chua Boon Hong	40	-	-
Lee Yong Zhi	235	-	-
Khoo Nee Cheng	201	-	-
Substantial shareholder			
Vafe System	-	-	-

Notes:

- (1) *Excluding dividends amounting to RM0.20 million declared and paid to Mestron Holdings Berhad, which was our substantial shareholder prior to 8 February 2024.*
- (2) *Paid on 30 August 2023.*

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.2 BOARD OF DIRECTORS

9.2.1 Particulars and shareholdings

The following table sets out particulars of our Directors and their respective direct and indirect shareholdings in our Company before and after our IPO:

Name	Designation	Before our IPO				After our IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
YM Tengku Loreta	Independent Non-Executive Chairperson	-	-	-	-	⁽³⁾ 250,000	0.09	-	-
Chua Nyok Chong	Non-Independent Executive Vice Chairman	84,462,210	36.18	-	-	75,468,895	26.02	-	-
Chua Boon Hong	Non-Independent Executive Director and CEO	28,014,001	12.00	-	-	25,031,144	8.63	-	-
Lee Yong Zhi	Non-Independent Executive Director and COO	27,477,065	11.77	-	-	24,551,380	8.47	-	-
Datuk Mastura	Independent Non-Executive Director	-	-	-	-	⁽³⁾ 250,000	0.09	-	-
Low Suet Ann	Independent Non-Executive Director	-	-	-	-	⁽³⁾ 250,000	0.09	-	-
Beh Oi Siew	Independent Non-Executive Director	-	-	-	-	⁽³⁾ 250,000	0.09	-	-
Chow Kian Hung	Non-Independent Non-Executive Director	-	-	⁽⁴⁾ 70,034,999	30.00	-	-	⁽⁴⁾ 70,034,999	24.15

Notes:

(1) Based on our issued 233,450,000 Shares after the Acquisition and before our IPO.

(2) Based on our enlarged issued 290,000,000 Shares upon our Listing.

(3) Assuming she fully subscribes for her entitlement under the Pink Form Allocations.

(4) Deemed interested by virtue of his interests in Sunview Group Berhad and New Energy Capital Sdn Bhd pursuant to Section 8 of the Act.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.2.2 Profiles of our Directors

(i) YM Tengku Loreta

YM Tengku Loreta, a Malaysian female aged 50, is the Independent Non-Executive Chairperson of our Company. She was appointed to our Board on 15 May 2024.

YM Tengku Loreta graduated with a Bachelor of Arts Degree in Communications Studies from Western Michigan University, USA in 1995. She later obtained a Master of Arts in Telecommunication Management from Ohio University, USA in 1997.

YM Tengku Loreta started her career in 1997 with MEASAT Broadcast Network Systems Sdn Bhd as a broadcast journalist. She later joined Prudential Assurance Malaysia Berhad in 1998 as an insurance agent and a certified financial planner where she was responsible for providing comprehensive and personalised financial advice to her clients. Subsequently, she ventured into takaful insurance business in 2008, where she was authorised as an agent for Prudential BSN Takaful Berhad to market and deal in takaful business.

In 2010, she joined Kontena Nasional Global Logistics Sdn Bhd as a manager in the COO's office and was subsequently transferred to Kontena Nasional Berhad as a manager in the business development unit of the CEO's office where she was responsible for driving the business development unit. YM Tengku Loreta subsequently pursued her passion in sustainability by venturing into the government sector where she assumed the role of special officer to the group CEO of Malaysian Green Technology Corporation ("**MGTC**") from 2014 to 2017 and represented Malaysia at the EXPO 2017 Astana, Kazakhstan as the head of protocol & public relations for the Malaysian pavilion.

After MGTC, YM Tengku Loreta returned to the private sector and joined Itramas Corporation Sdn Bhd as a business development director in 2018, where she was responsible to establish and maintain key relationship with customers, suppliers, contractors and stakeholders involving in large scale renewable energy projects.

In addition to her involvement in the government and private sector, YM Tengku Loreta had also founded and officially launched MySayang Malaysia Organization in 2019, a non-government organization that focuses on green initiatives in Malaysia as part of an effort to make Malaysia a more environmentally sustainable country.

Currently, YM Tengku Loreta is a member of Institute of Corporate Directors Malaysia (ICDM) and a member of Malaysian Green Technology and Climate Change Center (formerly known as MGTC).

Please refer to Section 9.2.3 of this Prospectus for further details of her involvement in other businesses.

(ii) Chua Nyok Chong

Kindly refer to Section 9.1.2(i) of this Prospectus for the profile of Chua Nyok Chong.

(iii) Chua Boon Hong

Kindly refer to Section 9.1.2(ii) of this Prospectus for the profile of Chua Boon Hong.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

(iv) Lee Yong Zhi

Kindly refer to Section 9.1.2(iii) of this Prospectus for the profile of Lee Yong Zhi.

(v) Datuk Mastura

Datuk Mastura, a Malaysian female aged 63, is an Independent Non-Executive Director of our Company. She was appointed to our Board on 15 May 2024.

Datuk Mastura graduated with a Bachelor of Arts with Honours (Law) from University of Kent, United Kingdom in 1984 and was admitted into the Honourable Society of Lincoln's Inn and was called to the Degree of an Utter Barrister in 1985. She was admitted as an advocate and solicitor of the High Court of Malaya in 1987. In 1990, she graduated with a Diploma in Syariah Law and Practice from International Islamic University Malaysia. Subsequently, she graduated with a Bachelor of Psychology from Open University Malaysia in 2013.

She began her career as a partner of the law firm of Yazid Baba & Partners and had been practicing as an advocate and solicitor of the High Court of Malaya until 2016.

In 2016, she was elected as the Member of Parliament for the Constituency of Kuala Kangsar. In 2020 to 2022, she was appointed as Deputy Minister in the Prime Minister's Department (Special Functions). Her duties include, among others, carrying out her duties as Deputy Minister as well as assists in answering questions and debates in Parliament for the Prime Minister Department (Special Functions).

Please refer to Section 9.2.3 of this Prospectus for further details of her involvement in other business.

(vi) Low Suet Ann

Low Suet Ann, a Malaysian female aged 36, is an Independent Non-Executive Director of our Company. She was appointed to our Board on 15 May 2024.

Low Suet Ann graduated with a Bachelor of Arts in Accounting & Finance from University of East London in 2010. Subsequently, she was admitted to full membership of Certified Public Accountant Australia in 2014 and was admitted as a Chartered Accountant under the MIA in 2015.

In 2010, she began her career in SJ Grant Thornton as a junior associate and was promoted to senior associate in 2011 and subsequently to assistant manager in 2013. During her time with the company, she was responsible for performing statutory audit for Malaysia entities and involved with overseas audit engagement.

In 2014, she left SJ Grant Thornton and joined Deloitte Singapore as a senior associate, where she was responsible for performing statutory audit for companies in accordance with Singapore's requirement.

In 2014, she left Deloitte Singapore and joined Team Relocation Asia Sdn Bhd as an assistant general ledger manager, where she was responsible for preparing monthly management report. In the same year, she joined UEM Edgenta Berhad as an assistant manager and was promoted to the position of manager in 2018. During her time with the company, she was responsible for preparing monthly consolidated report and reviewing subsidiaries account as well monitoring the group's cashflow.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

In 2018, she founded NV Capital Sdn Bhd, a company principally involved in providing financial reporting and accounting services. In 2022, she resigned as the director of NV Capital Sdn Bhd and founded Annco Capital Sdn Bhd, which provides financial reporting, accounting and secretarial services.

Please refer to Section 9.2.3 of this Prospectus for further details of her involvement in other businesses.

(vii) Beh Oi Siew

Beh Oi Siew, a Malaysian female aged 49, is an Independent Non-Executive Director of our Company. She was appointed to our Board on 15 May 2024.

Beh Oi Siew completed her Association of Chartered Certified Accountants (“**ACCA**”) exams in 2003. She was admitted as a member of MIA in 2005 and later as a fellow of the ACCA in 2008.

In 1996, she began her career in an audit firm, namely Kang & Cheah as an audit assistant, where she was responsible for assisting in the preparation of audit schedule. In 1997, she left Kang & Cheah and joined Unique Mix (Penang) Sdn Bhd as an accountant clerk, where she was responsible for assisting in the day-to-day accounting task of the company.

In 1999, she joined Hwang-DBS Securities Berhad as a finance clerk, where she was responsible for assisting in the preparation of the consolidation of accounts. In the same year, she left Hwang-DBS Securities Berhad and joined Dufu Industries Sdn Bhd as an assistant accountant, where she was responsible for managing the company’s account.

In 2004, she left Dufu Industries Sdn Bhd and joined ASE Electronics (M) Sdn Bhd as an accountant executive. In the same year, she left ASE Electronics (M) Sdn Bhd and joined Yikon Jewellery Industry Sdn Bhd as an accountant executive. During her time at the company, she was responsible for managing the company’s account.

In 2005, she joined Benchmark Electronics (M) Sdn Bhd as an accountant, where she was responsible for the accounts payable function of the company.

In 2007, She left Benchmark Electronics (M) Sdn Bhd and joined Lean Giap Enterprise Sdn Bhd as an accountant, where she was responsible for managing the full spectrum of the company’s accounting and supervising the staff of the company.

In 2008, she joined Cross Country Systems Sdn Bhd as a factory administration manager, where she was responsible for managing the company’s account as well as human resources.

In 2011, she joined Solution Engineering Sdn Bhd as the group accountant, where she was responsible for supervising the accounting and purchasing department as well as ensuring timely submission for all quarterly and annual reports.

In 2012, she joined Caterpillar Financial Services Malaysia Sdn Bhd as a senior finance manager, where she was responsible for supervising the finance department as well as managing daily operational issues.

In 2016, she joined Infinitus International (Malaysia) Sdn Bhd as a finance manager. In the same year, she left Infinitus International (Malaysia) Sdn Bhd and joined Green Image Organic Enterprise Sdn Bhd as a finance manager, where she was responsible for supervising the finance department as well as managing daily operational issues.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

In 2017, she founded Jessie Management, an accounting firm registered under MIA to provides various services including accounting management services, payroll and human resources services. Presently, she is the sole proprietor of Jessie Management.

Please refer to Section 9.2.3 of this Prospectus for further details of her involvement in other business.

(viii) Chow Kian Hung

Kindly refer to Section 9.1.2(ix) of this Prospectus for the profile of Chow Kian Hung.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.2.3 Principal directorships and principal business activities of our Directors outside our Group

Save as disclosed below, none of our Directors have any other principal directorship and/or principal business activities performed outside our Group in the past five years up to the LPD:

(i) YM Tengku Loreta

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Present Involvement:						
SL Innovation Capital Berhad ⁽¹⁾	Investment holding company with subsidiaries involved in the development and marketing of computer hardware, software and its related maintenance services and dealing in computer hardware, software development and sales of computer software	Independent director	29 March 2024	-	-	-
Puncak Holdings Berhad ⁽²⁾	Niaga Investment holding company with subsidiaries involved in construction works as well as provision of project management services for construction projects, property development, property investment, property management and facilities management services	Independent director	10 February 2020	-	-	-
Saxenfox Net Sdn Bhd	Dormant with no intended future principal activities, and previously involved in the wholesale of a variety of goods without any particular specialisation, other service activities and restaurants	Director and shareholder	23 September 2022	-	100.00	-
Temasek Intelligence Sdn Bhd	Dormant with no previous dealings	Director and shareholder	13 August 2018	-	30.00	-

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Furedu (M) Sdn Bhd	Management of event, retail sale of products on internet, activities of consultant other than architecture, engineering and management consultants	Shareholder	-	-	15.00	-
Saxenfox Services	Net Model agency and event organiser	Sole owner	-	-	-	-
Embrovibe Empire	Clothing and accessories via online and offline	Partner	-	-	-	-
Past Involvement:						
Bumi Segar Indah Sdn Bhd	Supplying, assembling and commissioning equipment for waste management and providing public cleansing management services	Director	26 May 2017	2 August 2019	-	-
Saxenfox Bhd	Sdn Event management, real estate activities, and import and export of goods (struck off on 22 October 2021)	Director and shareholder	4 July 2013	22 October 2021	50.00	-
Octopus Sdn Bhd	Global Dormant with no previous dealings (struck off on 12 October 2022)	Director and shareholder	20 November 2017	12 October 2022	50.00	-
Worldlink Holdings Berhad	Dormant with no previous dealings	Director	26 June 2024	16 August 2024	-	-

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Notes:

(1) A company listed on the LEAP Market of Bursa Securities.

(2) A company listed on the Main Market of Bursa Securities.

(ii) Chua Nyok Chong

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Present Involvement:						
9 Bar & Lounge	Bar, pub, lounge, food and beverages	Partner	-	-	-	-
Past Involvement:						
Pro Star Realty Sdn Bhd	Real estate activities with owned or leased property and activities of holding companies (struck off on 4 June 2024)	Director	25 June 2019	4 June 2024	-	-

(iii) Chua Boon Hong

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Present Involvement:						
Anzen Sdn Bhd	To carry on the business as general merchants, manufacturing, wholesalers, retailers and dealers in safety and protective equipment, pharmaceutical and cosmetic products and other similar products	Director and Shareholder	10 August 2020	-	50.00	-

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Past Involvement:						
Pro Star Realty Sdn Bhd	Real estate activities with own or leased property and activities of holding companies (struck off on 4 June 2024)	Shareholder	-	-	14.29	-

(iv) Lee Yong Zhi

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Present Involvement:						
Anzen Sdn Bhd	To carry on the business as general merchants, manufacturing, wholesalers, retailers and dealers in safety and protective equipment, pharmaceutical and cosmetic products and other similar products	Director and Shareholder	30 July 2020	-	50.00	-
Premium Kitchen Fixtures Sdn Bhd	Export and import of plastic tableware, kitchenware and toilet articles	Director and Shareholder	14 November 2018	-	5.00	-
JKY Sink	Trading and manufacturing of sink and related products	Shareholder	-	-	5.00	-
The Venue International Sdn Bhd	Dormant with no intended future principal activities, and previously involved in the retail sale of construction materials, hardware, paints and glass	Shareholder	-	-	10.00	-

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
9 Bar & Lounge	Bar, pub, lounge, food and beverages	Partner	-	-	-	-

Past Involvement:

Nil

(v) Datuk Mastura

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect

Present Involvement:

Enplex Resources Sdn Bhd	Property investment holding company	Director and Shareholder	14 July 1992	-	30.00	-
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Past Involvement:

Nil

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(vi) Low Suet Ann

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held		
					Direct	Indirect	
Present Involvement:							
Huison Sdn Bhd	Systems Dormant with no intended future principal activities, and previously involved in trading and maintenance of system related activities	Director and Shareholder	13 December 2018	-	100.00	-	
Annclo Sdn Bhd	Capital Accounting and secretarial services	Director	10 December 2021	-	-	-	
Annclo Sdn Bhd	Proacc Accounting and secretarial services	Shareholder	-	-	100.00	-	
Annclo Sdn Bhd	Finacc Accounting and secretarial services	Director and Shareholder	7 January 2021	27 February 2023	100.00 ⁽¹⁾	-	
Past Involvement:							
NV Capital Sdn Bhd	Accounting and secretarial services	Director and Shareholder	24 August 2018	17 May 2023	100.00	-	

Note:

(1) As at the LPD, Low Suet Ann remains as the shareholder of Annclo Finacc Sdn Bhd.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)
(vii) Beh Oi Siew

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Present Involvement:						
Jessie Management ⁽¹⁾	Accounting firm	Sole Proprietor	-	-	-	-
Past Involvement:						
Pappajack Berhad	Investment holding company with subsidiaries involve in providing pawnbroking services	Director	23 August 2024	13 September 2024	-	-

Note:

- (1) In 2018, Beh Oi Siew received a notice of complaint from the MIA for the non-compliance of providing public practice services since 2017 without a valid practising certificate issued by the MIA and advertising that Jessie Management is in the business of providing finance and accounting outsourcing services on its website. She had subsequently obtained the necessary certificate from the MIA in 2019 and had fully settled the fine of RM1,500 imposed by the MIA for the aforesaid non-compliance.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(viii) Chow Kian Hung

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Present Involvement:						
New Energy Capital Sdn Bhd	Investment holding company with subsidiaries involved in EPCC of solar PV facilities and other renewable energy facilities, provision of solar PV construction and installation services, supply of solar PV equipment and ancillary systems as well as solar power generation and supply	Director and Shareholder	17 February 2021	-	36.23	-
Sunview Group Berhad ⁽¹⁾	Investment holding company with subsidiaries involved in EPCC of solar PV facilities and other renewable energy facilities, provision of solar PV construction and installation services, supply of solar PV equipment and ancillary systems as well as solar power generation and supply	Director and Shareholder	25 February 2021	-	2.47	27.52 ⁽²⁾
Padang Besar Power Plant Sdn Bhd	Asset ownership and tendering for solar projects	Director	5 January 2024	-	-	-
Gama Energy Sdn Bhd	Contracting of solar projects	Director	12 March 2024	-	-	-

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Dynamic Solar Solution Sdn Bhd	Asset ownership	Director and Shareholder	30 June 2023	-	36.00	-
Stellar One Sdn Bhd	Investment holding in shares of Sunview Group Berhad	Director and Shareholder	7 March 2024	-	40.00	-
OCN Asset Management Sdn Bhd	Asset ownership	Director and Shareholder	16 November 2018	-	33.00	-
Ace Haut Monde Berhad	Event planning	Director and Shareholder	12 April 2023	-	50.00	-
Sunvest Capital Sdn Bhd	Tendering of solar projects	Director and Shareholder	15 May 2023	-	28.00	-
The Sail Capital Sdn Bhd	Dormant with no intended future principal activities and previous business dealings	Director and Shareholder	18 July 2023	-	36.00	-
OCV Capital Sdn Bhd	Dormant with no intended future principal activities and previous business dealings	Director and Shareholder	10 October 2023	-	24.00	-
Borneo Agro Sdn Bhd	Tendering of solar projects	Director and Shareholder	12 December 2023	-	30.00	-
Suntech Re Sdn Bhd	Mine, oil well or quarry owners and managers in any minerals and substances of all kinds, general merchants, dealers and commission agents of goods and merchandise of all descriptions, share and property investment and dealings	Shareholder	-	-	12.50	-

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Ge Tech Innovation Sdn Bhd	Architectural and engineering activities and related technical consultancy as well as other professional, scientific and technical activities	Shareholder	-	-	28.00	-
Past Involvement:						
Power Asia Sdn Bhd	Asset ownership	Director	20 October 2023	19 July 2024	-	-
Green Magnitude Sdn Bhd	EPCC of solar PV facilities and other renewable energy facilities, provision of solar PV construction and installation services, and associated services and products	Director	18 September 2018	17 March 2020	-	-
Neda Power (Sg Tiang) Sdn Bhd	Tendering of solar projects	Director	17 May 2018	17 March 2020	-	-
Suria Bumi Engineering Sdn Bhd	Installation of non-electric solar energy collectors, operation of generation facilities that produces electric energy and other construction installation	Director	17 March 2020	17 March 2020	-	-
Unisolar Solution Sdn Bhd	Construction installation, installation of non-electric solar energy collectors and operation of generation facilities that produces electric energy (struck off on 23 October 2020)	Director	27 February 2019	23 October 2020	-	-

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Fabulous Sunview (Penang) Sdn Bhd	Operation of generation facilities that produces electric energy, installation of non-electric solar energy collectors and other construction installation (struck off on 29 July 2021)	Director	23 April 2019	17 March 2020	-	-
Eco Building System Sdn Bhd	Design and build, manufacture, installation, maintenance, marketing, import and export of prefabricated green building products, eco-friendly building services and system (struck off on 3 August 2020)	Director and Shareholder	2 January 2018	3 August 2020	10.00	-
Resol Sdn Bhd	Tendering of solar projects (struck off on 5 July 2019)	Shareholder	-	-	25.00	-

Notes:

- (1) A company listed on the ACE Market of Bursa Securities and includes all 26 of Sunview Group Berhad's subsidiaries and associated companies.
- (2) Deemed interested by virtue of his interests in New Energy Capital Sdn Bhd pursuant to Section 8 of the Act.

The involvement of our Directors in the business activities outside our Group as stated above will not affect their commitment, ability to perform their responsibilities as well as contribution to our Group in their respective roles as our Directors. Further, the involvement of our Executive Directors in business activities outside our Group does not preclude them from allocating or committing their time and effort to our Group as they are not involved in the management and day-to-day operations of these businesses, other than attending meetings of the board of directors on which they serve. Therefore, such businesses do not require a significant amount of time or commitment on a daily basis as these businesses are managed by the other shareholders and/or their respective independent management teams.

In addition, the involvement of our Independent Non-Executive Directors in business activities outside our Group does not preclude them from allocating or committing their time and effort to our Group as they are not involved in the management and day-to-day management of our Group.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.2.4 Directors' remuneration and material benefits-in-kind

The aggregate remuneration and material benefits-in-kind (including any contingent or deferred compensation) paid or proposed to be paid to our Directors for services rendered in all capacities to our Group for the FYEs 2023 and 2024 are as follows:

FYE 2023 (Paid)	Salaries	Fees	Bonus	Allowances	EPF, EIS and Social Security Organisation	Benefits-in- kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Non-Independent Executive Directors⁽¹⁾							
Chua Nyok Chong	548	-	38	-	103	-	689
Chua Boon Hong	300	-	30	20	42	-	392
Lee Yong Zhi ⁽²⁾	300	-	15	18	56	-	389
Non-Independent Non-Executive Director							
Chow Kian Hung ⁽²⁾	-	-	-	-	-	-	-
Independent Non-Executive Directors							
YM Tengku Loreta ⁽²⁾	-	-	-	-	-	-	-
Datuk Mastura ⁽²⁾	-	-	-	-	-	-	-
Low Suet Ann ⁽²⁾	-	-	-	-	-	-	-
Beh Oi Siew ⁽²⁾	-	-	-	-	-	-	-

Notes:

- (1) The remuneration and material benefits-in-kind paid to the Executive Directors during FYE 2023 includes the payment pursuant to their position as the directors of Winstar Aluminium and MIM Industry.
- (2) Appointed on 15 May 2024.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

FYE 2024 (Proposed to be paid)	Salaries	Fees	Bonus	Allowances	EPF, EIS and Social Security Organisation	Benefits-in- kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Non-Independent Executive Directors							
Chua Nyok Chong	649	-	174	-	108	-	931
Chua Boon Hong	450	-	90	-	73	-	613
Lee Yong Zhi	308	-	63	-	52	-	423
Non-Independent Non-Executive Director							
Chow Kian Hung ⁽¹⁾	-	-	-	-	-	-	-
Independent Non-Executive Directors							
YM Tengku Loreta	-	35	-	1	-	-	36
Datuk Mastura	-	21	-	1	-	-	22
Low Suet Ann	-	21	-	1	-	-	22
Beh Oi Siew	-	21	-	1	-	-	22

The remuneration of our Directors which includes our Directors' fees, bonuses, and such other allowances as well as other benefits must be considered and recommended by our Nomination and Remuneration Committee and subsequently, be approved by our Board. Our Directors' fees must be further approved by our shareholders at a general meeting.

Note:

(1) Chow Kian Hung will not receive any remuneration or benefits-in-kind as he is the corporate representative of the Sunview Group.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.3 BOARD PRACTICES

9.3.1 Directors' term of office

Our Board is entrusted with the responsibility for the overall direction, strategy, performance and management of our Group. The number of years that our Directors have served in office as at the LPD and the date of expiration of their respective term of office are as follows:

Director	Designation	Date of appointment	Date of expiration of the current term of office at AGM	No. of year(s) in office
YM Tengku Loreta	Independent Non-Executive Chairperson	15 May 2024	At our first (1st) AGM in year 2025	Less than one year
Chua Nyok Chong	Non-Independent Executive Vice Chairman	15 December 2023	At our first (1st) AGM in year 2025	Less than one year
Chua Boon Hong	Non-Independent Executive Director	15 December 2023	At our first (1st) AGM in year 2025	Less than one year
Lee Yong Zhi	Non-Independent Executive Director	15 May 2024	At our first (1st) AGM in year 2025	Less than one year
Datuk Mastura	Independent Non-Executive Director	15 May 2024	At our first (1st) AGM in year 2025	Less than one year
Low Suet Ann	Independent Non-Executive Director	15 May 2024	At our first (1st) AGM in year 2025	Less than one year
Beh Oi Siew	Independent Non-Executive Director	15 May 2024	At our first (1st) AGM in year 2025	Less than one year
Chow Kian Hung	Non-Independent Non-Executive Director	15 May 2024	At our first (1st) AGM in year 2025	Less than one year

In accordance with our Constitution, all our Directors shall retire from office at the first AGM of our Company. One-third of our Directors are subject to retirement by rotation such that each Director shall retire once in every three years or if their number is not three or a multiple of three, then the number nearest to one-third shall retire from office at each AGM.

Our Directors to retire every year shall be those who have been longest in office since their last appointment or reappointment, but as between persons who became or were last reappointed as Directors on the same day, those to retire shall (unless they otherwise agree among themselves) be determined by lot.

A Director appointed by our Board to fill in a casual vacancy or as an addition to our existing Board, shall hold office only until the next AGM of our Company and shall then be eligible for re-election.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.3.2 Responsibilities of our Board

Our Board has adopted, among others, the following responsibilities for effective discharge of its functions:

- (i) to set the values, standards and strategic aims of our Company;
- (ii) to review and establish a strategic plan for our Group that supports long-term value creation and incorporates economic, environmental and social strategies to ensure sustainability;
- (iii) to review, challenge and decide on management's proposals for our Group, and monitor its implementation by our management;
- (iv) to oversee the conduct of our Group's businesses to ensure proper management, including supervising and evaluating corporate behaviour and business practices within our Group;
- (v) to identify principal risks and ensure the implementation of appropriate internal controls and mitigation measures to achieve a proper balance between risks and potential returns for our shareholders;
- (vi) to review the adequacy and effectiveness of the risk management and internal control systems and framework of our Group;
- (vii) to ensure that our senior management has the necessary skills and experience, and that there are measures in place to ensure an orderly succession of Board and senior management;
- (viii) to develop and implement an investor relations programme or a shareholders' communications policy to facilitate effective communication with our shareholders;
- (ix) to review and approve our Group's financial statements;
- (x) to review and approve the reports of our Audit and Risk Management Committee and Nomination and Remuneration Committee at the end of each financial year;
- (xi) to review and approve our Company's annual report;
- (xii) to ensure the integrity of our Company's financial and non-financial reporting;
- (xiii) to undertake a formal and objective annual evaluation to determine the effectiveness of our Board, our Board committees and each individual Director;
- (xiv) together with our management to:
 - (a) foster good corporate governance culture within our Group that upholds ethical, prudent and professional behaviour;
 - (b) establish code of conduct and ethics, policies and procedures to guide the behaviour of our Directors, management and employees in addressing and managing anti-corruption, whistleblowing and conflict of interest;
 - (c) ensure a sustainable anti-corruption compliance programme is implemented on Group-wide basis with adequate resources assigned; and
 - (d) establish an adequate framework for co-operation and communication between our Company and its subsidiaries for effective oversight of our Group's financial and non-financial performance; and

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (xv) carry out or perform such functions as deemed necessary for our Board to discharge its fiduciary duties under the relevant laws and regulations.

9.3.3 Audit and Risk Management Committee

Our Audit and Risk Management Committee was established by our Board on 26 June 2024. Our Audit and Risk Management Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation
Low Suet Ann	Chairperson
Datuk Mastura	Member
Beh Oi Siew	Member

The primary function of our Audit and Risk Management Committee is to assist our Board in fulfilling its statutory and fiduciary responsibilities relating to the financial reporting process, internal controls and risk management of our Group. Our Audit and Risk Management Committee's duties and responsibilities as stated in its terms of reference include, among others, the following:

Financial reporting

- (i) to review and recommend the quarterly results and the year end financial statements of our Group, before submission to our Board for approval, focusing particularly on:
 - (a) any changes in or implementation of major accounting policies and practices;
 - (b) significant matters highlighted including financial reporting issues, significant judgements made by management, significant and unusual events or transactions and how these matters are addressed;
 - (c) significant adjustment arising from the audit;
 - (d) major judgement areas;
 - (e) the going concern assumption; and
 - (f) compliance with accounting standards, regulatory and other legal requirements;
- (ii) to review and provide advice on whether the financial statements taken as a whole provide a true and fair view of our Group's financial position and performance;
- (iii) to ask probing questions and ensure that the financial statements are consistent with operational and other information known, especially where there are significant matters requiring judgement; and
- (iv) to understand non-financial information which is relevant in assisting the committee to gain further insights on our Group's performance and enhance the integrity of financial reporting.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

External auditors

- (i) to assess the suitability, objectivity and independence of the external auditor on an annual basis based on established policies and procedures, and the annual performance evaluation of the external auditor undertaken by the committee. The policies and procedures should include the following considerations:
 - (a) criteria to decide on the appointment and re-appointment of the external auditor. The criteria should include an assessment of the competency, audit quality and resource capacity of the external auditor in relation to the audit. The assessment should also consider the information as presented in the annual transparency report of the audit firm. If the annual transparency report is not available, the committee may engage the audit firm on matters typically covered in an annual transparency report, including the audit firm's governance and leadership structure as well as measures undertaken by the firm to uphold audit quality and manage risks;
 - (b) appropriateness of audit fees to support a quality audit;
 - (c) non-audit services must be approved by the committee before they rendered by the external auditor and its affiliates, while taking into account the nature of the non-audit services and the appropriateness of the level of fees;
 - (d) obtain written assurance from the external auditor 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; and
 - (e) annual evaluation on the performance of the external auditor by the management and the committee;
- (ii) to consider and recommend to our Board on the appointment or re-appointment of external auditor and to fix their fees (audit and non-audit), after assessing their independence and capabilities as well as the effectiveness of the external audit process;
- (iii) to review the following and report the same to our Board:
 - (a) any letter of resignation from the external auditor or proposal for their dismissal, including a copy of any written representations or statement of circumstances in relation with the resignation made by the external auditor, if applicable; and
 - (b) whether there is reason (supported by grounds) to believe that the external auditor is not suitable for re-appointment; and
- (iv) to review the following with the external auditor and report the same to our Board:
 - (a) audit plan, its scope and nature, including any changes to the scope of the audit plan;
 - (b) audit report;
 - (c) evaluation of the system of internal controls;
 - (d) the assistance given by the employees and management to the external auditors, including any difficulties or disputes encountered during audit; and
 - (e) external auditor's management letter and management's response thereto.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Internal audit function

- (i) to mandate the internal audit function to report directly to the committee;
- (ii) to review the adequacy of the scope, competency and resources of the internal audit function, and that it has the necessary authority to carry out its work;
- (iii) to review the internal audit plan or charter, programme, processes and the reporting structure;
- (iv) to review the findings of the internal auditor's reports, investigations undertaken and whether or not appropriate actions are taken by the management, based on the recommendations of the internal auditors;
- (v) to approve any appointment or termination of internal audit member of the internal audit function;
- (vi) to review the appraisal or evaluation on the performance of the internal audit function on an annual basis;
- (vii) to review or take cognisance of resignation of internal audit staff member (for inhouse internal audit functional) and provide the Internal Auditors/ resigning staff member an opportunity to submit the reasons for resigning;
- (viii) to review the assistance given by the employees and management to the internal auditors, including any difficulties or disputes encountered during internal audit; and
- (ix) to review any special audit which the committee deems necessary.

Risk management and internal control

- (i) to establish an adequate and effective Group's risk management and internal control framework;
- (ii) to review the risk management framework, policies and processes, include identifying, managing, monitoring and mitigating the significant risks of our Group, as well as evaluate the overall adequacy and effectiveness of the system of internal control and recommend to our Board for approval;
- (iii) to review and assess our Group's level of risk appetite and risk tolerance;
- (iv) to review the significant risks identified (including operational, financial, regulatory compliance, sustainability reporting and reputational risks) and assess the mitigating actions put in place to manage these risks; and
- (v) to review the adequacy of resources in managing the risk management and internal control framework.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

Related party transactions, recurrent related party transactions and conflict of interest

- (i) to establish comprehensive procedures for identifying, evaluating, approving and reporting all related party transactions and recurrent related party transactions and conflict of interest situations;
- (ii) to review and report to our Board any related party transactions, recurrent related party transactions and conflict of interest situations that arise, persist or may arise within our Group including any transaction, procedures or course of conduct that raises question on management integrity, and the measures taken to resolve, eliminate or mitigate such conflicts;
- (iii) to review and establish whether all recurrent related party transactions have been carried out in accordance with the mandate approved by the shareholders and are on commercial terms no more favourable to the related parties than those available to the public and make recommendation to Board; and
- (iv) to review all non-recurring transactions or corporate proposals involving related parties, to ensure that they are in the best interest of our Company and are not to the detriment of the minority shareholders and make recommendation to Board.

Others

- (i) to review all financial related reports including Audit and Risk Management Committee report, statement on risk management and internal control, sustainability statement, corporate governance overview statement and corporate governance report as required by the Listing Requirements for inclusion in the annual report;
- (ii) to verify allocation of units or options issued pursuant to the various incentive or retention schemes implemented by our Group (if any);
- (iii) to obtain regular updates from the management regarding compliance matters;
- (iv) to review regulatory and compliance reports, and any other reports within the purview of the committee;
- (v) to periodically review the adequacy and appropriateness of anti-bribery and anti-corruption policy and whistleblowing policy;
- (vi) to review implementation and adequacy of our Group's business continuity plan;
- (vii) to report any suspected frauds/ irregularities, serious internal control deficiencies, suspected infringement of laws, rules and regulations that warrants the attention of our Board; and
- (viii) to carry out any other functions that may be mutually agreed upon by the committee and our Board.

The recommendations of our Audit and Risk Management Committee are subject to the approval of our Board.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.3.4 Nomination and Remuneration Committee

Our Nomination and Remuneration Committee was established by our Board on 26 June 2024. Our Nomination and Remuneration Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation
Datuk Mastura	Chairperson
Low Suet Ann	Member
Beh Oi Siew	Member

The primary function of our Nomination and Remuneration Committee is to assist our Board in fulfilling its statutory and fiduciary responsibilities by reviewing and recommending the structure, size and composition and remuneration of our Board and senior management of our Group. The Nomination and Remuneration Committee's duties and responsibilities as stated in its terms of reference include, among others, the following:

Nomination responsibilities

- (i) to review and recommend to our Board for approval, the appropriate size, composition, mix of skills and experience, and diversity (including gender diversity) of our Board and Board committees to facilitate effective decision-making after taking into consideration the scope and nature of the operations of our Group;
- (ii) to identify, consider and recommend to our Board suitable candidates for appointment of Directors. The committee does not solely rely on recommendations from existing Board members, management or major shareholders, but will also utilise independent sources to identify suitably qualified candidates. In making the recommendations, the committee shall consider the following:
 - (a) the current composition of our Board and the tenure of each Director;
 - (b) the required mix of diversity in skills, experience, age, race, cultural background and gender of our Board;
 - (c) the character, experience, integrity, competence, time commitment of such candidate to serve our Board effectively, taking into consideration the number of board positions held on other board of listed and non-listed companies, and such other fit and proper criteria as set out in the Directors' fit and proper policy;
 - (d) whether there is any existing or potential conflict of interest that could affect the execution of his/her role as our Director;
 - (e) in the case of candidates for the position of Independent Non-Executive Directors, our Board shall also evaluate the candidates' ability to discharge such responsibilities and functions as are expected from Independent Non-Executive Directors; and
 - (f) in the case of candidates filling seats in respect of our Audit and Risk Management Committee in particular, to ensure the candidate is financially literate and possesses a wide range of necessary skills to discharge his/her duties.

If the selection of candidates was solely based on recommendations made by our existing Board, management or major shareholders, the committee should explain why other sources were not used;

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (iii) to review and assess the independence of our Independent Directors on an annual basis and that our Directors meet the identified independence criteria and are not disqualified under the relevant regulations.

Where there is an Independent Non-Executive Director whose term will exceed/has exceeded the nine years tenure, the committee shall justify the recommendation to retain the said Independent Non-Executive Director after the ninth (9th) year to our Board for consideration to seek annual shareholders' approval through a two-tier voting process.

The tenure of office of an Independent Non-Executive Director must not be more than a cumulative period of 12 years from the date of his/her first appointment as an Independent Non-Executive Director;

- (iv) to review the tenure of each Director and ensure that the annual re-election of a director is based on satisfactory evaluation of the director's performance and contribution to our Board and meet the criteria as set out in the Directors' fit and proper policy;
- (v) to recommend to our Board the re-election of Directors who retired by rotation pursuant to our Company's Constitution;
- (vi) to deliberate on matters relating to the continuation in office of any Director at any time, including the suspension or termination of service of Executive Director as an employee of our Company subject to the provisions of the law and the service contract;
- (vii) to assess and recommend to our Board's approval, new and re-appointment of nominees (where applicable) for directorship, chairmanship and/or membership to the respective Board committee;
- (viii) to recommend to our Board any appointment, cessation, suspension, dismissal and/or any staff movement including re-designation, re-deployment, transfer or secondment of senior management of our Group;
- (ix) to establish and recommend for our Board's approval a mechanism for formal assessment of the performance of our Board and senior management;
- (x) to assess and review on an annual basis the effectiveness of our Board as a whole, Board committees, and the contribution of each individual Director and our CEO including his/her character, competence, experience, gender diversity and commitment. All the assessments and evaluation carried out by the committee in the discharge of its duties shall be disclosed in the annual report;
- (xi) to evaluate and review the performance of our Board and senior management including the performance of our Board and senior management in addressing our Company's material sustainability risks and opportunities;
- (xii) to review the succession plans of our Board and senior management and overseeing the development of a diverse talent pipeline for the succession of our Board and management, including the future Chairman, Executive Directors and/or CEO;
- (xiii) to establish gender diversity policy for our Board and senior management and to ensure that our Company takes concrete action to achieve the numerical targets as stated in the policy;
- (xiv) to facilitate our Board's induction programme for newly appointed Directors;

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (xv) to identify suitable educational and training programmes for continuous development of Directors to ensure the Directors keep abreast with development in the industry, regulatory changes and board business trends;
- (xvi) to review annually the term of office, effectiveness and performance of our Audit and Risk Management Committee and each of its members to determine whether our Audit and Risk Management Committee and its members have carried out their duties in accordance with their terms of reference;
- (xvii) to assist our Board in assessing and evaluating circumstances where a Director's involvement outside our Group may give rise to a potential conflict of interest with our Group's businesses, upon receiving declaration of the same from the Director and thereafter, to inform our Audit and Risk Management Committee of the same. After deliberation with our Audit and Risk Management Committee, to recommend to our Board the necessary actions to be taken in circumstances where there is a conflict of interest; and
- (xviii) to periodically review the job descriptions of Executive Directors and senior management.

Remuneration responsibilities

- (i) to assist our Board to implement our Group's policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of our Directors and senior management, and recommend to our Board for approval;
- (ii) to review policies and procedures on remuneration of our Directors and senior management, to ensure that remuneration packages are determined on the basis of individual's merit, qualification and competence, after taking into consideration the complexity of our Group's business and performance, individual's responsibilities, comparable market statistics, and their roles in addressing our Company's material sustainability risks and opportunities and achieving sustainability targets.

In determining the remuneration packages of our Directors and senior management, the committee should take into consideration the following:

- (a) merit, qualification and professionalism;
 - (b) technical competency, skills, expertise and experience;
 - (c) roles and responsibilities;
 - (d) alignment with the business and risks strategies, and long-term objectives of our Group; and
 - (e) fairness of the remuneration package to attract, retain and motivate quality talent and ensure that the compensations offered are in line with market practice;
- (iii) to review and recommend to our Board the compensation payable to our Executive Directors and senior management, and ensure the compensations offered are in line with market practice;
 - (iv) to review the formulation of key performance indicators of our CEO, Executive Directors and senior management, and to assess on a periodic basis, their actual performance against the approved key performance indicators;

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (v) to recommend to our Board any performance related pay schemes for our Company and our Group;
- (vi) to recommend to our Board on the appointment of experts or consultants to assist the committee on all remuneration matters, where necessary to fulfil its responsibilities; and
- (vii) to review major changes in employee remuneration and benefit structures throughout our Group.

And to carry out such other duties or functions as may be delegated by our Board from time to time or required by the regulatory authority.

The recommendations of our Nomination and Remuneration Committee are subject to the approval of our Board.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.4 KEY SENIOR MANAGEMENT

9.4.1 Particulars and shareholdings

Other than our Promoters who are also members of our Key Senior Management, namely Chua Nyok Chong, Chua Boon Hong, Lee Yong Zhi and Khoo Nee Cheng, whose shareholdings before and after our IPO are set out in Section 9.1.1 of this Prospectus, the particulars of our other Key Senior Management and their respective direct and indirect shareholdings in our Company before and after our IPO are as follows:

Name	Designation	Nationality	Before our IPO				After our IPO			
			Direct		Indirect		Direct		Indirect	
			No. of Shares	⁽¹⁾ %	No. of Shares	⁽¹⁾ %	No. of Shares	⁽²⁾ %	No. of Shares	⁽²⁾ %
Sheng Toy Sei	CFO	Malaysian	-	-	-	-	⁽³⁾ 250,000	0.09	-	-
Chong Jun Kang	CSO	Malaysian	-	-	-	-	⁽³⁾ 500,000	0.17	-	-

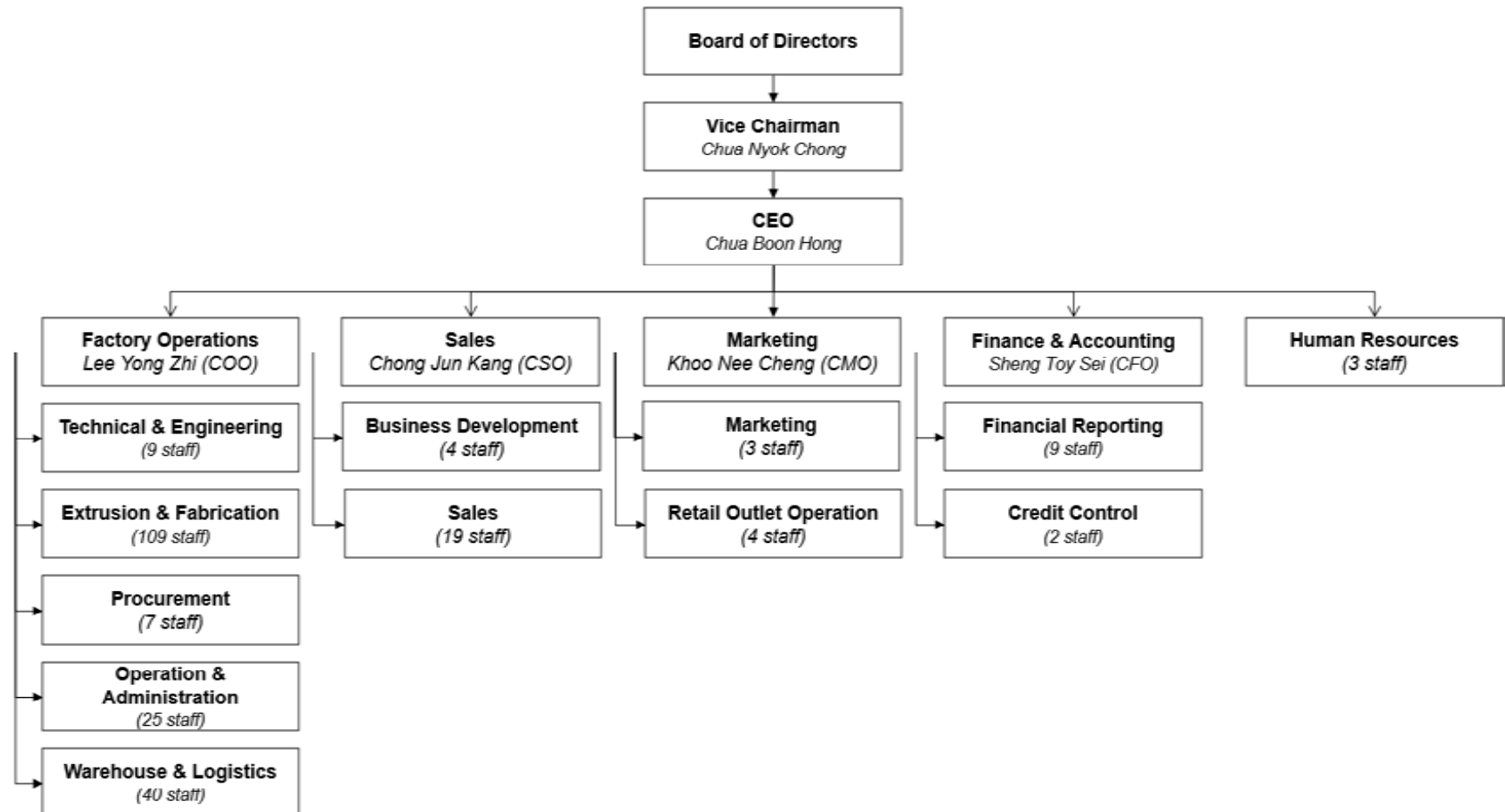
Notes:

- (1) Based on our issued 233,450,000 Shares after the Acquisition and before our IPO.
- (2) Based on our enlarged issued 290,000,000 Shares upon our Listing.
- (3) Assuming he fully subscribes for his entitlement under the Pink Form Allocations.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.4.2 Management reporting structure

As at the LPD, our management reporting structure is as follows:



9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.4.3 Profiles of our Key Senior Management

The profiles of our Vice Chairman, CEO, COO and CMO, namely Chua Nyok Chong, Chua Boon Hong, Lee Yong Zhi and Khoo Nee Cheng, who are also part of the Key Senior Management are set out in Section 9.1.2 of this Prospectus. The profiles of the other Key Senior Management are as follows:

(i) **Sheng Toy Sei**

Sheng Toy Sei, a Malaysian male aged 38, is the CFO of our Group.

He graduated with a Bachelor of Science, majoring in Applied Accounting from Oxford Brookes University in 2008. He was admitted as a member of the MIA and the Association of Chartered Certified Accountants in 2014, and advanced to Fellowship status in 2020.

He began his career in 2010 as an internal audit executive with BDO Governance Advisory where he was responsible for designing internal audit procedures and assessing the adequacy of internal controls. In 2011, he left BDO Governance Advisory and joined Deloitte Malaysia as a senior associate external auditor. During his time there, he was responsible in conducting statutory audits for both private and public listed companies.

In 2012, he joined BDO Malaysia as a senior associate external auditor where he was responsible to plan and perform operational and financial audits for companies to ensure that financial statements are fairly presented in accordance with MFRS as well as to prepare and present management reports on audit findings.

In 2013, he left BDO Malaysia and joined SP Setia Berhad as a senior executive where he was responsible for preparing and updating financial feasibility studies on new projects and on-going projects. He was subsequently promoted to the position of assistant manager in 2014 and to the position of manager in 2016 where he was responsible for preparing financial models and analysis with recommendations of feasibility of new projects as well as to prepare investment papers for SP Setia Berhad's board of directors and executive committees. In 2020, he was promoted to the position of Senior Manager with new responsibility in overseeing the financial reporting and management for four major eco-themed developments.

In 2023, he left SP Setia Berhad and joined Winstar Aluminium as the CFO where he is responsible for overseeing the financial planning, budgeting and forecasting processes of our Group.

Please refer to Section 9.4.4 of this Prospectus for further details of his involvement in other businesses.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

(ii) Chong Jun Kang

Chong Jun Kang, a Malaysian male aged 32, is the CSO of our Group.

He completed the Sijil Pelajaran Malaysia from SMK Raja Jumaat Port Dickson, Negeri Sembilan in 2009.

He began his career in 2009 as a general worker at Acten Marketing Sdn Bhd where he was responsible for overseeing the company's production as well as carrying out marketing activities in relation to the tyre recycling business of the company. In the same year, he was promoted to production and marketing supervisor of the company where he was responsible for liaising with customers and maintaining the existing client base of the company.

In 2011, he left Acten Marketing Sdn Bhd and joined Syarikat Bunga Raya as a sales executive where he was responsible for carrying out the sales and marketing activities.

In 2013, he left Syarikat Bunga Raya and joined Nichi Industries (M) Sdn Bhd as a general manager where he was responsible for overseeing and managing the business operation plans of the company as well as to formulate strategies to expand the company's client base.

In 2017, he joined Winstar Aluminium as a sales executive where he was responsible for managing the company's operation, hiring new staffs as well as expanding the company's client base. In 2022, he was promoted to sales and marketing manager where he was responsible for overseeing the sales and marketing department.

In 2023, he was appointed as the CSO of our Group where he is responsible for formulating and implementing plans and strategies to enhance and improve our Group's sales and key performance indicators milestone.

Please refer to Section 9.4.4 of this Prospectus for further details of his involvement in other business.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

9.4.4 Principal directorships and principal business activities of our Key Senior Management outside our Group

Save as disclosed below, none of our Key Senior Management has any principal directorships and/or principal business activities performed outside our Group in the past five years up to the LPD:

(i) Khoo Nee Cheng

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Present Involvement:						
Nil						
Past Involvement:						
Pro Star Realty Sdn Bhd	Real estate activities with owned or leased property and activities of holding companies (struck off on 4 June 2024)	Shareholder	-	-	14.29	-

(ii) Sheng Toy Sei

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Present Involvement:						
Kilang Papan Sun Weng Lee (M) Sdn Bhd	Rental of property	Director and Shareholder	1 February 2010	-	17.75	18.70 ⁽¹⁾
Perkhidmatan Pengangkutan Ban Huat Sdn Bhd	Transportation	Director and Shareholder	15 December 2013	-	33.33	-

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)

Name of company	Principal activities	Designation	Date of appointment	Date of resignation	% of shareholdings held	
					Direct	Indirect
Alam Idaman Sdn Bhd	Freight transport by road	Director	10 January 2010	-	-	-
Ban Huat Group Holdings Sdn Bhd	Transport agency and rental of house	Shareholder	-	-	22.00	18.72 ⁽²⁾
Lian Hua Timber Trading Sdn Bhd	(a) Transport, cartage and haulage contractors (b) Taxicab, omnibus, limousin, motor car, lorry, school bus, factory bus and other public or private conveyance proprietors	Shareholder	-	-	39.00	-
Sheng Toy Sei	Transport booking service agent and general insurance agent	Sole Proprietor	-	-	-	-

Past Involvement:

Nil

Notes:

- (1) Deemed interested by virtue of his interests in Lian Hua Timber Trading Sdn Bhd and Ban Huat Group Holdings Sdn Bhd pursuant to Section 8 of the Act.
- (2) Deemed interested by virtue of his interests in Lian Hua Timber Trading Sdn Bhd pursuant to Section 8 of the Act.

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT (Cont'd)
(iii) Chong Jun Kang

<u>Name of company</u>	<u>Principal activities</u>	<u>Designation</u>	<u>Date of appointment</u>	<u>Date of resignation</u>	<u>% of shareholdings held</u>	
					<u>Direct</u>	<u>Indirect</u>

Present Involvement:

HKH Solution Sdn Bhd	Wholesale of other solid, liquid and gaseous fuels and related products	Director and Shareholder	1 September 2020	-	67.00	-
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Past Involvement:

Nil

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

9.4.5 Key Senior Management's remuneration and material benefits-in-kind

Save for the remuneration and material benefits-in-kind (including any contingent or deferred compensation) paid to our Executive Directors as disclosed in Section 9.2.4 of this Prospectus, the aggregate remuneration and material benefits-in-kind (including any contingent or deferred compensation) paid or proposed to be paid to our other Key Senior Management for services rendered in their respective capacities to our Group for the FYE 2023 and FYE 2024 are as follows:

Key Senior Management	Remuneration band ⁽¹⁾	
	FYE 2023 (Paid) RM'000	FYE 2024 (Proposed to be paid) RM'000
Khoo Nee Cheng	200 - 250	200 - 250
Sheng Toy Sei	150 - 200	200 - 250
Chong Jun Kang	400 - 450	450 - 500

Note:

(1) *The remuneration for Key Senior Management includes salaries, bonuses, incentives, allowances, and employer contributions.*

9.5 ASSOCIATIONS OR FAMILY RELATIONSHIPS BETWEEN THE PROMOTERS, OUR SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Save as disclosed below, there are no associations or family relationships between our Promoters, substantial shareholders, Directors and Key Senior Management.

- (i) Chua Nyok Chong who is a Promoter, substantial shareholder and the Non-Independent Executive Vice Chairman of our Company, is the father of Chua Boon Hong, a Promoter, substantial shareholder and the Non-Independent Executive Director and CEO of our Company; and
- (ii) Khoo Nee Cheng who is a Promoter, substantial shareholder and the CMO of our Group, is the brother-in-law of Sheng Toy Sei, the CFO of our Group.

9.6 DECLARATION BY THE PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

As at the LPD, none of the Promoters, Directors or Key Senior Management have been involved in any of the following events (whether in or outside Malaysia):

- (i) in the last 10 years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against such person or any partnership in which such person was a partner or any corporation of which such person was a director or key senior management;
- (ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (iii) in the last 10 years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last 10 years, any judgment was entered against such person, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his part, involving a breach of any law or regulatory requirement that relates to the capital market;

9. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(Cont'd)*

- (v) in the last 10 years, the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his part that relates to the capital market;
- (vi) the subject of any order, judgment or ruling of any court, government or regulatory authority or body temporarily enjoining such person from engaging in any type of business practice or activity;
- (vii) the subject of any current investigation or disciplinary proceeding, or in the last 10 years, such person has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and
- (viii) any unsatisfied judgment against such person.

9.7 EXISTING OR PROPOSED SERVICE CONTRACTS

As at the date of this Prospectus, there are no existing or proposed service contracts between our Company and our Directors or Key Senior Management which provide for benefits upon termination of employment.

9.8 MANAGEMENT SUCCESSION PLAN

Our Board believes that our Group's success depends on our ability to retain our Key Senior Management as well as attract and retain skilled personnel. We have implemented a management succession plan, where we train new management staff to gradually assume the responsibilities of Key Senior Management. If the need arises, we will recruit qualified personnel with knowledge and expertise of our business to enhance our operations.

Our Group's management succession plan consist of, among others, the following:

- (i) recruitment and selection;
- (ii) competitive remuneration and employee benefits;
- (iii) structured career planning and development; and
- (iv) continuous training and education.

Our Group's strategy for management continuity is driven by our top management who is responsible for identifying key competencies and recruitment of candidates with knowledge and expertise of our business to enhance operations.